

Strategic Projects Report Quarter 1 2016-17 (June 2016)

Project Status is defined as follows:

- **Green** - Under control and within tolerance
- **Amber** - Out of tolerance and with a plan in place to bring back under control
- **Red** - Out of tolerance with no current approved plan

Overview

Each Project has its own governance and reporting mechanism in place. It is the responsibility of the relevant Board to make the assessment as to the Project Status, based on the above definitions.

Of the 15 Projects reported below –

- 4 are **Green**;
- 10 are **Amber**; and
- 1 Project is Awaiting Implementation as it is currently on hold.

The reason for each Project's Status is detailed under each Project. The number of Greens and Ambers are not significantly out of line with a normal / expected distribution of the ratings.

Projects of real concern are those that are Red as they are out of tolerance with no current approved plan, of which there are none reported at this time.

Project Code	Project Title	Senior Responsible Officer	Start Date	End Date	Previous Status	Current Status
4.3.3	Redesigning the Learning Disability Service	Claire Leandro	01/04/2016	31/03/2017 (Planned)	Red	Amber
Achieved from the Current Review						
<p>The project is reporting Amber. There is an outstanding decision required to clarify the scope of the SEND (Special Educational Needs & Disability) review, until this has been decided upon the design of (and subsequent delivery of) the new structure is on hold.</p> <p>As Is Data</p> <ul style="list-style-type: none"> • Finance work has been initiated to provide the business with budget limits for the SEND management structure. • SEND As Is staffing data being compiled by HR and Finance and has been shared with SEND management. • As Is staffing information being collated for the Education Welfare Officers (EWOs) and Equality and Diversity (E&D) teams during June. <p>SEND Structure</p> <ul style="list-style-type: none"> • Once a decision and information have been provided, the Senior Manager will propose their structure to the SRO for sign off. • It is likely that the structure will need to be rolled out over two smaller phases. <p>Educational Welfare Officers and Equality and Diversity</p> <ul style="list-style-type: none"> • Due to the changing nature of the service priorities the broader reorganisation has been on hold. • Although work has begun to 'kick start' the work there are service decisions required before the project can progress. <p>The next board is scheduled for 5 July and if key decisions are made it is expected that the project will return to green. Should progress not start to be seen in the coming months the April 2017 Go Live date will be under threat.</p>						

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15/16	Conclude the transfer of BT Cornwall	Cath Robinson	01/04/2016	31/07/2016 (Planned)	Amber	Amber
Achieved from the Current Review						
<p>Project is reporting Amber. Summary below:-</p> <ul style="list-style-type: none"> • Contract novation - The general novations are progressing with no major issues as of 29/06/2016. • Agresso - A joint letter is due to be sent to Schools advising of changes in contract by the end of June. • Cost reconciliation – <ul style="list-style-type: none"> ○ Cornwall Council (CC) and BT are currently reviewing Debt spreadsheets. ○ BT & CC finance meeting to be arranged to agree the action plan moving forwards. • Damages - Full damages are to be confirmed but are likely to be claimed later in the year, most likely to follow the successful transition of the Telecare services. A separate project is being established for this. • Pensions - BTC have provided all information that is required. <p>In general terms the project is taking longer to close than expected and there is also significant pressure to resolve the cost reconciliation work. BTC and CC are working together to resolve this issue, this is the main reason for the amber status. The project close report is on hold pending the conclusion of the above deliverables.</p> <p>Most of the risk now sits with the telecare project, significant resource and support is focused on mitigating this. Telecare is reporting separately to Education, Health and Social Care Directorate Leadership Team.</p>						
3.1.11	On street parking bays (Town Parking Strategic Review)	Phil Mason	01/04/2016	31/03/2017 (Planned)	Amber	Amber
Achieved from the Current Review						
<ul style="list-style-type: none"> • The status of the project is Amber, because the project is unlikely to deliver the £1m savings in the agreed timescales. • CORMAC have produced the town parking review plans and estimated delivery costs in line with the schedule. • The portfolio holder was briefed on the 8th June 2016 ahead of submitting the Transport Portfolio Advisory Committee (PAC) report on the 17th June 2016. • The second draft of the Parking Policy Statement has been updated ready for the Transport PAC on the 8th July 2016. • On 29th June 2016 a feedback session for Members, Town Councillors, Business Improvement District Managers and Community Link Officers was held to look at the proposals for the town designs. 						
3.2.1	Council's Property Strategy - One Public Estate (OPE)	Adam Birchall	01/04/2016	31/03/2018 (Planned)	Green	Amber
Achieved from the Current Review						
<p>Status rated Amber because elements are behind schedule and due to outstanding issues which may impact on delivery of benefits. Specific concerns include:</p> <ul style="list-style-type: none"> • Activities to progress the NHS Local Estates Strategy have slipped due to short term issues and alignment with the Sustainability Transformation Plan (STP). Expected to be back on track in the coming weeks. • Lack of partner engagement in the Facilities Management Contracts Review. Progress in gathering data requires further work to agree forward plan. A recent meeting had to be postponed due to lack of attendance, but different meeting venues will be used in future and use of substitutes should boost attendance in the future. • No capital funding source identified yet for Liskeard Blue Light project. Work continues to develop alternative approach and seek funding options. <p>Good news stories include:</p> <ul style="list-style-type: none"> • Bid for additional One Public Estate funding for further project and programme development submitted in June. Announcement expected end July. • Progress in improving the IT connectivity between Council and NHS to enable flexible working including upgraded network link and initiation of "Cloud Printing" project. • Work commissioned for Wadebridge and Looe blue light proposals. Truro blue light station live in July. 						
3.2.2	Sustainable network of leisure facilities	Peter Marsh	01/04/2016	31/03/2017 (Planned)	Green	Amber
Achieved from the Current Review						
<ul style="list-style-type: none"> • The Amber status reflects the risks around the budget requirements from the tender process. There is a risk that zero subsidy from the outset of the contract will not be achieved or may be achieved but present a high risk solution. • The project is progressing as per the timetable. • Bidders have been shortlisted and the first negotiation session was held with the remaining bidders. Additional 						

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	<p>information has been received from bidders.</p> <ul style="list-style-type: none"> The negotiation session at the end of June focussed on public health. Further negotiation sessions are scheduled during the summer and aim to build improved bids for best and final offers. 					
3.3.1	Housing Development (part of Housing Investment Plan)	Phil Mason	01/04/2016	31/03/2018 (Planned)	Amber	Amber
	Achieved from the Current Review					
	<ul style="list-style-type: none"> The Amber status reflects the risk associated with progressing work on the pilot sites and programme until the business case is approved. Following feedback from the Corporate Directorate Team (CDT) on 9th June the project team have initiated a soft market test to explore if there may be potential joint venture partners in the marketplace. Submissions are required by 8th July. The evidence will inform the delivery model options appraisal within the business case. The new provisional date for Cabinet to review the outline business case is 14th September to allow time for the soft market test. External due diligence on the business case will be procured in July for completion in August. Board members attended a design review meeting to understand the pilot site constraints and design principles and to offer feedback. As a result the Tolvaddon site layout has been amended to include 2 further homes. The site acquisition process for the pilot sites at St Lawrence and Tolvaddon is positively progressing following a meeting with the Homes and Communities Agency. 					
4.2.1	Better Care Fund, including services for Joint Complex Clients and Supported Living Services clients	Anna Mankee-Williams	01/04/2016	31/03/2017 (Planned)	Green	Amber
	Achieved from the Current Review					
	<p>The status of the programme has been set to Amber as a result of the current issues around the late/non delivery of status reports, lack of progress on the Joint Complex / Supported Living Clients reassessments & insufficient monitoring and reporting of performance against Key Performance Indicators (KPIs) for 16/17.</p> <ul style="list-style-type: none"> Carers – Assessment trial commences with work underway to update Section 75 to cover the length of the contract and be part of the overall BCF Section 75 agreement. Interoperability - 2020 digital roadmap published but no funding has been set aside in 2016-17 GP IT budgets which will impact ability to deliver. Community Equipment – Some operational and data migration issues with the new CELS IT system being addressed. Enabling Discharge – Discharge to Assess (D2A) Pathway 1 (Home) pilot commenced, pilot proposal documents for D2A Pathway 2 (Bed) & 3 (CHC) drafted, Community Hospital review (MADE) report published and resulting action plan drafted, Corecare recruitment programme has potentially 7 apprentice applications to consider but progress in improving staff compliment below expectations. Community Support & Housing Team - Hendra Park (Liskeard) Learning Difficulties (LD) Residential scheme completion delayed until July 16. Joint Complex & Supported Living Service (SLS) Clients - An interim project lead was appointed on 28 June 2016 with direct responsibility for the SLS project within the Adult and Social Care commissioning team. In addition, a number of interim social workers have also been recruited to assist with the statutory reviews of the SLS cohort Integrated Personal Care (IPC) Personal Health Budgets (PHBs) KPIs – target set is 1145 by 2020, current position is 21 Adult PHBs eligible for Continuing Health Care (CHC), 1 Child PHB eligible for Continuing Child Care (CCC), 10 budgets agreed beyond CHC/CCC linked to long term conditions / Mental Health via the IPC programme itself. A delivery plan and KPI profile is being developed and will be ready for publication in late July. 					
5.1.1	Access to Face to Face Services (Libraries and One Stop Shops)	Mark Read	01/04/2016	31/03/2018 (Planned)	Amber	Amber
	Achieved from the Current Review					
	<ul style="list-style-type: none"> Status continues to be Amber – extended legal negotiations at the three primary sites (Callington, Penryn and Falmouth) have pushed timelines by at least four weeks, and resource requirements to deliver the programme within proposed timescales will be confirmed following agreement in principle to proceed with devolution from interested organisations by 30th June deadline. Project Manager continues to work with Business and Workstream Leads to progress delivery. Director’s reports being drafted for three priority sites and will be submitted for approval as soon as legal negotiations are complete. A detailed transition plan is being developed to coordinate consultation, publicity, works, transfers and accommodation moves before handover. Feasibility meetings have been held to develop viable devolution proposals in Newquay, Liskeard, Camborne, Par 					

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	<p>and St Just. Discussions are ongoing.</p> <ul style="list-style-type: none"> The Business Lead continues to canvass interest with remaining sites with formal expressions of interest invited before the 30th June deadline agreed at Communities Policy and Advisory Committee. The Pensions Deficit risk has been mitigated and closed. A new risk has been logged regarding timelines to update the branding for all One Stop Shops. 					
5.1.4	Customer Access Programme (Part of delivering the Council's Customer Access Strategy - OD Strategy)	Mark Read	01/04/2016	31/03/2018 (Planned)	Amber	Amber
Achieved from the Current Review						
<p>The Customer Access Programme is reporting as AMBER, due to risk to savings. The situation has deteriorated since last month due to delays in the exploration of Adults opportunities and problems encountered in ascertaining local channel costs.</p> <p>Progress since last month:</p> <ul style="list-style-type: none"> 15 Organisations signed up for Digital Champion training at Royal Cornwall Customer Care Group established 11 Customer Personas have been identified for development into Customer Insight tools Soft market testing self-service library solutions for the retained Face to Face service underway Payment Card Industry (PCI) Compliance status report delivered by PwC Approach to explore optimisation opportunities within services prepared for approval at Customers and Information Board 						
5.1.5	Devolution / Localism Project (Part of delivering the Council's Localism Strategy - OD Strategy)	Mark Read	01/04/2016	31/03/2018 (Planned)	Amber	Amber
Achieved from the Current Review						
<ul style="list-style-type: none"> The programme is reporting as Amber due to a number of site transfers, featuring a level of complexity that, with resources available cannot be resolved in the planned timescales. During June work progressed on a number of major projects, in particular St Austell, Jubilee Pool and Truro. In addition to this this work continues to deliver other smaller projects on the prioritised work programme in accordance with the principles agreed by the Localism Portfolio Advisory Committee. The Local Devolution Fund (LDF) is now fully operational and to date, there are nearly 80 LDF proposals either submitted or under development (circa £500k in value). The first 18 proposals (£118k) have now been submitted to the Portfolio Holder. Recent work has led to a large increase in work for both property and legal services, as for example the St Austell Package includes over 20 separate sites. Plans are being developed to increase resources, but delays in filling vacancies and uncertainty about future reorganisation, means that full solutions may not be in place for some months. The first 6 town based workshops have now been diarised. The list of environment assets has now been published. 						
4.3.1	Reorganising assessment and care management	Jane Black	01/04/2016	31/03/2017 (Planned)	Amber	Green
Achieved from the Current Review						
<p>Phase 2 (Green)</p> <ul style="list-style-type: none"> There are 5 embedding workstreams: Staff guidance, safeguarding, data, demand and capacity, communication and governance, team development Workshop held to define outcomes of staff guidance and reference group being set up to progress - aligned to recent work on policy and procedure Safeguarding training taking place across the county First iteration of demand and capacity data produced and formats reviewed by Service Managers, next iteration to be aligned to performance reporting framework Governance proposal drafted and reviewed with Head of Service, next steps to gain further input from Senior Management Team Team building sessions deferred until autumn on request of the Team Managers, Principle Social Workers and Service Managers Consultations on working arrangements delayed until outcomes of demand and capacity review are available. <p>Phase 3 (Green)</p> <ul style="list-style-type: none"> There are 4 parts to phase 3 – Therapy, Sensory loss, Rehabilitation at home and Rehabilitation support 						

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	<ul style="list-style-type: none"> Community Independence new structure went live 1 July, as scheduled Accommodation changes agreed and progressing Sensory loss agreed option developed and initial plan drafted Discussions taking place with Cornwall Foundation Trust regarding rehab staff and options being considered for these 2 groups. 					
3.3.4	Planning Improvement [formerly Planning decision making]	Kate Kennally	01/04/2016	31/03/2017 (Planned)	Green	Green
	Achieved from the Current Review					
	<ul style="list-style-type: none"> The project status is Green as the project is on track with the key milestones included in the improvement plan. A paper has been prepared for the July Constitution and Governance Committee regarding mandatory training. Three visits are planned to learn best practice from Local Authorities with the support of the Local Government Association (LGA). An independent observer has been identified to review and feedback on planning committee meetings. ‘You said, we did’ workshops are planned for July to update Members following the May workshops Benchmarking and best practice research was presented to the Board, from which additional information was requested. 					
5.3.4	Electoral Review	Richard Williams	01/04/2016	31/03/2018 (Planned)	Green	Green
	Achieved from the Current Review					
	<ul style="list-style-type: none"> Project is currently reporting as green. The Electoral Review Panel has transacted a significant amount of key business which will, amongst other things, allow the forecasting work to proceed in accordance with the agreed timescale and trigger the commencement of work on the first draft submission on council size to be considered by full Council in early October, prior to submission by 14th October 2016. 					
15/16	Group of Companies	Cath Robinson	01/04/2016	31/03/2017 (Planned)	Awaiting Implementation	Awaiting Implementation
	Achieved from the Current Review					
	<ul style="list-style-type: none"> The Group of Companies project is on hold; the project is not progressing whilst the governance and company structure arrangements are reviewed; once the review has been completed an updated baseline plan will be created. 					

Critical Projects

Project Code	Project Title	Senior Responsible Officer	Start Date	End Date	Previous Status	Current Status
PPProg 4	Better Business for All (BBFA)	Mark Luxton	01/04/2014	31/03/2019 (Planned)	Green	Green
	Achieved from the Current Review					
<p>Good progress achieved during Quarter 1. The BBFA Partnership has a new LEP Chair with a refreshed workplan for 2016/17. Key deliverables revolve around:- (i) culture change programme (staff and businesses); (ii) integration of BBFA services into the new C&IoS Growth Hub (Cornwall Devolution Deal) - a grant funding business case is being prepared to enable BBFA Services website integration); and, (iii) improving internal and external communications. In addition BBFA members (in particular Chamber of Commerce, Federation of Small Businesses) have provided ongoing considerable inputs into marketing material for the service's new chargeable discretionary business support services and have played an advocacy role in promoting these new services to their members.</p>						