

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

Accommodation & Flexible Working			Project SPONSOR	Roger Parkin	
Wards affected			Project MANAGER	Charan Dhillon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	GREEN	02/10/2013
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	30/09/2013
Project start date:	01/04/2013		Anticipated Project end date:	TBC	
Timeline graph to be inserted once the project end date has been agreed					
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"> Housing Services have successfully moved into Landmark Place. Neil Aves has moved into the office on the 2nd Floor West, SMP (Pat Kelleher's old office). The move went smoothly, Facilities made sure the staff were settled in efficiently and able to commence their duties on their return to work after the weekend moves. Community Hubs – Facilities have installed desks at Chalvey Hub, now awaiting installation of IT/Data. Once complete staff will be able to use space in this building to work i.e. between off site meetings. Following arvato's purchase of the Nimble Storage solution, we are now waiting for them to do the testing and configuring before the DIP project is rolled out. Final quotes have been received for the existing Slough Young People's Centre to be reconfigured to accommodate the Registration Services team from The Centre. Business case to be finalised and submitted for GRO (General Register Office) and Capex approval. Tracy Luck has agreed a Home Working pilot with Joseph Holmes. Charan Dhillon has had a Fire Strategy completed, to obtain authorisation from the Fire Officer and Building Control that the proposed new layouts meet the requirements of the fire regulations. A revised Fire risk assessment will also be carried out. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Tracy Luck to respond to actions required to set up Home Working pilot with Joseph Holmes. Tracy Luck to meet with Alan Sinclair (ASC) to agree flexible working pilot ASC team.(Ongoing). Nimble storage solution to be configured and tested ahead of roll out. DIP W1 to W2 upgrade to be started. Charan Dhillon to complete space planning for teams moving to the Centre from the 2nd Floor West. Charan Dhillon to start preparing moves schedule. Facilities to tidy up and prepare The Centre for decant space once the works commence at SMP. Ridge (Mechanical & Electrical Consultant) due to complete their technical design specification documents. OJEU notice programmed for commencement on 4th October. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> SMP Mechanical & Electrical upgrade works have been pushed back due to various technical issues. It is anticipated that the work will not start until the New Year, therefore no further moves to take place this year for this project. Once property Services are able to provide a confirmed programme, staff will be notified of timescales. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> To support the project board with the proposed changes to working practices. To agree proposed new SMP Reception designs (Roger to share design with CMT). 					

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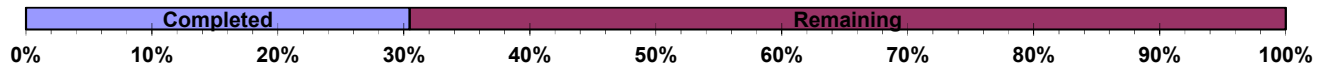
Britwell Regeneration			Project SPONSOR	Sarah Richards	
Wards affected: Britwell & Northborough			Project MANAGER	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	GREEN	04/10/2013
<i>Previous month</i>	AMBER	GREEN	GREEN	GREEN	04/09/2013
Project start date:	01/03/2011		Anticipated end date:	31/03/2018	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</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"> 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. Site 2A/B - Kennedy Park & Marunden Green: The Development Agreement (DA) has been approved by the SBC Project Board and C'side. The DA has been engrossed and copies are being circulated for signature and sealing. Following the planning committee on the 25th July 2013 the planning officer has proceeded to agree the outstanding matters with Countryside plc. A formal planning approval with S106 obligations has been agreed. Enabling works associated with the demolition of the family services building and the scouts/guides hut is on-going. This comprises the removal of utility meters, utility infrastructure and asbestos. The lease for the use of the SEGRO land has been agreed with SEGRO. We are however waiting on SEGRO and SSE to update their lease agreement to allow the council to enter into contract. Upon entering into SEGRO lease C'side will submit the second planning application associated with Northborough link path. C'side are currently scheduled to take possession of Kennedy Park in November upon signing the DA. Phase 1 freehold will transfer to C'side upon meeting the DA condition precedent requirements. Phase 2 will be hoarded at the same time and taken under licence. S25 notices have been issued to retailers on Wentworth Avenue to allow future vacant possession to be obtained for Site 2B. It is proposed the new skate board park and muga are located on Monksfield Park. The programme to deliver the muga and skatepark extend to May 2013. The existing skate board park will be taken out of service in November when Kennedy Park is hoarded. The council is now procuring a landscape architect to produce detailed designs for Kennedy Park. Site 3 - Garage/ Library Housing Site: The environment agency has approved the remediation works for construction purposes. The utility disconnections on the library are complete and physical demolition has taken place. Foundations works to the new housing commenced in October 2013 with target October 2014 completion date. Site 4 - Jolly Londoner Housing Site: The homes are complete. The properties are now occupied by Council tenants. Site 5 - Newbeech House Site: The three terrace blocks are complete and have been handed over to the HRA. 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 (Sept):
<ol style="list-style-type: none">1. Sign and seal the development agreement.2. Countryside to take possession of Phase 1A and 1B.3. Enter into contract with SEGRO for the adjoining landfill site use.4. Procure a landscape architect for the Kennedy Park design and specification.5. Procure the skate park and muga D&B specialist contractor.6. Issue a letter to retailers following the issue of the S25 notices.7. Continue the utility removal and asbestos testing of family services, scouts and guides buildings.8. Submit the Northborough link planning application.9. Commence demolition and construction on Wentworth Avenue Filling station site.10. Obtain the parcel of land owned by Radian on Site 2B.
Key issues of risk / obstacles to progress:
<ol style="list-style-type: none">1. The SSE & SEGRO lease amendment needs to be progressed urgently. We are advised the terms are agreed however progress is slow.
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	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	04/10/2013
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	04/09/2013
Project start date:	September 2012		Anticipated Project end date:	March 2016	



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

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

Review of Learning Disability Change Programme

The Learning Disability Change Programme brings together a number of strands of work relating to learning disability services to transform services to deliver better outcomes and deliver efficiencies. Since the last report the programme has been refocused through a revised plan and reconstituted the Programme Board into four principle interrelated components which are:

- LD1 Housing Care and Support – Developing wide range of supported living options
- LD2 Developing Day Opportunities
- LD3 Review of support to Carers – support and respite
- LD4 Reviewing Pathways and Processes – including personalisation and transitions

The complexity and size of the changes required – involving the need to identify and deliver new buildings and accommodation, work with landlords, housing associations, care providers and people with learning disability and their families means that the delivery of the programme will not be completed until March 2016. Therefore the project end date has been extended from March 2014 to March 2016. This will still ensure that we will have improved outcomes for people and the delivery of the efficiency savings targets.

Context

LD1 This area of work is the first work stream to be underway and is made up of the following component parts:

- 1 Developing Approved Supplier List to efficiently procure supported living services, develop suitable accommodation and establish an effective provider market.
- 2 Moving people from residential placements or the family home into supported tenancies of their own in accommodation provided by either the LA or social &/or private landlords. The current number of people to be moved by March 2016 is 56 people.
- 3 Converting existing in borough Residential Care units into Supported Living schemes. The current number of people to be supported here is 29 people.
- 4 Using Housing Revenue Account (HRA) funding to develop additional accommodation suitable for Supported Living provision and facilitate transition to independent living.
- 5 Using the Care Funding Calculator (CFC) – to improve the value for money of service provision.
- 6 People placed out of borough returning or having care costs renegotiated.

Key deliverables during the period

This has been a month of significant activity which it is expected will bring forward efficiencies identified for 2014-15. This activity includes:

- Choice Care making significant progress in developing an initiative to move both Slough residents and out of borough placements into a single supported living unit at a renegotiated price. This is

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planned for six people. Choice, the landlord and SBC have met and agreed in principle.

- We met with six potential providers (from the Approved Supplier List 1) and following evaluation selected a provisional shortlist of 4 Providers from the submitted proposals for delivering community based supported housing options for 23 services users from out of borough based on their ability to deliver the project within current financial year.
- Reopening the Approved Supplier List to select six additional providers (Approved Supplier List 2) and facilitate the speedy development of additional Supported Living services within the current financial year 2013/14.
- Further progress with identifying suitable housing and the support provision required from the Council's own stock of accommodation.

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

1. Develop detailed plans for the cost and provision for housing, care and support for 23 out of borough placed LD clients.
2. Obtain sign off of the expanded Approved Supplier List (2) that was reopened in August to allow alternative Providers with firm proposals to develop a range of Supported Living Services within the current financial year.
3. Work to identify general need housing options continues with preferred options identified with Asset Management along with the business case for a new build extra care option.
4. Develop project team to negotiate conversion of existing Residential Care schemes into Supported Living Services.
5. Undertake Care Funding Calculator assessments on all identified clients as a basis to renegotiate care and support provision and agree related costs.
6. Work with people with a learning disability and their families to start the planning of moves to ensure a smooth transition of people to their new homes.

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

1. Capacity – limited resource within the SBC Learning Disability team is limiting progress regarding undertaking Care Funding Calculator assessments and consulting with families. This is being addressed by identifying existing funding sources to recruit additional project support.
2. Housing Market – whilst we have increased the number of housing, care and support providers on the framework they still need to come up with appropriate accommodation and making this suitable for this client group. Ongoing review of progress against target is monthly.
3. New care services in supported living meeting peoples needs at a higher cost than planned – this will be monitored and managed throughout the lifetime of the programme and sign off of all new placements/services will be via the Assistant Director Adult Social Care, Commissioning and Partnerships.

Recommendations for CMT:

1. To note the update and change of programme scope and change to projected end date.

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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	30/09/2013
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	31/08/2013
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 80% mark, and a red section labeled 'Remaining' which extends to the 100% mark.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					

Context:

Rates of referrals per 10,000 children continue to be within the tolerance level agreed by the Improvement Board for the fifth consecutive month, and in line with statistical neighbours. This indicates thresholds are being applied consistently and appropriately to the levels agreed and appropriate for referral to Children’s Social Care. Repeat referrals have also sustained the lower level reported in the last period; which alongside the audit of decisions at the front door indicates that the quality of triage and decision making is improved. The service continues to see an increase in the number of children subject to CP Plans, and, a corresponding increase in the number of Looked After Children (LAC) in line with statistical neighbour performance. Both these increases were expected and flow from a move to ensure appropriate decision making at key points in the care pathway. The timelessness of assessments also saw a slightly improved position on previous months. Workloads are increasing and close monitoring of the impact on care loads is being undertaken particularly in relation to Child Protection Teams. The outcomes of the Children in Care are being implemented.

Key activities completed / milestones achieved in this period:

Theme 1 - Improving Social Care Practice

1. The ‘Integrated Front Door’ proposal continues to be implemented and is on targeted.
2. The recruitment of experienced front line staff in CP remains a focus, with 10 experienced interim staff recruited during the past two months, and preparations have been made for a further national recruitment drive in October. The open advert for social workers remains in place.
3. Further analysis of Slough performance against statistical neighbours and the mid term impact on the growing numbers of children being received into social care is being projected against current and expected trends. This will inform the MTFP proposals for the workforce and LAC placement budgets for 2014.
4. Recommendations from the findings of the audit of CIN cases (over 400 cases audited) continue to be implemented.
5. The re-alignment of duty, CIN, CP and LAC teams, to better manage the competing demands on SW staff from work across the care pathway has been agreed and arrangements are being made to implement the changes in October.
6. Agreed additional school nurse capacity with BHCT to respond to child protection demands.
7. On 25th September Ofsted announced the implementation of the new single inspection framework, the preparations for which are being worked through.

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

1. The refresh of the Children and Young People’s Plan has been approved by Partnership Board and presented to the Slough Wellbeing Board. Arrangements are being made to consult young people before the launch.
2. Three underpinning strategies to support the delivery of the plan have also been approved by the CYPBP. These are the workforce strategy, the engagement and participation strategy, and commissioning strategy. The formal launch of the engagement strategy will take place w.c 21st

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October and be presented by members of the Children in Care Council at the award ceremony that same week.

3. The development of the CYPPB Balanced Scorecard in partnership with the LSCB has been progressed.

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

1. The Improvement Board held 3rd September signed off as complete the actions in the Improvement Plan in relation to this theme and the sector led recommendations. Progressed reports will continue to be made to the Board on achievements against the LSCB business plan.
2. The Annual Report of the Board has been completed and approved by the LSCB. The report will be presented to Scrutiny Panel in October with the Annual Report of the Independent Reviewing Officer Service.
3. The new LSCB Business Manager took up her post on 2nd September.
4. Work on CSE continues to progress. Additional capacity has been secured from the Safer Slough Partnership to support the implementation of the CSE and child trafficking action plan. A further progress report is to be presented to Education and Children's Services Scrutiny Panel in October 2013.
5. In the meantime the Council commissioned Chelsea's Choice, a short interactive educational play on CSE and opened up attendance to partners such as schools, leisure services, TVP and probation services. Over 400 front line officers from the Council attended and the event was received well.

Theme 4 - Early Intervention and Prevention

1. The Early Help proposals endorsed by the CYPPB and LSCB; continue to be implemented.
2. Membership of the new sub group of the CYPPB specifically for Early Help is being confirmed. BHCT invited to chair the group, promoting integrated working with Health Visitors, primary health care and school nursing.
3. Consultation on the Early Help organisational structure has been completed. The redesign of the Early Response Hub into a Targeted Family Support Service includes Troubled Families agenda.

Theme 5 - Supporting and Sustaining the Improvement Journey

1. The impact on demand into children's social care is being projected to inform the Councils mid term financial planning process for 2014-17.

Key Activities/milestones scheduled for next period

Key Actions for October 2013

- Presentation of key reports to Education and Children's Scrutiny Panel on 10th October, that include a progress report on the Improvement Plan, the LSCB Annual Report, Implementation of Early Help and an update on Children's Sexual Exploitation.
- Dfe Annual Review meeting on 11th October.
- Follow up actions from the Review and Improvement Board held on 22nd September.
- Finalise trajectory for CP and LAC and related MTFP proposals to manage increased pressures.
- Continue to develop local foster carer recruitment plans for 2013-15 in response to increase LAC demands, and improvement plans for LAC in response to concerns raised by the Minister (to all Councils) – refresh the Commissioning and Sufficiency Strategy for Children Looked After.
- Finalise the detail of the Early Help offer with partners and launch the offer across children's social care. Make arrangements for the conference launch to be held the following month.
- Complete re-alignment of care pathway to better manage work load demands. Closely monitor work flows and quality through audit.
- Continued recruitment of high quality SW staff; national recruitment.
- Continue to implement corrective actions to redress performance on 'timeliness' of assessment completion.

Key issues of risk / obstacles to progress:

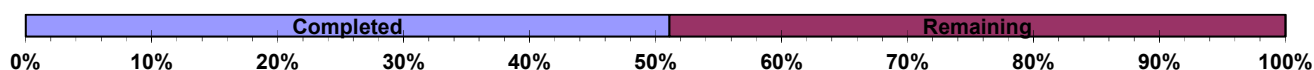
The Risks are reported to the Improvement Board.

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	04/10/2013
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	05/09/2013
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 No

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

1. Primary

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.

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. There are sufficient places for all late applicants at the moment. There is pressure on places in years 2 and 3 and this will be monitored closely. For September 2013:

- (a) New accommodation opened at Priory Primary (Phase 2) and St Anthony's RC Primary (Phase 1).
- (b) A temporary classroom opened at St Mary's CE Primary School.
- (c) Langley Hall Primary Academy opened its new building providing 52 new Reception places and 364 places overall.
- (d) Claycots School admitted an extra Reception class and a Year 2 class at the Town Hall site using existing accommodation. Further classes may be opened in other year groups if required during 2013-14. Planning is underway for providing the new classes required for the expansion to 3 forms of entry at the site.

2. Secondary

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.

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 September 2012. There are sufficient places for late applicants and applicants for other year groups but this will be monitored during the autumn term. There is expected to be pressure on places in year 11 during the autumn term. There are 10 new places at Haybrook College for any new arrivals in addition to places at East Berkshire College.

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

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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:

- (a) Re-provision of Haybrook College (increasing both SEN and PRU places) – works are well underway on site.
- (b) New SEN unit opened at Godolphin Junior for September and a new unit will open Easter 2014 at Castleview Primary School. Godolphin Junior required a temporary classroom for September 2013 to enable the SEN unit to open.
- (c) Works are underway at Littledown Special School to add a second floor and increase places.
- (d) 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 and were successful again this year in applying for £326K to create 45 further places.

Key activities / milestones scheduled for next period:

1. Take forward the Strategic Review of all school sites.
2. The architect has been appointed for projects at Godolphin Junior (Phase 2) and Baylis Court Nursery (rebuild), detailed design work to begin.
3. Appoint supplier of new classrooms for Castleview Primary (Phase 2).
4. Post tender documents to procure a modular supplier for Penn Wood Primary (Phase 2).
5. Continue preparation of tender documents for architectural practices for the next set of primary expansion projects to include Claycots Bath Road, St Mary's CE Primary School and other sites.

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. Additional primary classes can be required at short notice.
6. Any delays opening classes at Claycots could increase the wait time for in-year applicants.

Recommendations for CMT:

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School Services Review			Project DIRECTOR	Joanna Anderson	
Wards affected: All			Project MANAGER	Nazia Idries	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	AMBER	AMBER	AMBER	10/10/2013
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	12/09/2013
Project start date:	02/04/2012		Anticipated Project end date:	30/09/2013	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</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. Acute project timetable was met by SBC education services being successfully outsourced to Cambridge Education (Mott MacDonald). 2. The contract to transfer educational services to Cambridge Education (Mott MacDonald) was completed on 27 September 2013. The new contract will began on Monday 30 September. 3. A joint staff briefing was held for staff prior to transfer where the Chief Executive thanked staff and MML welcomed staff. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Ensure completion of actions for the transition period by relevant leads from SBC and Cambridge Education. 2. SBC and MML to set up strategic and operational partnership governance boards. 3. SBC Project team to produce 'Lessons learnt' report to inform SBC projects going forward. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. Communication - ensure consistent internal and/or external and with staff and schools. 2. Delivery phase – ensure transition period agreed actions can be met within the agreed time period. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 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	Vijay McGuire	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	01/10/2013
Previous month	AMBER	GREEN	AMBER	AMBER	01/09/2013
Project start date:	January 2013		Anticipated Project end date:	TBC	

Timeline graph to be inserted once the project end date has been agreed

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

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

Governance:

1. Joint approach to delivery of this project - **Ongoing**
2. Weekly internal SBC project (transition) meetings - **Ongoing**
3. Weekly Joint Transition meetings / teleconference calls now in place - **Ongoing till go live**

Project Methodology:

4. Project Plan updated on a weekly basis following project meetings. Exception reporting only to the Transition Steering board on a weekly basis

Scope of project :

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

Communication:

7. 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
8. Joint 121's for all staff have taken place with arvato and SBC
9. Update on Phase 2 provided to Commissioners and individual meetings with commissioners continue to take place

TUPE:

10. TUPE Consultation has closed on 26th August – with 2 responses received, both of which related to the request for a Modification order – **CLOSED**
11. TUPE letters have now been issued to all affected staff
12. There is ongoing engagement with arvato HR lead to agree the process of TUPE handover along with the transfer of files.

Service Specifications:

13. Customer Services Specification - **(Customer KPI's still be confirmed)**
14. ICT Specification - Finalised **(Final Review to be completed)**
15. Fraud and Investigations Service Specification – **(1st draft and subject to further negotiations)**

Due Diligence:

- 16 This remains ongoing to help inform arvato's solution and will escalate as a result of entering into the Transition phase of the project

Retained Structure:

- 17 Model and job descriptions for retained client structure have been developed and evaluated.

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Recruitment to take place in time for Go Live

Review of IT Estates and Assets:

18. The draft 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 this via change control has been agreed.
19. Delivery model has been agreed which has allowed arvato to consider the best pricing structure

Costings and Financial Assessment :

20. Finance Model - **Finalised and agreed**
21. Payment Mechanism - to be completed following the agreement on the KPI's
22. ICT Prepayments to be confirmed - for 13/14 financial year

Legal :

23. External Commercial Lawyers have been instructed to assist in the transfer of phase 2 services in partnership with arvato

License and Novation Issues

- 24 Detailed work still to be undertaken relating to Licenses and Contract Novations

Assets and Contract

- 25 Finalise the ICT Assets and Contracts list - undertake the Office Equipment Asset and Contract list for inclusion within the contract

3rd Party Suppliers

26. Agree the governance arrangements / impact on the outsourcing of the School Services Contract
- 27 Finalise the list of 3rd Party supplier contracts for inclusion within the contract documentation

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. Completion of the Payment Mechanism for Phase 2 Services
4. Final Assets and Contracts List to be completed
5. Completion of Service Specification reviews
6. Ongoing legal negotiations
7. Finalise and complete TUPE transfer actions and all associated documentation for all affected staff
8. Pensions documentation to be completed

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 - however the Assets, Contracts and Licences remains a current risk and a priority action for the project team**
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 and discussions underway to both with SBC and our partner to understand service provision and governance going forward**
3. Commercial and contractual closure – **mitigation of this risk has commenced with both legal teams now instructed**

Recommendations for CMT:

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

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Fit for the Future Programme			Project SPONSOR	Ruth Bagley	
Wards affected:			Project MANAGER	Tracy Butterworth	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	10/10/2013
<i>Previous month</i>	N/A	N/A	N/A	N/A	New Project
Project start date:	08/10/2013		Anticipated Project end date:	30/04/2014	
<p>A horizontal progress bar is shown with a scale from 0% to 100% in 10% increments. The bar is entirely red, indicating 0% completion. The word 'Completed' is written above the 0% mark, and 'Remaining' is written above the 100% mark.</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"> Training Needs Analyses designed and delivered to HR and L&D professionals, managers and leaders. Leadership Forum launched and series dates confirmed with good feedback, energy and commitment. HR and OD Skills Development Programme launched with first workshop to commence 16 October 2013. Review of People Management Practice launched and project planning meeting to be held 16 October 2013. Board Development Programme design and planning underway with a planned start date of November 2013. Leadership Development Programme design and planning underway with planned start date of mid-November 2013. Management Development Programme design and planning underway with planned start date of mid-November 2013. Leadership Development Programme for High Potential Staff design and planning underway with a planned start date of December 2013. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Analysis, interpretation and “sense-checking” of feedback from training needs analysis for HR and L&D professionals into tailored skills development programme during the period October-December 2013. Analysis, interpretation and “sense checking” of feedback from training needs analysis for leaders and managers into a tailored leadership and management development programme during the period November 2013 – March 2014. Delivery of Leadership Forum series during the period October-December 2013 to shape the future direction of the Council for continued success, feeding outputs into development support for existing leaders, managers, high potential staff and HR and L&D staff. Delivery of a number of customer-facing “focus groups” or similar to review the Council’s approach to people management (timeline to be agreed). One to one discussions with CMT members to shape and tailor a board development programme. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> Availability of leaders and managers to take part in development activities due to competing priorities and heavy workloads. Lack of access to a centralised diary to ease planning of key programme components. Fast pace and tight timeframes for programme turnaround – might not match organisation’s pace. Members and key stakeholders not being engaged in the need for development. Lack of engagement of key participants due to lack of interest, time or resistance. 					

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

6. Not communicating or involving staff in this programme and creating ambiguity.
7. Inconsistent messaging from participants.
8. Heavy reliance on externals (interims and consultants) to “do the doing.”

Recommendations for CMT:

1. Holding people to account for attendance at key events, giving people adequate time to plan and prioritise, prepare and reflect.
2. Ensuring key programme participants open up access to their diaries.
3. Recognise and balance time, cost and quality, knowing when quality is likely to suffer and taking corrective action as necessary.
4. Continue to engage members and key stakeholders throughout the Programme as necessary.
5. Notice, name and manage resistance when it happens, holding people to account where necessary.
6. Closely managing communications across the Programme and ensuring we will do what we say we will do on time, with consensus and with consistent delivery. Supporting messaging through team briefings with wider organisational communications. Supporting leaders at every turn to bring the views of their people to the table throughout the Programme.
7. As above.
8. Providing healthy challenge to all learners across the Programme to take responsibility for their learning and development, support them to apply what they are learning and reflect from their experience. Encourage them to try new ideas and approaches without fear of retribution. Being clear about expectations of learners, CMT, SLT, managers, workstream leaders, project manager, sponsor and workstream participants and holding them to their roles and responsibilities throughout the Programme.