

SLOUGH BOROUGH COUNCIL

REPORT TO: CMT **DATE:** August 2016

CONTACT OFFICER: Clare Priest Programme Management Lead
(For all enquiries) (01753) 875841

PROJECT HIGHLIGHT REPORT August 2016

1) **Purpose of Report**

To update CMT on the progress of the 34 projects in the Portfolio (including 9 Gold) and to highlight any key strategic issues, risks and interdependencies, with CMT decisions required as indicated. This will inform the Performance and Budget Monitoring Report to Commissioners and Directors.

2) **Decisions Required**

- (i) The following decisions are required by CMT, full background including risks, issues and mitigating actions is provided in the tables below:

Project	Decision
RMI Contract	It is recommended that the Project Sponsor and Interim Director of RHR discuss the current issue regarding property services data collation methodology. The data currently held by Property Services is in a format that does not fit business needs and if not change to meet the requirements of the RMI Contract could have a detrimental impact on the new contract and the management of it.

- (ii) Following analysis of the project highlight reports received, CMT are asked to consider the following thematic risks and issues that are affecting the delivery of Projects in the Portfolio:

1 Project

School Places

Decisions need to be made with regard to options relating to the creation of school places, including the development of SASH2 secondary school places and risks associated with Arbour Vale not being able to expand. This is to ensure there are sufficient schools places available from September 2017.

2 Projects

Customer Relationship Management

There are issues relating to the delay in implementation of the Online Citizen Portal, Mobile working and Project Management Information Projects as part of the Adults Social Care Reform Programme. Delays will affect target savings for the financial year. The Digital Programme is looking to implement a CRM system which could potentially link to the Online Citizen Portal project. However due to timescales, immediate need and projected savings, the ASC Portal will be implemented in advance of CRM work for the Digital Project.

1 Project

Staff Training

The Agresso/ERP project is reporting project risks and issues associated with insufficient capacity and capabilities to deliver the project. The need for staff training and additional support from arvato is suggested as a mitigating action. This will impact on the project's budget and potentially timescales if tender processes need to be followed depending contract values.

4 Projects

Key Decisions

Four Projects are awaiting key decisions to progress with the project and/or to determine the scope:

- **RMI Project**
The Project Sponsor and Interim Director of RHR need to agree the collation and recording methodology for data held by property services to ensure it is fit for business needs and meets the requirements of the RMI contract.
- **Highways and Transport Transformation**
Awaiting a decision on whether the professional services contract will be Council wide or a Transport or Highways contract. There is also no direction on whether services will be brought back in house.
- **Environmental services contract re-**

procurement

Awaiting instruction for all Lot commencement and/or further instruction for progress of Lot 2, background planning is continuing to mitigate the severe effects of the delay for Lot 1.

- **The Cambridge Education/ Phase 2 CSC transfer**

Awaiting agreement of revised contract arrangements including the delivery of the Educational Psychology service and which services will be brought in house.

- (iii) There are currently no key themes emerging from the highlight reports that require CMT to agree their inclusion in **Transformation Board** discussion.
- (iv) CMT are asked to consider the following **project level decisions** which have been requested by Project Managers in the Highlight Reports either now or by inviting a further report to CMT as soon as possible.

School Places Programme (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Amber ↔	Green ↔	Red ↔
Risk/Issue	Mitigating Action	Gap	Theme
SASH2 secondary places required for 2017 (Risk)	If these places aren't available then may need to bring forward expansion of Westgate and/or Wexham to ensure sufficient places.	Secondary school places	School Places
Arbour Vale may not be able to expand on it's current site (Risk)	A new site may be required and this may delay the project by 12 to 24 months.		School Places
CMT Recommendation			
None. Project Board decisions as follows: a) Decide on preferred option for SASH2 to ensure secondary places open for Sep-17. b) Then seek approval from Cabinet for site/s for SASH2. c) Is SASH2 primary places are to open for 2017, decide if this affects the current primary expansion projects in any way.			
Adults Social Care Reform Programme (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Amber ↔	Amber ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
Ongoing ICT/arvato issues relating to the following: Online Citizen Portal Mobile Working Project Management Information Project All of which are impacting on both project timescales and saving targets for the ASC programme. Each month in delay	Mitigating actions include exception reporting and a dedicated resource for the ASC programme.	Absence of IT resources from arvato.	ICT/Telephony

<p>reduces the Department's savings plans by c£4000 for the carer's portal alone and will delay additional savings as the solution is expected to be rolled out across more self-service functions which total an additional £72,000 a year. (Issue)</p>			
<p>It has been acknowledged that the Citizen Portal solution requires the main IAS application to be migrated to Windows 10 Server.</p> <p>This in turn presents an issue to the connectivity of the ASC department's document management system which requires significant configuration and or a possible re-procurement as this old application is not supported on Windows 10. (Issue)</p>	<p>Discussions are being had with arvato project management and technical resource to identify solution.</p>	<p>Document Management System compatibility with Windows 10</p>	<p>ICT/Telephony</p>
<p>CMT Recommendation</p>			
<p>None. The signoff for the departments re-structure consultation will require papers to be submitted to the ASC DMT in October and then to CMT in November 2016.</p>			
<p>The Curve (GOLD)</p>			
<p>Overall Status</p>	<p>Timeline</p>	<p>Budget</p>	<p>Issues + Risks</p>
<p>Red ↔</p>	<p>Red ↔</p>	<p>Amber ↔</p>	<p>Amber ↑</p>

Risk/Issue	Mitigating Action	Gap	Theme
Risk of running costs exceeding planned revenue budget. Rates estimates received suggest an increase of £250k above current premise costs with corporate property costs substantially higher than present budget. (Risk)	Growth Bid of £391k has been submitted to fund the revenue gap within budget.	Revenue Funding	Project Funding
Capacity of SBC and Arvato's ICT support to meet deadlines and complete work on schedule. (Risk)	Allowing an extended period for the completion of works beyond handover from construction.		ICT / Staff Capacity

CMT Recommendation

None.

ERP/ Agresso (GOLD)

Overall Status	Timeline	Budget	Issues + Risks
Red ↓	Amber ↑	Green ↑	Red ↓

Risk/Issue	Mitigating Action	Gap	Theme
Lack of specialist knowledge within the organisation related to report writing and payroll reconciliation / error. (Risk)	We will treat/mitigate the risk by either planning in training for existing staff or consider external support from arvato before go live in Dec 2016	Staff Training and arvato support	Staff Training
Lack of ongoing support post go-live due to insufficient capacity, capability, and resilience of the support team. (Risk)	We will treat/mitigate the risk by either planning in training for existing staff or consider external support from arvato before go live in Dec 2016	Staff Training and arvato support	Staff Training
Partners not engaged in the implementation process. (Risk)	We will treat/mitigate the risk by ensuring representatives from CE and SCST are invited to		Staff engagement

	key Agresso meetings. This process has started.		
The data within CHRIS21 (current payroll system) does not reflect the current organisation structure and some data is incorrect. (Issue)	HR staff are currently reviewing the organisation structure and amendments will be applied to Agresso.	CHRIS21 data	IT/ Telephony
Arvato have been asked to quote for the delivery of ESS, MSS, Payroll & Milestone 5 training. To date a quote has not been forthcoming. (Issue)	Another 2 organisations have been approached to provide a quote	Discussions with procurement have identified that a tender process may have to be followed, depending upon the contract value	Staff Training
Arvato require Agresso payroll support during the first Agresso pay run, early September. (Issue)	Arvato staff are unavailable to offer this support	SBC are looking to source staff externally.	Staff Training
CMT Recommendation			
None.			
Vision and Purpose (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
People and Culture Strategy (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Amber ↓

Mitigating Action	Gap	Theme	Theme
The recruitment of Director of Children Services combined with a number of employee relation issues has diverted OD/HR senior manager resource and capacity from the People and Culture Project. (Issue)		Conflicting demands on resource.	Resource

CMT Recommendation

None.

Digital Transformation (GOLD)

Overall Status	Timeline	Budget	Issues + Risks
Green ↑	Green ↑	Green ↑	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A

CMT Recommendation

None.

RMI (GOLD)

Overall Status	Timeline	Budget	Issues + Risks
Amber ↓	Amber ↓	Green ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme

Continuing use of current data collation methodology employed by Property Services (related to RMI stock condition survey) could result in serious detriment to the HRA as it will prevent robust data analysis. (Risk)	Risk escalated to project board to seek solution.	N/A	Data Collection Process / Project dependency
Data currently held by Property Services continues to be in a format that does not fit business needs. (Issue)	A request was made for a review of the Stock Condition Project process to ensure it is fit for purpose. The RMI project board approved the request; however no follow up action has been taken to date.		Data Collection Process / Project dependency
Information provided by Property Services continues to be unsuitable for the purposes of RMI and stock condition survey data analysis. (Issue)	Issue was escalated to project board for resolution.		Data Collection Process / Project dependency

CMT Recommendation

It is recommended that the Project Sponsor and Interim Director of RHR discuss the current issue regarding property services data collation methodology. The data currently held by Property Services is in a format that does not fit business needs and if not change to meet the requirements of the RMI Contract could have a detrimental impact on the new contract and the management of it.

Environmental Services Contract Procurement (GOLD)

Overall Status	Timeline	Budget	Issues + Risks
Red ↓	Red ↓	Green ↔	Red ↓
Risk/Issue	Mitigating Action	Gap	Theme
Limited technical capacity causing bottlenecking of key	Extended officer working to meet peak workflow demands. Utilisation of		Staff Capacity

document reviews and data sign off of required appendices. (Issue)	additional project support officer.		
Limited technical capacity to address data sign off of required appendices highlighting poor service resilience factors.. (Issue)	Mitigated by utilisation of additional project support officer. Red flagged for reference		Staff Capacity
Lack of corporate GIS resource causing difficulties collating and mapping data. (Issue)	Extensive cross departmental working by project management and support.	Corporate GIS resource	Staff Capacity
Poor corporate programme planning causing key procurement and other work stream resources to be diverted from project due to impact of RMI. (Issue)	Delayed procurement of financial adviser further.	Financial adviser still not fully mobilised due to contractual difficulties. Anticipate resolved this week.	Staff Capacity
Constrained post OJEU procurement timetable highlighting delay in project mobilisation with little room for slippage. (Issue)			Project Timescales
Project placed on hold and awaiting further instructions. Background planning continuing to mitigate severe affects of delay for Lot 1. (Issue)	Awaiting instruction regarding Lot 2. CRITICAL		Project Timescales
CMT Recommendation			
None. There is a request for SMT Management instruction critically required for all Lot commencement and/ or further instruction for progress of Lot 2.			

Operational Asset Review (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Amber ↔	Amber ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
Cemetery Expansion and Crematorium Works (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
Highways and Transport Transformation (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Amber ↓	Green ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
Certainty of the professional services contract. No decision has been made whether the new contract should be a Highways and Transport contract or a Council wide contract. (Risk)	None highlighted.	N/A	Project Timescales
No firm direction on services being bought in house e.g. Direct Labour	Decision relating to approach	Decision on approach	Project Approach

Organisation (Risk)			
Consolidation of Highways and Transport budgets (Issue)	None highlighted		Budgets
CMT Recommendation			
None.			
Slough Major Transport Schemes (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Red ↔	Amber ↓	Red ↔	Red ↔
Risk/Issue	Mitigating Action	Gap	Theme
Utility diversion planning between Galvin Road and Tuns causing delays due to number of ducts in the constrained footway.	Design changes and negotiations on-going with utility companies.		Project Planning
Land transfer at 172 Bath Road, developer has now agreed to land transfer subject to some conditions.	N/A		Change in scope
Land still awaited at Windsor Road due to demolition of properties.	Review of project timescales	Demolition of properties	Project Interdependencies
CMT Recommendation			
None.			
Street-lighting LED (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A

CMT Recommendation			
None.			
Highways Term Maintenance Contract (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
Burnham Station Improvement (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None. Consultation is underway with residents, however, if there are any objections to the scheme and a Significant Decision will be required before works commence on site			
Cambridge Education / Phase 2 CSC Transfer (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Amber ↔	Amber ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme

<p>Potential decisions to provide a standalone budget for education psychology assessments will create new budget pressures for the Trust, possibly in the region of £200k per annum over the next two years.</p> <p>Opportunities to achieve the savings targets of £600k via efficiency savings within a revised contract(s), or from in year savings in 2016/17, could also be compromised if the settlement provided to the Trust exceeds current levels of expenditure. (Issue)</p>	<p>Agreement of revised contract arrangements.</p>	<p>Agreement of revised contract arrangements</p>	<p>Contract arrangements</p>
<p>There remains a risk that the Council cannot agree revised contract arrangements with Cambridge Education. This has become more likely since the Trust raised concerns regarding the delivery of the Education Psychology services within the contract.</p> <p>If Cambridge Education do not agree to continue to provide services on behalf of the Council, services would need to be brought in-house; as this would impact on teaching</p>	<p>Agreement of revised contract arrangements.</p>	<p>Agreement of revised contract arrangements</p>	<p>Contract Arrangements</p>

staff within the contract, consultation could not now be completed to support implementation of the new arrangements by 1 October 2016. (Risk)			
The Trust's decision to bring services in-house will potentially place additional strain on their managerial capacity, with additional strategic management input from Cambridge Education no longer available. (Risk)	Agreement of revised contract arrangements	This strengthens the need to ensure effective performance management of the new responsibilities that the Trust will be delivering on behalf of the Council.	Contract Arrangements

CMT Recommendation

None.

Leisure Strategy (HIGH)

Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Green ↑	Green ↑	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
Concern regarding the completion of the Power-on from SSE as it has taken a long time to conclude the legal agreement with UKPS. (Issue)	Contingency plans in place	Delays in completing legal agreements are an ongoing issue.	Legal
Lack of capacity of SBC and Arvato's ICT support to meet deadlines and complete work on schedule. (Risk)	Appeal to Arvato via Sarah Power to address issues and escalate to Roger Parkin as required.		ICT / Staff Capacity

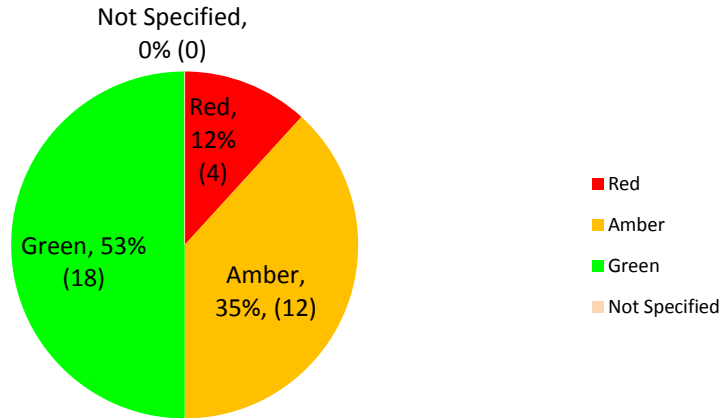
CMT Recommendation

None.

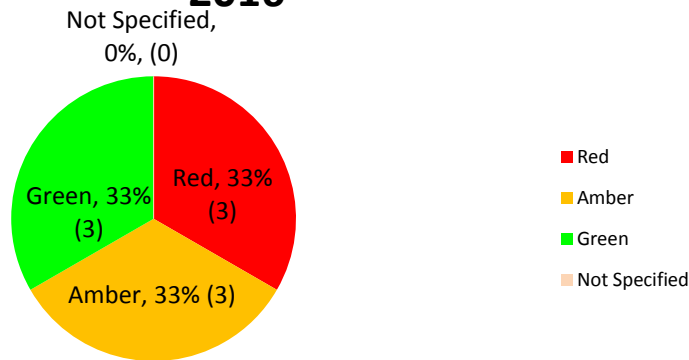
Leisure Contract Reprocurement (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Green ↑	Green ↑	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
<p>The current contract does not allow SBC to disclose financial information to 3rd parties which prohibits SBC publishing important financial data as part of the tender process.</p> <p>Bidders would expect to see a financial breakdown of the income and expenditure per facility to accurately cost their bid. Without this information operators could be put off from bidding as they will assess the risk as being too high. (Issue)</p>	<p>Conversations are in progress with Legal colleagues about how to mitigate this issue.</p>		<p>Legal</p>
CMT Recommendation			
None.			

3) Overall Project Status

All projects: Overall Status August 2016



Gold Projects: Overall Status August 2016



Number of Projects	Pending Projects	Closed Projects	New Projects	Portfolio responses received
34	16	7	0	27 (79%)

Project Gradings					
Gold	High	Medium	Low	Not Specified	Mandatory
9	12	3	10	0	5
26%	35%	9%	29%	0%	0%

4) Projects closed this month

2 Projects

Project Closure/Completion

Libraries Transition Project

Note this project has been closed as the transition of the service from Essex County Council back in house has been successfully completed. An End project report and Lessons Learned review is being undertaken and a report will be available by the end of August.

Families First Project

Note this project has now been closed as the Families First service has now transferred to the Slough Children's Services Trust. The delivery of the Troubled Families Programme will be business as usual and managed through normal contract management. An end project report will be available by the end of August.

PROJECT HIGHLIGHT REPORT

Project name: School Places Programme		Project SPONSOR		Interim Sponsor: Ruth Bagley Roger Parkin	
Wards affected: All		Project MANAGER		Tony Madden	
Five Year Plan Outcome the Project relates to: (List the main outcome if there is more than one)				Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances	
Directorate and Service Name:				Asset Management, Regeneration Housing and Resources	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	RED	AMBER	31/07/2016
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>RED</i>	<i>AMBER</i>	31/06/2016
Reasons for change in status					
Project start date:	01/09/2013		Anticipated project end date:	31/08/2022	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

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

Slough is taking a long term strategic approach to school places to ensure all Slough children and young people secure a school place to 2022. This report is split into strategic and delivery activities.

Strategic Plan

Risk rating



1. A school places strategy report was presented to Cabinet on 22nd June 2015 to update members on progress and to seek endorsement for the approach being taken.
2. Open Free Schools still under construction are:
 - Langley Academy Primary – opened September 2015 on the Langley Academy site
 - Ditton Park Academy – opened September 2014 on a temporary site
 - Lynch Hill Enterprise Academy – opened September 2014 on the current primary school site
 - Eden Girls' School – a faith school opened September 2015 on a temporary site.

SASH2 is an approved Free School is a 4-19 school expected to open 2017 if a site or sites can be identified.

The promoters of Langley Hall Primary Academy are continuing to explore options for opening a new secondary Free School.

3. A significant expansion of SEN and PRU places is required to 2022. An Additional Needs Review has been undertaken which feeds into the overall strategic plan highlights some short term pressures on places and includes an expansion programme. Findings show an annex of Arbour Vale is required and possibly a new special school to meet the long term need. At the same time a number of new mainstream resourced units are required across the year groups.

Operational Delivery

PRIMARY:

Risk rating



a) **Reception Places:** Current birth data indicates a peak in demand for Reception places for 2015-16 and 2016-17 before demand starts to reduce. There were 68 fewer applications from Slough residents by the closing date this year compared to last year and there are 30 fewer Reception places available for September 2016 than for 2015. There are currently around 55 vacancies. Subject to

any unexpected surge in applications, it is unlikely that further Reception places will be required for 2016-17 but this will be monitored closely.

b) Other Primary Year Groups - Inward Migration: On average there is a net increase of 28 pupils into every primary year group during each curriculum year. So while fewer new reception classes will be required going forward it will still be necessary to add bulge classes in higher year groups. 3 bulge classes opened in Years 1, 2 and 5 in the 2015-16 academic year; this trend is likely to continue for the medium term.

Currently, all in-year applicants are being offered places shortly after they apply and there remain some empty places in all year groups. The number of in-year applications increased in July 2016. This will be monitored closely.

c) 2016-17: Current forecasts indicate Slough may need an additional capacity in some year groups next year to provide the planned surplus of 60 places in each year group for unexpected growth and in-year arrivals. Having explored options through the School Organisation Group (SOG), the preference is to increase class sizes rather than open new bulge classes whenever possible. The increase in class size has been agreed with the Department for Education (DfE) and revenue funding has been agreed with Schools Forum.

Works: Major construction projects have started on site this month to expand James Elliman Primary, St Mary's CE Primary and Claycots Bath Road. They will add 4 forms of entry and are all due to complete by the end of 2017.

d) 2017 and beyond: With 3 continuous years of reducing birth numbers it is expected that some reduction in provision will be required from 2018 in lower year groups of primary education. It could be even earlier if SASH2 opens primary places as planned in 2017. Foxborough Primary has decided to reduce their admission number by 30 from 2017. The effect of Brexit on inward migration and housing will be closely monitored.

SECONDARY: Risk rating 

The amber risk rating reflects the over supply of Year 7 and 8 places in the school year just ending due to new Free Schools. At the same time there is pressure on places in Year groups 9, 10 and 11.

a) Year 7: The opening of new Free Schools has resulted in an over-supply of secondary places for 2015-16 of 8 forms of entry. This impacts on the capitation income and the viability of some schools, particularly those just outside of Slough, and could result in places being unavailable to Slough in future years when they are required. These consequences were first predicted by Slough to the DfE in 2013 and officers continue to lobby the Department to time openings to align with demand.

Applications for September 2016 – There were 75 more applications from Slough residents by the closing date this year compared to last year. There is no significant change to the number of places available. It is likely that Slough schools will have very few vacancies at the beginning of the autumn term 2016 and most new applicants will be offered places at schools outside Slough.

b) Other Secondary Year Groups 2016-17 - Inward Migration: For 2016-17 there will be significant number of places in current years 8 and 9 in Slough schools and very few places in 10 and 11, although there are places in neighbouring boroughs' schools in all these year groups. Pupils that arrive in Slough from September 2016 onwards in years 7 and 10 are likely to be placed outside Slough. Slough's recently widened Fair Access Protocol gives priority to pupils without places and provides financial support to schools, including schools outside Slough when there are no places in the Borough. Some pupils in Year 11 will be offered full time places at Haybrook College or East Berkshire College.

SEN and PRU Risk rating 

SEN School Organisation Group (SEN SOG) was established to inform the strategic planning of new SEN and Pupil Referral Unit (PRU) places across the town. They have developed a delivery programme with proposals for creating the SEN and PRU places required to 2022. Professional

services/architects have been appointed to begin working up options and designs for each project. Delivery of the expansion programme will be dependent on the ability to secure sites, likely to emerge as a combination of Council and privately owned sites. Both SOG and SEN SOG have now been absorbed into the Slough Schools' Education Forum (SSEF) where school organisation is a standing item.

The delayed period between design and delivery of new projects may mean a shortfall of places in the interim resulting in placements in facilities out of the Borough with associated transport and cost implications. There is a growing pressure for places across the full range of SEN provision, particularly for pupils with ASD/Complex Needs and Social, Emotional and Behavioural Difficulties places at secondary level.

Confirmed projects with agreed sites:

- A new secondary resource unit for Complex Needs is set to open at Ditton Park Academy in 2017.
- Littledown School will add 20 places by expanding into the former Milan Centre.
- Haybrook College will create 40 places by leasing the Thomas Grey Centre for 3 years at which point a new site will be required. This site will also become the base for the Wexham Park Hospital School now their hospital site accommodation is no longer available.
- A modular classroom will be added at Arbour Vale to create an additional 10 places for 2016-17.

Key activities *scheduled but not completed* and the reasons why not

Key activities / milestones scheduled for *next* period:

Strategic Planning

1. Further develop the Strategic School Places Programme and Additional Needs Review.
2. Explore site options for SASH2.
3. Consider possible sites for location of a new special school building.
4. Lobby DfE/EFA and promoters to align school openings to match demand.

Operational Delivery

5. Architects continue to develop options appraisals and projects for the SEN and PRU expansion programme.
6. Work towards formal agreement with Littledown and Haybrook for their use of the Thomas Grey site and progress design works with our architect on the conversion works.
7. Confirm list of schools willing to admit over their Planned Admission Number for 2016-17 if required.
8. Continue to explore options for creating further bulge classes from September 2017 in the primary phase.

PROJECT MILESTONES

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Opening of Modular classrooms for James Elliman, Claycots and Marish	End August 2016			Amber
	Modular classroom blocks required at Claycots and James Elliman for Sep 16 while major constructions works proceed. Marish require a double modular after admitting 2 bulge classes			

	last year and expanding SEN places.			
Modular classroom for Arbour Vale	August 2016		Amber	
	School requires a modular room to allow an existing staff area to be converted for additional pupils from Sep-16. Supply and/or PFI approvals may cause slippage.			
Appoint architects for The Westgate and Wexham expansion projects	May 2016	May 2016	0	Green
	Architects now appointed and work has begun on the design and planning stages.			
Begin dialogue with SUR for The Westgate and Wexham construction works	October 2016			Green
	If dialogue leads to agreement that the SUR will deliver these projects then they will be brought into the design stage at the earliest opportunity.			
Obtain planning approval for major expansion of Arbour Vale School	January 2017			Green

RISKS ARISING THIS PERIOD		
Risk Ref	RAG	Risk Description
R01	Amber	<p>1. Control of Free Schools – Mismatch between the provision of new schools and need as Slough can't control the approval and opening dates of new Free Schools.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see Risk 6). Intensify dialogue with DfE/EFA about opening of Free Schools and the timings of doing so.
R02	Red	<p>2. Site Availability – Lack of sites may mean that schools are not ready when required.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Some expansions on existing school sites are provisionally agreed. The limited availability of sites means that Slough will need to prioritise proposals for schools that are most likely to maximise places for Slough children.
R03	Red	<p>3. Land ownership – A number of sites in private ownership may be required and this introduces cost uncertainty with timing and achievement of purchases out of the control of the Council.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Ensure a clear picture is held of sites in SBC control to manage negotiation effectively.
R04	Amber	<p>4. SEN/PRU places – Rise in demand for SEN/PRU provision exceeds the availability of places leading to possible challenge and costly placements out of Borough.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. Deliver the projects on the draft expansion programme.

R05	Amber	<p>5. Programme funding – Over £150m will be required to fund the school expansion programme to 2022. This will be unaffordable without new government funding. The statutory duty to ensure sufficient school places rests with the LA.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Basic Need funding for new places has been confirmed to 2018-19. • Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline. • Annual capital bids submitted to the DfE. • Seek Section 106 developer contributions where relevant.
R06	Red	<p>6. Delivery timeline – Projects delivered later than required for pupils.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Forward planning: from approval, large projects are likely to take at least 24 months to complete and open places to pupils. • Projects need to start in good time with the possible risk that this provides some overprovision.
R07	Red	<p>7. Changing demographics – Demand may rise faster or slower than predicted. Fluctuations in housing completions can greatly affect in-year demand for places. There are also external factors which can have a significant impact, such as Brexit, government policy and market pressures which impact on families being relocated to areas outside the City, such as Slough.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • A percentage of surplus places planned for each year group. • Latest information is constantly monitored and any significant changes incorporated within the delivery programme. • Housing information monitored and incorporated into forecasts. • New projects may need to start or others delayed. • Dialogue with Free School promoters about phased openings.
R08	Amber	<p>8. Capacity - Insufficient capacity to deliver such a large expansion programme.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Project management capacity increased. • Continue to monitor progress.
R09	Amber	<p>9. Delivery risk - Projects do not proceed as planned, for instance schools choose not to co-operate or do not have the capacity to expand.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Work closely with individual schools and regularly attend heads' groups to ensure buy-in. • Allocate adequate funding for projects to mitigate concerns.
R10	Green	<p>10. Legal challenge – Legal challenge impacting delivery and adding to costs.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • New places will be offered following the School Admissions Code and the Fair Access Protocol.
R11	Amber	<p>11. School performance – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Expansion projects to be adequately funded and delivered in a way which is responsive to the effective functioning and smooth running of the school • LA to support Slough schools as they expand or prepare to apply for Free Schools.

BENEFITS REALISED

1. Combination of bulge classes and expansion projects has ensured all new arrivals were placed for 2015-16 and places remain available in all primary year groups.
2. New Fair Access Protocol has streamlined the process for placing new arrivals – this has ensured all secondary pupils in particular continue to be offered places.

BUSINESS OUTCOMES

1. Income from sale of Littledown and rental of Thomas Grey.
2. Income from sale of site for Ditton Park Academy.

INTERDEPENDENCIES & IMPACTS

1. Completion of lease for Lynch Hill has permitted Arbour Park projects to go ahead, including the new Community Sports Facility.
2. SASH2 secondary places required for 2017, if these places aren't available then may need to bring forward expansion of Westgate and/or Wexham to ensure sufficient places.
3. If Arbour Vale cannot expand on it's current site then a new site may be required and this may delay the project by 12 to 24 months.

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required
d) Decide on preferred option for SASH2 to ensure secondary places open for Sep-17. e) Then seek approval from Cabinet for site/s for SASH2.	RB	September 2016
f) Is SASH2 primary places are to open for 2017, decide if this affects the current primary expansion projects in any way.	RP	August 2016

Signed:	
Name:	
Date:	

PROGRAMME HIGHLIGHT REPORT

Programme name: Adult Social Care Programme Board		Programme SPONSOR	Alan Sinclair		
Wards affected: All		Programme MANAGER	Simon Lawrence		
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome Six	
Directorate and Service Name:				Wellbeing/ Adult Social Care	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	AMBER	AMBER	AMBER	28/07/2016
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	05/07/2016
Reasons for change in status					
Programme start date:	September 2015	Anticipated programme end date:		31 March 2019	
Has this highlight report been agreed & authorised by the Programme Sponsor?					Yes

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

THIS MONTH

1. Further co-design meetings / workshops scheduled to define the organisation's structure. These co-design workshops have started to confirm the underlying changes required to work in a placed based social care model and also refine business process. Stemming from these role appraisals and team re-design phases will take place. The consultation December consultation will propose any changes to be made to the structure and job descriptions. The signoff for the consultation will require papers to be submitted to the ASC DMT in October and CMT in November 2016.
2. Further co-development, consultation and steering group meetings have taken place on the separate Prevention and Information & Advice strategies. Both strategies will be sent to the Health & Social Care PDG in September 2016.
3. Management information system demos have been completed and a procurement recommendation will be made to the Information Governance Board in August 2016 and a following report submitted to the Capital Strategy Board in September 2016 for the approval to proceed. Implementation of the MIS, training and report development planned for October 2016.
4. Project Coordinator job evaluation completed, advert to be issued shortly with a closing date of 9 September, interviews scheduled for 20/21 September 2016. The Business Application Support & Training Officer post will be evaluated early August, with a view to close the advert on 9 September.
5. Mobile & remote working project – 20 devices have been procured, the hardware and the technical of the machines is underway. Revised go live August 2016, subject to Avarto re-

confirming the work package timescales (delayed from May 2016).

6. Day Services Learning Disability Clients – ongoing re-assessing 160 service users using internal and external day services with a view to promote more community based activities for those people that do not need a building based service.
7. As part of outcome 6 a community development strategy project has been proposed. This project will have three workstreams (community resilience, community hubs & integrated community working) and will be governed via the outcome 6 delivery group. Further paper submitted to CMT for approval to proceed on 3 August 2016.
8. July 2016 cabinet approval of the LD day services proposals. Plans will now proceed to review the building based support and commission a range of community day services.

Key activities **scheduled but not completed** and the reasons why not

1. Online citizen portal project, awaiting Avarto resource to secure dedicated server space (for the live Portal application) and develop the business continuity plan for the Storage Areas Network. This is a cost avoidance project with a monetary savings value of £76,000 a year.
2. Roll out of mobile working pilot subject Avarto/ Cetus complete the technical configuration of the security certification. Low confidence of provisional go live date in August 2016. Implications to late delivery include unrealised staff efficiencies through mobile and flexible working and the development of the department's community focused re-structure.
3. In the light of the wider Community development strategy the integrated community working / multi-disciplinary team workshop was not held. This in workshop will be re-scheduled once the strategy has been drafted and the project deliverables agreed by the cross-departmental steering group.

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

1. Further departmental co-design meetings / workshops scheduled.
2. SPACE development meetings with adult social care operational teams.
3. Management information system submitted to the Information Governance Board in August 2016.
4. Project Coordinator and Business Application Support & Training Officer posts advertised.
5. Mobile & remote working project, revised go live August 2016, subject to Avarto re-confirming the work package timescales (delayed from May 2016).
6. Day Services Learning Disability Clients – ongoing re-assessing 160 service users.

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
- Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**

- ☹ Overall Amber RAG status will be applied in the event that the project:
- Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- ☹ An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Asset Based Conversations - Innovation Site	30/10/2016		63	RAG 😊
	Move away from an 'assessment for services' model and towards one that focuses on neighbourhood based support and care, maximising all available resources, assets and skills available to people and families where they live. This approach, known as an "Asset Based Conversation" is dependent on the new voluntary sector SPACE contract, the Community Hubs work and the departmental organisational workforce review. The changes in social work practice started on 8 th Jan 2016. Every Wednesday from September 14 2016, SPACE community navigators will work with the adult early help team with a view to co-work tier 1 clients and develop effective working practices and relationships.			
Community Hubs - Innovation Site	Revised to 23/05/2016		120	RAG 😊
	This project is currently under review in the light of changes to the wider outcome 6 work looking at models of community development. This review will be presented to CMT on 3 August 2016. It is intended that staff will use the hot desk areas in the community hubs through the use of mobile working technology to engage with other Council community based professionals from the Council and the Voluntary sector. This will maximise the access to existing community assets and build effective information and advice			

	networks in support of an asset based community development model and the SPACE contract.		
Digital Self-service Portal	07/03/2016		180 RAG ☹
	Development of a digital channel to promote self-directed support and care for the residents of Slough. The carers and asset based prevention assessment represent the first phase. This phase of the project was due to go live March 2016. The delays in this project are due to the lack of technical resource required to configure test and live servers.		
Mobile & Remote Working	26/02/2016		120 RAG ☹
	Implementation of mobile working tech to aid the development of remote and flexible working for ASC staff outside of St Martin's Place and in the community hubs. The infrastructure refresh has been rolled out across the Council and the ASC department's urgency has been raised with the ITC business partner in order to escalate. Please see the issues register below.		
Carers Strategy	31/03/2016		0 RAG ☺
	Implement of the local Carers strategy and plan so we can identify, assess and support more carers as per our duties under the Care Act 2014.		
Prevention Strategy	31/03/2016		45 RAG ☺
	Develop a prevention strategy that identifies the best value preventative approaches and services so more people benefit. The delays in developing this strategy are in part related to the timings of the development of the over-arching Wellbeing strategy and the changing terms of reference of the Health & Wellbeing Board.		
Information & Advice Strategy	31/03/2016		45 RAG ☺
	I&A strategy as per s4 of the CA2014. External partner, internal departmental and resident wide strategy for the provision of information and advice at the right time, right place and for the right events in people's lives. The development of the strategy will lead to a local implementation plan to coordinate effective provision.		
Extra Care Housing	31/12/2017		0 RAG ☺
	Working in partnership with a private developer for a new extra care housing facility. 60 units will be commissioned by December 2017. The project is currently being initiated and alongside the building of the new site the "care" element of the provision appraised so that it complements a wide commissioning view of all building based care in Slough.		
LD Change Programme	31/03/2016		45 RAG ☺

	Re-commissioning the learning disability in house provider service and the redesign of existing day care opportunities to offer day time activities which can be funded through personal budgets.			
Housing Related Support Services	31/03/2017		0	RAG 😊
	Redesigning housing related support services			
Continuing Health Care	31/03/2017		0	RAG 😊
	Continued review of complex health and social care cases as part of the department's day to day work. East Berkshire local authorities and NHS partners will be working over this financial year to establish more equitable funding arrangements.			
Promoting Wellbeing Workforce Development Strategy	Initial delivery 31/03/2016		90	RAG 😊
	Development of a system wide "promoting wellbeing" workforce development strategy and implementation plan, that will put the residents of Slough to the centre of everyone's business. The strategy will consider workforce training, values based recruitment and integrated working practices across the department, voluntary sector and provider sectors and also align this with similar work being undertaken by NHS partners and the wider Council's workforce strategy. This project has not met initial milestones due to the need to recruitment a new in HR/ OD Business Partner to lead its delivery.			
Original Care Act Re-assessments project	31/03/2017		0	RAG 😊
	This project will be re-designed to focus on double handed care packages where specialist equipment and Direct Payments will be offered through a combined function and social care assessment. £356,000 savings are attached to the delivery of this project.			
MH Review of Day Services	31/03/2016		0	RAG 😊
	Use of Direct Payments to broaden community engagement and increase partnership working - now called Hope College			
Social Care Organisation Reform	31/03/2017		120	RAG 😊
	Staffing re-structure based on the new models of social care practice being developed in the dept. The co-development approach to this work has meant that technically this project is delayed by 4 months, but the re-structure will be in place for the start of the 2017/18 financial year.			

PROGRAMME RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.


Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen

- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
001	Amber ☹️	Constrained staffing resources and experience in delivering complex transformational activity may mean that project delivery is impaired, leading to programme benefits not being realised. Mitigation – Roll out a programme of action learning sets to support staff manage the complex change projects, This will provide change management expertise and increase staff resilience. Regular communications and coproduced innovation sites so that the design is led by staff.
002	Amber ☹️	There is a risk that the innovation projects' by their nature may not deliver the intended outcomes (both personal to the client and financially to the dept.) and or to the expected time scales. Mitigation – intensive project and change management to support the transition from old ways of working to a new model of care and support. Regular reviews of financial and case management activity to ensure issues are managed effectively
003	Amber ☹️	There is a risk that changing public perceptions of how the department should support the residents of Slough will take longer than anticipated and consequently delay the depts. ability to move to a use of universal low or no cost services as part of the ABCs support planning process. Mitigation – development of a programme communications strategy and community development strategy. At the core of these initiatives will be a strong focus on whole systems co-production so that residents can design services that are fit for the communities of Slough.
004	Amber ☹️	The degree and frequency of change that staff are being required to undertake will lead to adverse staff reactions including increases in absenteeism, sickness, resignations etc. Consequently this in turn will deplete the number of permanent staff that the dept. can rely to lead and deliver the transformation work. Mitigation –development a recruitment and retention plan that will address both short term issues and longer term strategy developments.
005	Amber ☹️	The additional pressures raised by the comprehensive savings review and national min living wage coupled with complex innovative projects may lead to senior programme stakeholders dis-banding the programme and replacing the transformative activity with a series of measures based on the rationing of services akin to that seen prior to the Care Act 2014. Mitigation – communications and engagement plan. Regular reports to Health Scrutiny, Transformation Board and CMT in order to engage key stakeholders and manage issues and risks accordingly.

ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
003	Red ☹️	ASC Digital Projects Online Citizen Portal This project was initiated by the ASC Programme Board April 2015 and work package approved by the IG Board on 24th June 2015. Presently no go live date can be set for the delivery of the first phase of this

		<p>project due to the lack of Avarto project management and technical resource.</p> <p>A recent meeting with the SBC ICT Business Partner and Directors has sought agreement for ASC that dedicated resource will be located for this project. However, the latest issues including the acknowledgement that the Citizen Portal solution requires the main IAS application to be migrated to Windows 10 Server (a combination of security features and in order to manage testing resources). This in turn presents an issue to the connectivity of the ASC department's document management system which requires significant configuration and or a possible re-procurement as this old application is not supported on Windows 10.</p> <p>This issue joins a catalogue of issues raised including securing dedicated server space and the development of the business continuity plan for the Storage Areas Network.</p> <p>Each month in delay reduces the Department's savings plans by c£4000 for the carer's portal alone and will delay additional savings as the solution is expected to be rolled out across more self-service functions which total an additional £72,000 a year.</p> <p>Mobile Working Project Capital funding agreed at the CSB in March 2016. Avarto work request raised in the first week of April 2016. Mobile devices have been ordered and are currently being built. Since 12/07/2016 the project team are awaiting a confirmed delivery date as Avarto/ Cetus have yet to complete the technical configuration of the security certification. Low confidence of provisional go live date in August 2016. Implications to late delivery include unrealised staff efficiencies through mobile and flexible working and the development of the department's community focused re-structure.</p> <p>Management Information Project This project (to increase the department capacity to align case activity to financial accountability, manage resource and demand and develop innovative ways to commission services) is currently being managed from Red to Amber.</p> <p>The project has been hampered by an absence of resource from Avarto to liaise and support ASC-MIS project for the development of a technical specification for MIS tool and subsequent installation / support of this tool. MIS system demos have been completed and papers will be submitted to the IG and Capital strategy boards in August and Sept 2016, with scheduled implementation, training and report development tasks planned for October and November.</p>
004	 Amber	<p>The "promoting wellbeing" workforce development strategy and implementation plan is subject to a delay due to the resignation of the previous project manager (ASC HR/ OD Business Partner). Consequently this project has not met initial milestones due to the need to recruitment a new in HR/ OD Business Partner to lead its delivery. Currently an interim business partner has been appointed for the period</p>

		<p>of the staff re-structure and a permanent business partner has been appointed for the ongoing post.</p> <p>It is the view that the project will be subject to a 3 month delay in the delivery of the strategy.</p>
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BENEFITS REALISED
Too early in the programme cycle
BUSINESS OUTCOMES
Too early in the programme cycle
INTERDEPENDENCIES & IMPACTS
<ol style="list-style-type: none"> 1. NHS New vision of care 2. NHS Sustainability & Transformation Plan 3. Better care fund policy framework 4. Outcome 6 of the Council's 5 year plan

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
<p>Programme board to note:</p> <ul style="list-style-type: none"> • The signoff for the department's re-structure consultation will require papers to be submitted to the ASC DMT in October and CMT in November 2016. • Continued delays for the go live of the online citizen portal and mobile working projects still persist. Recent meetings to assure the department of progress, whilst initially being positive have since re-highlighted the lack of technical IT input, analysis and project management to provide any assurances that this project is being managed satisfactorily. This must be re-raised with Avarto as soon as possible. 		
Signed:		
Name:		
Date:		

PROJECT HIGHLIGHT REPORT

Project name: The Curve			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Fin Garvey	
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)			Outcome 3 – 1. Define and establish the centre of the town as a destination 4. Cultivate a vibrant town centre 5. Expand the evening economy 7. Ensure the Curve continues to be operationally successful		
Directorate and Service Name			Customer & Community Services		
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	RED	AMBER	AMBER	RED	03/8/16
Previous month	RED	AMBER	RED	RED	05/7/16
Reasons for change in status	<i>Project Red status is the result of failure of the contractor to effectively progress the works.</i>				
Project start date:	01/10/2013		Actual Project Handover date (with conditions)	07 July, 2016 Target.	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes/No

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

Conditional Handover from Morgan Sindall accepted 7th July.

Key activities **scheduled but not completed** and the reasons why not

Handover further delayed from planned handover on the 5th July – There were still outstanding issues which prevented handover.

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

Internals

- Resolution of Snags continuing

Externals

- Resolution of Snags continuing

Arvato

- Ongoing fit-out

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😊 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**

😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

☹️ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.

😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.

😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Opening	2 nd Sept.	2 nd Sept.	0	😊
	The project is now working towards a public opening on the 2 nd September and this is currently on track.			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen

- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
2	☹️	Arvato delivery of e-payments, e-booking and e-ticketing. Contingency plans are in place. New Project Manager (Sonia Fleming) The main delivery issue is for e-Payments as CIVICA are being chased and as yet have not produced a detailed plan.
5	😐	Risk of running costs exceeding planned revenue budget. Rates estimate now received (£250K above current premises) and corporate property costs substantially higher than budget. Growth bid has been submitted for £391k
12	😊	Non availability of VOIP due to expiry of Virgin Media Contract – Spare lines to be re-routed to the Curve – Heat analysis conducted and lines checked. 18 lines required. Phones ordered. Lines identified.
13	😐	Non completion of the Museum Pods – as Museum continues to raise IT issues and issues over moving the Pods from Morgan Sindall.

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
1	😐	Ongoing issue with soil waste from new restaurant backing onto the service yard. Plumber for the restaurant is expected to re-route the waste from the defunct connect and re-connect to a working route 03/08/16.
2	😐	Some broken furniture discovered which will be dealt with through Morgan Sindall

BENEFITS REALISED

Awaiting project handover

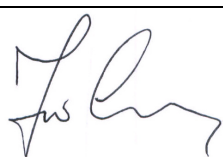
BUSINESS OUTCOMES

Awaiting project handover

INTERDEPENDENCIES & IMPACTS

Linked to demolition of the Old library and the moving of the IT equipment located within.
VOIP availability linked with Virgin Media contract
Relocation of Registrars linked to demolition of the Centre on Farnham Road and its re-development as the new leisure centre.

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required
Signed:		
Name:	Fin Garvey	
Date:	3 August 2016	

PROJECT HIGHLIGHT REPORT

Project name: Agresso – Implementation of HR/Payroll (as part of Integrated ERP system)			Project SPONSOR	Roger Parkin	
Wards affected: ALL			Project MANAGER	Martin Vaggers	
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				7 and 8	
Directorate and Service Name					
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	RED	RED	31 st July 2016
Previous month	RED	RED	RED	RED	30 th June 2016
Reasons for change in status	<p><i>The implementation date has been agreed for the HR/Employee Self Service (ESS)/Manger Self Service but payroll through Agresso is still undergoing reconciliation</i></p> <p><i>Risks register has been created for Phase II of the project. The issues log still needs to be updated</i></p> <p><i>Cabinet signed off the budget for the project on 27th June.</i></p>				
Project start date:	1 st June 2016		Anticipated project end date:	31 st Dec 2016	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

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

1. The Agresso milestone 5 upgrade started on 12/13 July
2. Agree staff training methodology – 2 training organisations have been contacted and procurement method has been agreed with the procurement department
3. Project board has agreed a go live date as the first week in December for ESS and MSS
4. A project plan based on agreed go live dates has been developed and agreed
5. A risk identification workshop took place on 4th July. Further review dates have been diarised on a monthly basis

Key activities **scheduled but not completed** and the reasons why not

1. Complete PPR III and commence payroll go live activities (including gateway review)
 - i. Still continuing with reconciliation for a decision to be made on go live
 - ii. Full parallel run will start 1st August 2016

Key activities / milestones scheduled for next period:

1. Review Agresso build with Cambridge Education and Slough Children's Services Trust
2. Commence document to identify HR access and navigation
3. Produce change requests for alterations to the ESS/MSS build
4. Agree final list of reports with HR and a range of managers
5. Plan a review of forms that managers will use online
6. Agree finance regression testing plan

Detail the tolerances agreed with the project board for reporting.

- Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
User Champion 'recruitment'	22 nd July 2016	22 nd July 2016	0	GREEN

	12 SBC user champions have put themselves forward along with 18 from Slough Children's Service Trust			
Payroll go live	1 st July 2016	1 st August 2016	5 weeks	AMBER
	Delay due to issues with CHRIS21 and therefore resources focused on issues and diverted from parallel payroll runs			
HR professional go live	31 st October 2016	TBC	TBC	AMBER
	Go live date has not been agreed but all current plans are working towards a target date in October			
Employee and manager self-service go live	5 th December 2016	TBC	1 week	GREEN
	Go live date has now been agreed as the first week in December			

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
54	RED	Lack of specialist knowledge within the organisation related to report writing and payroll reconciliation / error. We will treat/mitigate the risk by either planning in training for existing staff or consider external support from arvato before go live in Dec 2016
9	RED	Lack of ongoing support post go-live due to insufficient capacity, capability, and resilience of the support team. We will treat/mitigate the risk by either planning in training for existing staff or consider external support from arvato before go live in Dec 2016
2	AMBER	Partners not engaged in the implementation process. We will treat/mitigate the risk by ensuring representatives from CE and SCST are invited to key Agresso meetings. This process has started.

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
TBC	AMBER	The data within CHRIS21 (current payroll system) does not reflect the current organisation structure and some data is incorrect. HR staff are currently reviewing the organisation structure and amendments will be applied to Agresso.

TBC	RED	Arvato have been asked to quote for the delivery of ESS, MSS, Payroll & Milestone 5 training. To date a quote has not been forthcoming. Another 2 organisations have been approached to provide a quote but discussions with procurement have identified that a tender process may have to be followed, depending upon the contract value
TBC	RED	Arvato require Agresso payroll support during the first Agresso pay run, early September. Arvato staff are unavailable to offer this support so SBC are looking to source staff externally.

BENEFITS REALISED

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BUSINESS OUTCOMES

The implementation of employee and manager self-service will produce tangible savings e.g. no paper payslips, improved management information and control over processes e.g. sickness absence, reduction in the flow of paper e.g. online timesheets for overtime

INTERDEPENDENCIES & IMPACTS

Close links and impact on the digital transformation organisation agenda e.g. implementation of employee and manager self-service

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required

Signed:	
Name:	
Date:	

PROJECT HIGHLIGHT REPORT

Project name: Vision & Purpose		Project SPONSOR	Tracy Luck		
Wards affected: ALL		Project MANAGER	Dean Tyler		
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)					
Directorate and Service Name					
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	Green	Green	Green	Green	13.07.2016
Previous month	N/A	N/A	N/A	N/A	N/A
Reasons for change in status	N/A				
Project start date:	January 2016		Anticipated project end date:	June 2017	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

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

- The last Board considered reports on –
 - A Communications Plan for Transformation
 - Transformation functions - current position and next steps
- The performance reporting proposal was developed and discussed at CMT 13 July including a refresh of the balanced scorecard – intention is to help Cabinet with more succinct and focussed reporting

Key activities **scheduled but not completed** and the reasons why not

- An initial plan for a refresh of the Five Year Plan – timing on hold pending discussions with new Leadership

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

- Hold a political priority setting session in July, aim for Cabinet session September/October
- An update of the strategic narrative to reflect vision and direction and next steps for Five Year Plan, Transformation and Operating Model
- A summary of how we embed the operating model – this will also inform some of the next steps for the Communications Plan and key messages for Transformation
- Outcome of governance review and next steps to be shared with key officers
- A mapping exercise for the Council's key plans and strategies so that we have the right policy framework in place
- Meet with Finance to discuss Business Modelling approach and scope work of a potential task and finish group

Detail the tolerances agreed with the project board for reporting.

<p>priority setting session in July, aim for Cabinet session Sept/October</p> <ul style="list-style-type: none"> Refresh – 2017 	<p>July 2016</p> <p>January 2017</p>			
<p>3. <u>Financial Strategy</u></p> <ul style="list-style-type: none"> Maintaining alignment with 5YP planning Accelerating outcomes based budgeting approach 	<p>TBC</p> <p>TBC</p>			GREEN
<p>4. <u>Operating Model</u></p> <ul style="list-style-type: none"> Endorsement of operating model A summary of how we embed the operating model – this will also inform some of the next steps for the Communications Plan and key messages for Transformation Senior staff structure to be finalised 	<p>Complete</p> <p>July 2016</p> <p>TBC</p>			GREEN
<p>5. <u>Governance review</u></p> <ul style="list-style-type: none"> Outcome of governance review to be shared with key officers Implementation of findings 	<p>July 2016</p> <p>September 2016</p>			GREEN

<p>6. <u>Business Modelling</u></p> <ul style="list-style-type: none"> Meet with Finance to discuss Business Modelling approach and scope work of a potential task and finish group Define the gap at SBC Develop options for closing the gap 	<p>July 2016</p> <p>TBC</p> <p>TBC</p>			GREEN
<p>7. <u>Policies and Performance</u></p> <ul style="list-style-type: none"> A mapping exercise for the Council's key plans and strategies so that we have the right policy framework in place Gap analysis of policies e.g. housing Links with specific work to review HR plans and policies within People and Culture workstream Agree performance function required 	<p>July 2016</p> <p>July 2016</p> <p>TBC</p> <p>TBC</p>			GREEN
<p><u>All 9 components of transformation are implemented</u></p>	<p>June 2017</p>			GREEN

<p>See 1. to 5. above</p> <p>8. Customer (being developed within Customer workstream)</p> <p>See 7. to 9. below being developed within People & Culture workstream</p> <p>9. Values & behaviour</p> <p>10. Culture</p> <p>11. Development programme and succession planning</p>				
	Go live milestone			

RISKS ARISING THIS PERIOD		
Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.		
Risk Assessment categories:		
<ul style="list-style-type: none"> • Tolerate / Accept – do nothing about it and accept the consequences • Terminate / Avoid – avoid the risk so that it doesn't happen • Treat / Mitigate – influence probability and impact • Transfer – Someone else bears the risk and consequences 		
Risk Ref	RAG	Risk Description

ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
		N/A

BENEFITS REALISED
N/A
BUSINESS OUTCOMES

INTERDEPENDENCIES & IMPACTS
Project plan timescales to be further developed in collaboration with the other workstreams

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Signed:		
Name:	Dean Tyler	
Date:	13.07.2016	

PROJECT HIGHLIGHT REPORT

Project name: People and Culture Strategy		Project SPONSOR	Chris Hefferon		
Wards affected:		Project MANAGER	Stephen Bowen		
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)					
Directorate and Service Name				Chief Executive's – OD/HR	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	Green	Green	Green	Green	July 2016
Previous month	Green	Green	Amber	Green	June 2016
Reasons for change in status	<ul style="list-style-type: none"> HR Policy Manager Role has been re-advertised, interviews taking place Friday 22nd July. Capital Receipt Business case on agenda for next Transformation Board for consideration. 				
Project start date:	April 2016		Anticipated project end date:	April 2019	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

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

- Permanent OD/HR Business Partner has been appointed, anticipated start date of end of September.
- Interviews have taken place for the HR assistant role and OD admin assistant posts, really good selection of candidates now confirming appointments. All posts likely to be in post within 4 weeks.
- HR Policy Manager has been re-advertised and shortlisting has taken place, interviews scheduled on 25th July.
- A Capital receipt business case has been drafted to bid for funds to market the Value Slough Project; the business case is on the agenda of the next Transformation Board for consideration.
- All posts within service have now been realigned; new OD/HR leads have been communicated across the organisation.
- Provider for Being Business Savvy programme has been appointed and we are working with the provider on the programme design. The programme will start in September and will be advertised in the training directory.
- The HR portal on SBC Insite will continue to be worked on, with narratives drafted and finalised for missing gaps.
- The initial suite of workforce data has been defined with the intention to collate and publish in August.
- Reviewed online assessments/ online psychometric tests and staff have now been trained on administering tests.
- Work continues on the scoping of the Occupational Health and EAP contracts, discussions are being had with schools who use the contract to ensure they are informed and engaged.

Key activities **scheduled but not completed** and the reasons why not

Key activities / milestones scheduled for *next* period:

- First workforce suite of information to be collated and presented at CMT and SMT meetings.
- HR assistant and OD Admin assistant both in post
- Appoint HR Policy Manager following interviews
- A new version of the training directory will be published with updated corporate and adult social care programme.
- Continue work on the recruitment process review
- Finalise Value Slough Narrative
- Procure photographer for Value Slough Photos
- Procure video production company for Value Slough Project
- Consistent approach to recruitment to SML posts to be implemented.
- New, consistent approach to Job evaluation process to be implemented.

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😐 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- 😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Launch Values and Behaviours	29/09/2016			RAG
	<ul style="list-style-type: none"> • Narrative for Values and Behaviours is being drafted and finalised. 			

	<ul style="list-style-type: none"> • Examples of employee photographs have been agreed. • Marketing tools have now been agreed and included in business case for funding. • Communication to all staff to update on progress and next steps. • A bid to Transformation board has been prepared to request funding for Marketing of Values and Behaviours. 			
New OD/HR Structure fully resourced	31/10/2016			RAG
	<ul style="list-style-type: none"> • Permanent OD/HR Business Partner has been appointed, anticipated start date of end of September. • Interviews have taken place for the HR assistant role and OD admin assistant posts, now confirming appointments. Both candidates likely to be in post within 4 weeks. • HR Policy Role has been re-advertised and shortlisting has taken place, interviews scheduled for Friday 22nd July. • Requirements of the Digital People Change Manager need to be agreed with the Digital workstream prior to a JD being drafted and evaluated for recruitment. 			
Implementation of Agresso Phase 2	December 2016			RAG
	<ul style="list-style-type: none"> • A new Agresso Project Manager who specialises in people change has been appointed to ensure effective staff communication and engagement of the implementation. • The implementation plan has now been mapped with a proposed go live date of December 2016. 			
Implementation of new HR Portal	July 2016			RAG
	<ul style="list-style-type: none"> • SBC Insite scheduled to go live end of July 2016. Work continues on the build of the HR Portal element of the site which will be the home of all HR Policies and Procedures. 			

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
RR5	AMBER	There is a risk that we will not be able to appoint a HR Policy Manager following interviews on 25 th July. Accept risk.

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ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
IR2	AMBER	Lack of funding available to pay for marketing of proposed Values and behaviours. Business case prepared for Transformation Board to consider bid for funding.
IR3	AMBER	The recruitment of Director of Children Services combined with a number of employee relation issues has diverted OD/HR senior manager resource and capacity from the People and Culture Project.

BENEFITS REALISED
Too early in programme cycle.

BUSINESS OUTCOMES
<ul style="list-style-type: none"> • Strategic management of the Council’s workforce ensuring we obtain the best possible outcomes from our £39m investment • Establish a modern, fit-for-purpose, cost-effective, OD&HR function • Reduce the number of paper-based transactions by managers and employees • Reduce low value added administrative/transactional activities • Empower line managers to take on “people” issues proactively

INTERDEPENDENCIES & IMPACTS
<ul style="list-style-type: none"> • Transformation Workstreams (Digital, Customer & Vision and Purpose) • 5 Year Plan • Outcome Based Budgeting • Accommodation Strategy Phase 2

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Transformation Board are asked to consider the bid for flexible use of capital receipts to fund the marketing of new Values and Behaviours.	Transformation Board	20/07/2016
Signed:		
Name:	Stephen Bowen	
Date:	14 th July 2016	

PROGRAMME HIGHLIGHT REPORT

Programme name: Digital Transformation			Programme SPONSOR	Roger Parkin	
Wards affected:			Programme MANAGER	Nick Vat	
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome 8	
Directorate and Service Name				Corporate	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	Green	Green	Amber	Green	June 2016
<i>Previous month</i>	Amber	Red	Amber	Amber	May 2016
Reasons for change in status	<i>The programme has now been sufficiently well defined to accurately report on progress, budgets, issues and risks. Timelines have been identified. Budgets have not yet been requested. Issues and risks can now be more meaningfully raised.</i>				
Project start date:	April 2015		Anticipated project end date:	April 2020	
Has this highlight report been agreed and authorised by the Project Sponsor?					No
Key achievements thus far					
<ul style="list-style-type: none"> Developed and got buy-in from Members, Senior Officers and arvato to an ambitious top-down and bottom-up digital transformation strategy (vision, guiding principles, critical success factors, building blocks (technical and non-technical), benefit framework and roadmap) which when delivered will make Slough a leading digital city and SBC a leading digital Council. This strategy has not only got support as outlined above, but has received very strong nods of approval from external organisations that have seen it. Raised awareness across middle and senior management of the digital opportunities. In the process of creating the strategy and engaging stakeholders, significantly raised the bar in terms of peoples understanding of the digital opportunities but most significantly, their willingness to accept advancements across the Council – ones that will fundamentally change the things people do and the way they work. Set up six programmes and secured active sponsorship from two (out of six) Senior Officers for two of the programmes. Continue to initiate the programmes as agreed. Defined (in detail) the Customer Programme – one of the four key work streams of the Transformation Programme (and of course the most critical component of the Digital Transformation Programme). Defined (in detail) the Mobile and Flexible Programme – and currently leading development of the detailed business case for the programme (which will be complete at the end of July). Engaged with the procurement department and the contract re-procurement teams for Housing RM&I and Environmental Services to ensure that the digital strategy is embedded in the procurements. This has ensured that we take advantage of the opportunity to implement the digital strategy through our suppliers (they can provide innovative digital 					

solutions) and minimise the risk that our suppliers hamstring our ability to deliver our digital strategy (they will be able to integrate with our future digital solutions). Similar engagement is now happening for other significant activities such as developing the Local Plan.

- Secured the active engagement of Planning, Environmental Services, Housing, Community Services and Registrar Services and set up, project-managed and facilitated several projects which are all in various stages.
- Created the environment which has enabled us to attract genuine interest amongst commercial and academic partners in working with and investing in the digital development of Slough. One of these relationships is about to bear significant fruit for the city, and within a few days we expect another to result in a small investment required to formalise a partnership with Henley Business School's Centre for Intelligent Places. Others will result in partnerships with suppliers that not only supply digital solutions but also invest in the advancement of leading digital solutions in Slough – both helping us to meet our agenda but also to generate new revenue streams.
- Identified innovative solutions to some of the common digital issues still present in all UK local authorities and begun discussion both internally and with providers about developing these solutions in Slough.

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

1. PROGRAMME INITIATION and MANAGEMENT

- Digital vision updated and digital roadmap further refined.
- Benefit tracking schedule created and populated with first draft detailed benefit map (for the Mobile and Flexible programme).
- Programme plan (schedule) refreshed.
- Potential academic partner (Henley Business School) identified.
- Continued to raise awareness of digital opportunities and the digital transformation programme.
- JD for Business Analyst evaluated at level 7.
- Met Cllr. Sharif to learn of his priorities and discuss progress and plans.
- Continued to identify innovative partners with leading solutions and/or ambitions to support the transformation programme.

2. DIGITAL CITY

- Engaged with Planning Policy and agreed to incorporate the Digital Vision and Guiding Principles into the Local Plan.
- Agreed to provide an innovative new telecoms provider (Angie) with relevant publicly available information to enable them to quickly deploy a city-wide Wi-Fi infrastructure and service across Slough.
- Committed to Assisted Living (intelligent care and urban living) research project to be run with Henley Business School.
- Continued discussions with The Business Café (local SME digital capability development).
- (See further details in the attached Digital City update).

3. DIGITALLY SAVVY

- Hosted a Social Media training event for Managers which identified our already significant social media capability and revealed how Managers can use their capability to engage their social networks to raise the profile of Slough.

4. OBSESSED WITH THE CUSTOMER

- Submitted an initial, draft PID to the Transformation Board.
- Submitted a JD for Head of Customer to the Transformation Board.

5. CURIOUS and INNOVATIVE

- Identified two potential CRM solutions.
- Began to explore data warehousing, management and insight options including innovative approaches and research projects with organisations such as Ordnance Survey, CACI (Acorn) and Henley Business School.

6. DIGITAL and EMPOWERING

- Developed an initial customer-centric digital model for SBC and enriched the information provided to the key contract procurement programmes currently under way.
- Identified two potential Customer Account solutions.
- Continued to work with Housing on the RMI contract re-provision, including attended RM&I Bidders day to answer questions about our digital ambitions.
- Continued to work with Environmental Services (running the Customer Services Framework work stream) on their contract re-provision.
- Began to work with Housing Services on the Housing Services transformation.
- Continued to work with Planning on the Digital Planning Project – completed phase 1, customer engagement, finalising strategic plan and waiting for business analyst to be recruited to complete plan. Stuart Hogg has been assigned as project manager and will produce PID.
- Agreed to kick off the Digital Registrar Service Project.
- Continued to work with Library Services on their 'returning in-house' project.

7. MOBILE and FLEXIBLE

- Developed a detailed vision for the programme.

Key activities **scheduled but not completed** and the reasons why not

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

1. PROGRAMME INITIATION and MANAGEMENT

- Refresh Communications Plan and begin wider stakeholder engagement programme.
- Recruit Business Analyst and set them to work on the Digital Planning project followed by customer process mapping.
- Start partnership with Henley Business School.

2. DIGITAL CITY

- Become one of the first three UK cities to begin rollout of an innovative new city-wide Wi-Fi network and service.

3. DIGITALLY SAVVY

- Articulate the capability development strategy.

4. OBSESSED WITH THE CUSTOMER

- Complete the Customer PID.

5. CURIOUS and INNOVATIVE

- Do initial assessment of two potential CRM tools.
- Explore opportunities from the use of Acorn (for which we currently hold a license) and begin raising awareness of insight tools.

6. DIGITAL and EMPOWERING

- Do initial assessment of two Customer Account tools.
- Do initial assessment of innovative Information Hub (website) solution.
- Continue to develop PIDs and business cases for projects.

7. MOBILE and FLEXIBLE

- Present first draft of the business case to the Digital Transformation Board on 4th July.

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😐 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **3 months**.
- 😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **2 months**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 month**

Milestone	Target Date	Completion Date	Variance (+/- months)	RAG
Laying the foundations for successful transformation	Dec-16			Green
	Principles have been agreed for ensuring customer alignment and			

	developing robust strategic plans.		
Setting up and running the programme	Dec-16		Green
	Critical tasks and tools for programme initiation and management have been carried out or developed.		
Digital City	2020		Green
	The vision, guiding principles and critical success factors have been agreed. Activity will start in due course to engage other stakeholders and develop the roadmap.		
Digitally Savvy	2020		Green
	Raising awareness of digital opportunities is ongoing at Member, Senior Officer and Heads of Service levels		
Obsessed with the Customer	2020		Green
	Completed the Programme Initiation Document.		
Curious and Innovative	2020		Green
	Completed the Programme Initiation Document.		
Digital and Empowering	2020		Green
	Started several service transformation projects and embedded the digital guiding principles into significant contract re-procurement projects.		
Mobile and Flexible	2020		Green
	Completed the vision and produced an early draft of the benefits case.		

RISKS ARISING THIS PERIOD

Enter the risk description and how the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
		N/A

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
IR1		Business analyst capacity to undertake work in both Planning and on Customer segmentation. Paper to be presented to Transformation Board.

BENEFITS REALISED

Too early in programme cycle.

BUSINESS OUTCOMES

- Strategic alignment – meeting statutory obligations and maximising customer outcomes.
- Cost avoidance including minimising waste.
- Maximising revenue from existing income streams.
- Maximising revenue through the creation of new income streams.
- Gaining competitive advantage.
- Enhancing our assets.
- Developing intellectual property.

INTERDEPENDENCIES & IMPACTS

- Transformation Workstreams (Customer/Vision and Purpose/ People & Culture)
- 5 Year Plan
- Outcome Based Budgeting

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required
None.		
Signed:		
Name:	Nick Vat	
Date:	04/07/2016	

PROJECT HIGHLIGHT REPORT

Project name: RM&I Project		Project SPONSOR	Roger Parkin		
Wards affected: ALL		Project MANAGER (Interim)	Kamal Lallian		
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome 2	
Directorate and Service Name: Regeneration, Housing & Resources – Neighbourhood Services					
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	31.07.16
Previous month	GREEN	GREEN	AMBER	GREEN	
Reasons for change in status	<i>Clarifications from Programme Office about application of RAG criteria</i>				
Project start date:	January 2015		Anticipated project end date:	November 2017	
Has this highlight report been agreed and authorised by the Project Sponsor?					
					Yes

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

- PQQ applicant submissions closed on 6th July with 12 submissions received
- Intend Training for evaluators held on 8th July
- Competitive Dialogue Workshop, facilitated by Sharpe Pritchard, held on 11th July
- RMI staff briefings for Housing, Neighbourhood Services and Property Services held on 18th July
- Review of ISDS Evaluation Criteria workshop held on 21st July
- PQQ evaluations completed 1st August
- Key milestones revisited and revised accordingly

Key activities **scheduled but not completed** and the reasons why not

- Finalise communications plan, providing clear communications route for residents, internal staff, members and residents panel in conjunction with Kate Pratt and Karen Lewis – communication plan not in final form – final details yet to be agreed. Change of lead for internal communications has resulted in a resident and staff centric approach and detailed content of plan being developed - to be approved.

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

- Communications Plan finalised
- Longlist of bidders agreed, debriefs carried out
- ITPD/ISDS published
- First meetings for Dialogue Stage 1 commenced
- Continue with effective project governance

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
- Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😐 Overall Amber RAG status will be applied in the event that the project:
- Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- 😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
One <ul style="list-style-type: none"> • Scope and Vehicle testing • Stakeholder engagement • Interserve Extension Variation negotiations 	March 2015	March 2015	0	GREEN
	Milestone One completed on time			
Two <ul style="list-style-type: none"> • Soft Market Testing 	May 2015	May 2015	0	GREEN
	Milestone Two completed on time			
Three <ul style="list-style-type: none"> • Business case finalisation 	June 2015	June 2015	0	GREEN

<ul style="list-style-type: none"> • Interserve extension signed • Technical advisor procurement start 				
	Milestone Three completed on time			
Four <ul style="list-style-type: none"> • Stakeholder engagement • Communication Strategy • ICF Development • Data gathering and analysis • Project team build • IT Interfaces - Interserve extension 	August 2015	August 2015	0	GREEN
	Milestone Four completed on time			
Five <ul style="list-style-type: none"> • Tech advisor appointment • Specification development 	December 2015	March 2016		RED
	Milestone Five completed – red status applied as exceeded target date by more than 10 weeks; work in progress on specifications			
Six <ul style="list-style-type: none"> • Key docs in final draft form: <ul style="list-style-type: none"> - ISDS/CFT - OJEU Notice - Specifications - Descriptive Document - Documented client team structure - Contract - Payment Mechanism - KPI's - Performance Mechanism - Framework agreement and call off contract • Detailed content of s20 agreed • Cultural Change Programme 	End April 2016			GREEN

	Milestone Six – completed on time			
<u>Seven</u> <ul style="list-style-type: none"> All docs listed in Milestone Six – signed off Final cut of pre-procurement data available in Data Room Cultural Change Programme 	May 2016			GREEN
	Milestone Seven – completed on time			
<u>Eight</u> <ul style="list-style-type: none"> OJEU Notice published PQQ published PQQ evaluation period Final date for applicant questions Dialogue preparation Cultural Change Programme 	June 2016			GREEN
	Milestone Eight – complete – OJEU notice placed 2 days after original scheduled date but has had no negative impact on timetable			
<u>Nine</u> <ul style="list-style-type: none"> Final date for applicant submissions PQQ evaluation period Dialogue preparation Cultural Change Programme plan development 	July 2016			GREEN
	Milestone Nine not yet started			
<u>Ten</u> <ul style="list-style-type: none"> Longlist of bidders agreed, debriefs carried out and ITPD/ISDS published First meetings for Dialogue Stage 1 commenced Cultural Change 	August 2016			AMBER

Programme plan				
	Milestone Ten not yet started			
<u>Eleven</u> <ul style="list-style-type: none"> • First, second and third meetings for Dialogue Stage 1 concluded • Cultural Change Programme 	September 2016			AMBER
	Milestone Eleven not yet started			
<u>Twelve</u> <ul style="list-style-type: none"> • Solutions evaluation period • Cultural Change Programme 	October 2016			AMBER
	Milestone Twelve not yet started			
<u>Thirteen</u> <ul style="list-style-type: none"> • Shortlisted bidders announced • First meetings Dialogue Stage 2 commenced • Cultural Change Programme 	November 2016			AMBER
	Milestone Thirteen not yet started			
<u>Fourteen</u> <ul style="list-style-type: none"> • Second meetings Dialogue Stage 2 continued • Cultural Change Programme 	December 2016			AMBER
	Milestone Fourteen not yet started			
<u>Fifteen</u> <ul style="list-style-type: none"> • Third and Fourth meetings Dialogue Stage 2 concluded • CFT • Cultural Change Programme 	January 2017			AMBER
	Milestone Fifteen not yet started			

<p><u>Sixteen</u></p> <ul style="list-style-type: none"> • Final date for bidder questions • Final date for bidder submissions • Solutions evaluation commenced • Cultural Change Programme 	February 2017			AMBER
Milestone Sixteen not yet started				
<p><u>Seventeen</u></p> <ul style="list-style-type: none"> • Solutions evaluation continued • Cultural Change Programme 	March 2017			AMBER
Milestone Seventeen not yet started				
<p><u>Eighteen</u></p> <ul style="list-style-type: none"> • Solutions evaluation concluded • Preferred Bidder identified • Cabinet approval to Award • Standstill Period • S20 consultation commenced • Cultural Change Programme 	April 2017			AMBER
Milestone Eighteen not yet started				
<p><u>Nineteen</u></p> <ul style="list-style-type: none"> • S20 consultation concluded • Contract signature • Cultural Change Programme 	May 2017			AMBER
Milestone Nineteen not yet started				
<p><u>Twenty</u></p> <ul style="list-style-type: none"> • Mobilisation period 	June – Nov 2017			AMBER
Milestone Twenty not yet started				
<p><u>Twenty-One</u></p> <ul style="list-style-type: none"> • Contract Go Live 	December 2017			AMBER

		Milestone Twenty-One not yet started		

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
22		Environmental Services Contract – possible implications for RMI contract due to change in procurement route for contract. Noted that services for Neighbourhood would be commissioned through appropriate vehicle chosen by Environmental Services team.

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
6		<p>Issue raised at RMI Project Board 31.05.16 – Noted the risk to the RMI stock condition survey, unless there is an accurate record of upgrades made to assets through planned maintenance programmes. A request was therefore made for a review of the Stock Condition Project process to ensure it is fit for purpose and no serious detriment that can impact on RMI due to data held by Property Services currently in a format that doesn't fit business needs. RMI Board approved request 31.05.16.</p> <p>Noted that issue remains open as no follow up action has been taken to date to remedy</p> <p>Issue remains open as no feedback received to date from previous escalations</p>

7		<p>Issue raised at RMI Project Board again on 30.06.16 – template form circulated again for Property Services to record asset upgrade information to update the stock condition surveys – Head of Property Services stated he is not willing to complete in this format as he already provides information/data in an alternative format on the X Drive. As the information provided by Property Services is unsuitable for the purposes of RMI and stock condition survey data analysis, all parties agreed that this issue should be escalated for resolution.</p> <p>Issue remains open as no feedback received to date from previous escalations</p>
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BENEFITS REALISED

No benefits to date

BUSINESS OUTCOMES
<ul style="list-style-type: none"> • IT enabled, tenant focussed, cross tenure repairs and maintenance service with investment • Strategic Partnership - active involvement in making decisions about the Council's housing stock • Social Return on Investment
INTERDEPENDENCIES & IMPACTS
<ul style="list-style-type: none"> • Partially dependent on outcome of stock condition survey – the amount of data available at point of OJEU will determine value of contract – the more data available will reduce cost • Dependency on progress of capita project as RMI contractor will be dependent upon solution in place at start of contract • Dependency on concurrent Corporate Facilities procurement and potential TUPE implications


DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Recommended that issue regarding the stock condition survey data, and information required for the RMI contract should be escalated and resolved at a more senior level in order to avoid serious detriment to the new contract and enable robust clienting through data analysis not currently available using current methods	CMT	ASAP
Decision outstanding		
Signed:		
Name:		
Date:		

PROJECT HIGHLIGHT REPORT

Project name: Environmental Services Procurement	Project SPONSOR			Roger Parkin	
	Project CLIENT			Nicholas Hannon (Lead Commissioner) until mid-April.	
Wards affected: ALL	Project MANAGER			Paul Bryon.	
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome 1 Outcome 3 Outcome 7	
Directorate and Service Name				Resources, Housing and Regeneration Customer Community services	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period					
Previous month					
Reasons for change in status	<i>Procurement now on hold following management instruction. High risk of pending service failure.</i>				
Project start date:	01/02/2016		Anticipated project end date:	01/05/2018	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

Key activities completed / milestones achieved in this period:	
Phase 1 complete for Lots 1, 2 and 3.	
Key activities scheduled but not completed and the reasons why not	
All procurement documents complete but failure to upload contract notice in OJEU due to hold instruction.	
Key activities / milestones scheduled for next period:	
Commencement of Phase 2 for Lots 1, 2 and 3.	

Detail the tolerances agreed with the project board for reporting.

-  Overall Red RAG status will be applied in the event that the project:
- Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**

- ☹ Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- ☹ An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Project Management Team – Task & Finish	29.02.16	19.04.16	34 days	
	Recruitment of Project Manager delayed but now in place.			
Member Engagement Plan	22.03.16	End May	0	
	Plan has commenced and is on schedule for delivery			
Procurement Process	01.07.16			
	OJEU target date. Moderate slippage as reported to CMT. Within 2 week slippage period.			
Phase 1	15.07.16	15.07.16	0	
	Phase 1 completed on time but on hold.			
Phase 2	01.12.17			
	Not commenced and on hold. Awaiting further instructions			

RISKS ARISING THIS PERIOD

Please see separate document for Risk Register.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences

- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
		Limited technical capacity causing extensive bottle necking of key document reviews by permanent staff highlighting difficult service resilience factors. Mitigated in period by extended officer working to meet peak workflow demands. Red flagged for reference.
		Limited technical capacity to address data sign off of required appendices highlighting poor service resilience factors. Mitigated by utilisation of additional project support officer. Red flagged for reference.
		Lack of corporate GIS resource causing extensive difficulties generating, collating and verifying required mapping and map data sets. Difficult to unpick as a range of resource and data security issues. Now mitigated through extensive cross departmental working by project management and support. Red flagged for reference.
		Poor corporate programme planning causing key procurement and other work stream resources to be diverted from project due to impact of RMI. Delayed procurement of financial adviser further. Financial adviser still not fully mobilised due to contractual difficulties. Anticipate resolved this week.
		Constrained post OJEU procurement timetable highlighting delay in project mobilisation with little room for slippage.
		Project placed on hold and awaiting further instructions. Background planning continuing to mitigate severe affects of delay for Lot 1. Awaiting instruction regarding Lot 2. CRITICAL

BENEFITS REALISED

This report does not recommend expenditure or commit budgets over and beyond those already adopted. However, subsequent reports which recommend final decisions upon future budgets and changes to their structure and allocation and will commit the council to sums of capital and revenue expenditure potentially over an extended period will be published in line with the various undertakings of the procurement exercise(s). These will be considered in light of the value for money offered through the future service route adopted through the procurement of the respective contractors for their service delivery areas.

BUSINESS OUTCOMES

The Five Year Plan's outcomes the proposal will help to deliver are:

- *Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay*

Ensure that the gateways to the town, prominent places and green spaces are clean and well maintained

- *The Council's income and the value of its assets will be maximised*

Ensure that a revolutionised approach to household waste collection is in place
 Ensure that no household waste will be disposed of in landfill sites

INTERDEPENDENCIES & IMPACTS

It is anticipated that members of staff will need to be available throughout the procurement process impacting on their ability to take AL and deliver work in other areas. The Subject Matter Experts are vital for the composition of some elements of the procurement process – and is present as an ‘owner’ for a significant amount of the workload.

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required
Management instruction critically required for all Lot commencement and/ or further instruction for progress of Lot 2.	SMT	NOW
Signed:	Paul Bryon	
Name:	Paul Bryon	
Date:	01/08/2016	

PROJECT HIGHLIGHT REPORT

Project name: Slough major Transport schemes			Project SPONSOR		Joe Carter
Wards affected: Cippenham Meadows, Chalvey, Central, Upton, Langley Kedermister and Foxborough			Project MANAGER		Savio DeCruz
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome 1 and 3 Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay Define and establish the centre of the town as a destination	
Directorate and Service Name				RHR/Transport and Highways	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period					02/08/2016
<i>Previous month</i>					
Reasons for change in status	<p><i>A355: 4 weeks delay due to new structure found under bridge, road will be still opened in November but not all works complete.</i></p> <p><i>SMaRT: Land at 172 Bath Road still waiting to be transferred to the council on-going rising costs from BT and other major telecoms companies.</i></p> <p><i>Windsor Road: Cost for BT still awaited with delay with land release.</i></p> <p><i>Total estimated cost of the major schemes has risen to £22.7m current budget is £19m.</i></p> <p><i>Negotiation with Thames Water for Slough to take ownership of some water mains alleviating the need to divert potential saving £400K.</i></p>				
Project start date:	Jan 2016		Anticipated project end date:		Autumn 2017
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes/No

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

- SMaRT: Utility diversions still on-going on the A4. footway completed between Upton Court Road and park.
- A355: Hydro-demolition continuing on the bridge and duct crossings now in place ready for traffic signal cables to go in.
- A332 diversions underway

Key activities **scheduled but not completed** and the reasons why not

A355: Switch over from southbound lane to northbound delayed due to bridge structure changes

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

- A355: Switch over planned for late August and traffic signals to start going in.
- SMaRT: Utility diversions continuing, main civils works to start on widening the carriageway
- A332: Utility diversions continuing

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😐 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- 😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
A355	Mid June	Late August	+4 weeks	RAG
Switch- over	Controflow change to take place late August following further delays to bridge works			
A4	Early June	TBC poss Nov 16	+6months	RAG
Utility diversions	Delayed diversion work due to land transfer at 172 Bath Road.			
A332 Windsor Rd	End of May	End of September	+4 months	RAG
Demolition of properties	BT cost still awaited			

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences


Risk Ref	RAG	Risk Description
1	☹️	Utility diversion planning between Galvin Road and Tuns causing delays due to number of ducts in the constrained footway. Design changes and negotiations on-going with utility companies.

ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
1	😊	Land transfer at 172 Bath Road, developer has now agreed to land transfer subject to some conditions.
2	😊	Land still awaited at Windsor Road due to demolition of properties.

BENEFITS REALISED

BUSINESS OUTCOMES

INTERDEPENDENCIES & IMPACTS

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Signed:		
Name:	Savio DeCruz	
Date:	02/08/2016	