

## **Strategic Projects Report Quarter 2 2016-17 (Sept 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 26 Projects reported below –

- 13 are **Green**;
- 12 are **Amber**; and
- 1 Project has been completed.

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.

## Strategic Projects

Project Code	Project Title	Senior Responsible Officer	Start Date	End Date	Previous Status	Current Status	
	<a href="#">Hall for Cornwall Capital Project</a>	Glenn Caplin	01/04/2016	31/03/2017 (Planned)		Amber	
	<b>Achieved from the Current Review</b>						
	<ul style="list-style-type: none"> <li>• Project status is AMBER.</li> <li>• The majority of the £18.5m capital redevelopment funding package has been secured and Investment and Commercial (ICB) Board approved the £3.2 Cornwall Council (CC) capital match in September 2016 (as agreed by Cabinet in February 2016). This is now a live capital programme.</li> <li>• ICB also agreed to write a letter of reassurance to Department for Communities and Local Government (DCLG) to allay their concerns around the Growth Deal element of the funding package. CC agreed to this after a letter from the Local Enterprise Partnership (LEP) confirmed that Hall for Cornwall (HFC) is a priority for them in the Growth Deal. This letter has been accepted by DCLG and a European Regional Development Fund (ERDF) contract will be issued shortly. News on the Growth Deal allocation is expected in the Autumn statement and the Expression of Interest (EOI) for Coastal Communities is expected this month. Confirmation on these will complete the funding package.</li> <li>• The HFC appointed Project Manager and Quantity Surveyor (QS) continue to work with the Project Board (which include CC) to review and value engineer costs to an affordable level. The contractor procurement is still to be completed and therefore there is a risk of tender returns higher than anticipated.</li> <li>• Leases are currently being amended, which will consolidate a whole range of building leases (including café and Tourist Information Centre) and costings being sought by the Council's Property Team to understand any adjacencies with the Truro City Council portion of the building.</li> <li>• Costings are being confirmed to Royal Institute of British Architects (RIBA) before funders green light the next phase of work, the costs of this RIBA stage will be covered by Arts Council England and Cornwall Council.</li> <li>• Job adverts have gone live for the Heritage Lottery Funded project which is part of the wider package.</li> </ul>						
3.1.10	<a href="#">A30 Temple to Higher Carblake</a>	Nigel Blackler	01/04/2016	31/03/2017 (Planned)		Amber	
	<b>Achieved from the Current Review</b>						
	<p>This project is AMBER. The scheme is under construction having started on site in June of 2015.</p> <p>Programme -</p> <p>Works are presently running behind the original programme with the diversion of strategic infrastructure and inclement</p>						

	<p>weather having caused delays to progress. The weather risk associated with working on Bodmin Moor remains high during the remaining construction period.</p> <p>Overall project completion is due by 4th July 2017.</p> <p>Negotiations are underway with the site team to see how soon four running lanes of traffic for peak travel periods could be provided.</p> <p>Budget -</p> <p>Works are presently forecast to be delivered within budget.</p> <p>Project Milestones -</p> <p>Traffic management on site has now reverted back to the provision of only a single lane in each direction, as was the case prior to works commencing.</p> <p>The first of the side roads is planned to be open to local traffic under controlled access from the end of November 2016, utilising the newly constructed bridge at Preeze Cross.</p>					
3.1.11	<a href="#">Town Parking Strategic Review</a>	Phil Mason	01/04/2016	31/03/2017 (Planned)	Amber	Amber
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• The status of the project is AMBER.</li> <li>• Reports and a business case were presented to the Investment and Commercial Board (ICB) and the Informal Portfolio Holder Briefing (IPHB) on 5th September 2016. ICB endorsed the project to continue subject to agreed actions.</li> <li>• On 14th September 2016, Cabinet agreed the Cornwall Traffic Management Parking Policy Statement and approved the commencement of the pre-consultation stage of the Town Parking Review in line with the policy.</li> <li>• The proposal to prudentially borrow capital to fund the town parking capital works (in those schemes that proceed) with the full cost recovery to be met from revenue generated from the town parking schemes was approved in principle.</li> <li>• Work has commenced on planning the pre-consultation on Resident's Parking and On Street Parking in the 7 towns which is due to commence mid October 2016.</li> </ul>					
3.1.13	<a href="#">Integrated Bus Network Capital Project</a>	Nigel Blackler	01/04/2016	31/03/2017 (Planned)		Amber
	<b>Achieved from the Current Review</b>					
	<p>Project status remains AMBER.</p> <p>Following project elements have slipped behind schedule:</p> <ul style="list-style-type: none"> <li>o Bus stop audit (will be complete by 20th September 2016)</li> <li>o O-D surveys (currently underway, TBC 30th November 2016)</li> <li>o Network planning (currently underway, TBC early 2017)</li> <li>o Bus operation cost tool (underway, currently negotiating non-disclosure agreement with bus operators)</li> </ul> <p>The Transport Committee has launched an inquiry into the Bus Services Bill. Cornwall Council has submitted written evidence and gave oral evidence at Westminster on 12th September.</p> <p>Origin-Destination survey commenced on 31st August on tourist</p>					

	<p>routes and regular routes in September.</p> <p>Countywide infrastructure audit complete, awaiting report at end of September 2016.</p> <p>Planning of the new network has been commissioned using evidence collated to date.</p> <p>A Transport Infrastructure Design Guide has been produced to provide guidance on acceptable roadside equipment and approved by the Transport Portfolio Advisory Committee (PAC).</p> <p>Smart ticketing discussions underway with Great Western Railway regarding the trial of smart ticketing in Cornwall.</p> <p>Cloud Amber Intelligent Transport System</p> <ul style="list-style-type: none"> <li>o Real time passenger information (RTPI) displays have been upgraded, solar RTPI and digital timetables trial underway</li> <li>o bus journeys being monitored on equipped vehicles</li> <li>o Transport App (alpha phase trial) now available in Google store and IOS app store.</li> </ul> <p>Early Branding work undertaken – stakeholder interviews, surveys and workshops.</p> <p>Awaiting news from the Local Enterprise Partnership regarding the Growth Deal 3 Outline Business Case completed at the end of July 2016.</p>					
3.1.3	<a href="#">Kresen Kernow Capital Project</a>	Peter Marsh, Julie Seyler	01/04/2016	31/03/2017 (Planned)		Amber
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• This project status is AMBER. The main capital scheme is in the pre-construction phase and is on programme and on budget. The construction programme remains indicative until the build contractor is appointed in October.</li> <li>• Five compliant Pre-Qualification Questionnaires (PQQs) were received and the Invitation to Tender (ITT) issued via DueNorth. A suppliers' day on site has been held which three contractors attended. However, only two contractors remain actively engaged in the tender process and has resulted in the change in status of the project. An extension to the tender submission date has been approved and only impacts the final approval date by a week.</li> <li>• Shelving contract awaiting issue. The delays to this do not impact the critical pathway for the main build.</li> <li>• Engagement with IS, Facilities Management and the Estates Team continues.</li> </ul>					
3.2.1	<a href="#">One Public Estate</a>	Nigel Blackler	01/04/2016	31/03/2018 (Planned)	Amber	Amber
	<b>Achieved from the Current Review</b>					
	<p>Status AMBER because:</p> <ul style="list-style-type: none"> <li>o Unresolved issues on Integrated Service Hubs with Department for Work and Pensions.</li> <li>o Awaiting confirmation of Phase 4 funding from Cabinet Office (expected July)</li> <li>o Operating models for health and social care not agreed so estates implications and required capacity cannot be determined.</li> </ul>					

	<p>As at 31st August 2016, spend against Phase 3 grant (£470,000) was £210,187 plus £3,162 against Phase 4 grant. Phase 3 grant on track to be fully expended in 2016/17.</p> <p>Progress in period includes:</p> <ul style="list-style-type: none"> <li>o Alignment of NHS Local Estates Review with Sustainability Transformation Plan (STP) priorities and establishment of interim arrangements for STP Estates work stream.</li> <li>o Appointment of dedicated OPE Senior Supply Chain Lead and completion of initial Facilities Management contract data gathering</li> <li>o Positive feedback from cloud printing trial; health users can work more effectively from Council sites</li> <li>o Challenge session held involving “blue light” services exploring how operational practices can better inform site design.</li> </ul> <p>Escalation of operational and commercial issues preventing progress on Integrated Service Hubs has resulted in undertakings of support from Government Property Unit and Leadership for Libraries Taskforce.</p>					
3.2.2	<a href="#">Leisure Services Transfer</a>	Peter Marsh	01/04/2016	31/03/2017 (Planned)	Amber	Amber
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• The project status is AMBER due to 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, the main reason for this is the issue around pension liability. However, the project is progressing in line with the timetable.</li> <li>• Best and final offers were invited in September, with a return date of 4th October for bidders.</li> <li>• The evaluation team has been selected for the tender submissions. The evaluation need to be completed by 21st October to enable the decision making process to be completed in line with the project plan.</li> </ul>					
4.2.1	<a href="#">Better Care Fund</a>	Peter Tempest	01/04/2016	31/03/2017 (Planned)	Amber	Amber
	<b>Achieved from the Current Review</b>					
	<p>The status of the programme remains at Amber as a result of the current issues around the limited progress on the joint complex element of the Joint Complex / Supported Living Clients reassessments, protracted roll out of Discharge To Assess (D2A) &amp; delay in revising the Section 75 agreement.</p> <p>The status of KPI performance has been set to Red as the Delayed Transfers Of Care (DTCO) position improved slightly in August, when compared to July, but is still well above the target trajectory set with reduction in DTCO on social care assessments well above planned values, replacement local patient experience metric is still to be defined and agreed.</p>					

	<p>Programme - Discussions have been held over the governance and chairing of the Integrated Commissioning Board (ICB). The interim Head of Service for Commissioning &amp; Transformation (Adults, Cornwall Council) is to take over the chair person's role.</p> <p>Carers - The new carers service database has been deployed and transfer of data from the old database into the new commenced following consents received from registered carers.</p> <p>Interoperability - Engagement with social care &amp; council ICT is to take place in September to help progress provision of information to and from Social care via the GURU interim solution. A Council lead is to be agreed.</p> <p>Community Equipment - Budget pressure (4% overspend) continues to be closely monitored. Meeting scheduled in September to discuss resource allocation to the planned lean review of sub stores. Monitoring the impact of the roll out of D2A on community equipment urgent requests will start when D2A roll out commences.</p> <p>Enabling Discharge - Primary focus remains on D2A with 10 Generic Support Workers (GSW) appointed, 5 to cover Restormel &amp; 5 to cover Carrick localities. Development of the D2A business case continues with demand and capacity modelling being the primary activity during the month. Implementation of pathway 3 Continuing Health Care (CHC) to commence initially in the St. Austell area on 3rd of October and then rolled out County wide over the coming months. Implementation of Safer in community hospitals to be completed in October and be fully embedded by the end of March 17. Care Home Trusted Assessments still not progressing as planned although D2A pathway 3 will use a trusted assessments approach with the care home in which the 3 beds reside. STEPS &amp; CoreCare recruitment drive still not extending capacity as planned.</p> <p>Community Support &amp; Housing Team - Hendra Parc Liskeard complete (14 self-contained units and a 2 bed shared house), with full occupancy envisaged by the end of October.</p> <p>Integrated Personal Care (IPC) Personal Health Budgets (PHBs) - The local PHB policy is to be authorised at NHSK Governing body in October/November.</p> <p>Joint Complex &amp; Supported Living Service (SLS) Clients - 1 SLS reassessment of a complex, high needs case has been undertaken this period with improved outcomes for the service user &amp; substantial savings envisaged once discussions with the provider have concluded. Clarification &amp; agreement by the ICB on who is to lead the joint complex cases element is required, following discussions with Vicky Allonby (Council), together with an assessment plan for each element and projected saving estimates.</p>		
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4.3.3	<a href="#">In-house Day services programme</a>	Claire Leandro	01/04/2016	31/03/2017 (Planned)	Green	Amber
<b>Achieved from the Current Review</b>						
<p>•The project is reporting Amber due to the following key points:</p> <ul style="list-style-type: none"> <li>o Funding shortfall of circa 140k has resulted following the outcome of the tender for refurbishments for Truro and Camborne sites. The Programme Board gave approval of additional spend on Monday 19th September with the condition that a value engineering exercise is undertaken and commitment is made to the brief with variations through the process being a very last resort.</li> <li>o The appointed contractor has indicated that the original date for completion of the Leats in Truro on 8th December is not achievable. A pre-start meeting with the contractors on 7th October resulted in a revised handover of the Truro building of 23rd December.</li> <li>• The move to The Elms has commenced and positive feedback from both carers and service users has been received. A more formal open day event is being planned for November.</li> <li>• The Comprehensive Impact Assessment (CIA) for Studio61 is complete and with the Diversity Equality Action Group (DEAG) for review and sign-off. Formal engagement with parents/carers is planned for 19th October. A briefing sheet is intended to be distributed to affected members and town parishes on the same day.</li> </ul> <p>The Programme Board 19th September made the decision to refresh the day centre data profiles completed back in February for use of the wider programme. Work has commenced and will be mapped with the information gathered on external provisions to form an analysis.</p>						
5.1.4	<a href="#">Customer Access Programme</a>	Mark Read	01/04/2016	31/03/2018 (Planned)	Amber	Amber
<b>Achieved from the Current Review</b>						
<ul style="list-style-type: none"> <li>• Project status remains AMBER: it is still to identify the required savings; although workshops have been arranged across the council to establish opportunities for streamlining customer facing processes.</li> <li>o Arranged follow up meeting to progress elimination of failure demand from Adult Care and Support</li> <li>o Additional workshops arranged for Community Safety, Childrens and Planning, Housing and Regeneration</li> <li>o Progress made in exploration of opportunities in Public Protection (including under the Better Business For All agenda) and Revs and Assessment – additional workshops diarised with the aim to complete discovery and agree full programme by January 2017</li> </ul>						

	<p>o Identifying opportunities to improve cost-effective payments with services during the discovery work</p> <ul style="list-style-type: none"> <li>• 9,033 on-line forms submitted in July and 17,631 on-line enquiries in August– 36% and 32% up on last year</li> <li>• Face-to-Face service requests reduced by 4,000 compared to August 2015</li> <li>• Remain on target to deliver digital skills training to 1,500 residents by 1st November</li> <li>• Staff induction training reviewed and amended to ensure new staff understand customer care and customer promise</li> <li>• Partnership working is expanding to further organisations, including Devon and Cornwall Housing</li> <li>• Contact Centre now process on-line refunds, improving the customer experience</li> <li>• Method of payment costing structure agreed to inform channel shift savings</li> <li>• Blue Badge contract extended which includes on-line payments – available soon</li> </ul>					
5.1.5	<a href="#">Devolution / Localism Project</a>	Mark Read	01/04/2016	31/03/2018 (Planned)	Amber	Amber
	<p><b>Achieved from the Current Review</b></p> <ul style="list-style-type: none"> <li>• Project is currently reporting as AMBER, due to time taken to effect transfers of the larger sites. We are working with Devolution Deal to identify how we can work with government to empower Town and Parish Councils and community groups in Cornwall to support the localism and devolution agendas.</li> <li>• Draft legal agreements have been produced and shared and inspection reports are being prepared for St Austell</li> <li>• An agreement has been made in principle by Penzance Town Council to take on the Jubilee Pool, a draft legal agreement is being developed.</li> <li>• An agreement has been reached with Camborne Rugby Football Club for a 99 year lease, a draft legal agreement has been developed and schedules produced along with further financial modelling.</li> <li>• Work is underway to reconcile approved capital funding for public conveniences (tranche 1 - £83k and tranche 2 - £413k).</li> <li>• A Section 106 protocol has been developed and work is underway to develop a cumulative savings schedule.</li> </ul>					
5.2.1	<a href="#">Support Services Review</a>	Andy Brown, Cath Robinson, Richard Williams	01/04/2016	31/03/2017 (Planned)	Amber	Amber
	<p><b>Achieved from the Current Review</b></p> <p>A revised governance model was agreed by the September board.</p> <ul style="list-style-type: none"> <li>• Chief Operating Officer and the Head of G&amp;I and BP&amp;D will continue to meet as the Steering Group, and a project board will be created to report to the Steering group.</li> </ul>					

	<ul style="list-style-type: none"> <li>• The Project Board membership will be the existing SSR workstream leads with HR &amp; Legal representatives.</li> <li>• Service improvements that are part of the service improvement plans will continue with the project board being aware of any potential interdependencies/ impact, but the board will not manage them.</li> <li>• There are up to 5 initial projects, these will formalise work to date in the existing Workstreams and define the outputs – with Workstreams leads becoming the project SRO.</li> <li>• There will be a second tranche of projects to oversee the implementation of a future blueprint.</li> </ul>					
3.3.1	<a href="#">Housing Development (part of Housing Investment Plan)</a>	Phil Mason	01/04/2016	31/03/2018 (Planned)	Amber	Green
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• The status is GREEN reflecting the increased certainty that the pilot site schemes will proceed, given the approval of the pilot sites business case by Cabinet on 14th September. The procurement process for the build of 113 homes at St Lawrence and Tolvaddon sites is now underway.</li> <li>• Discussions with Cormac, Cornwall Housing Ltd (CHL) and the Estates Management Team have commenced regarding the interim stock management solution for the pilot properties.</li> <li>• Work is continuing on the programme business case. The Wholly Owned Company (WHOC) detail is being reviewed and opportunities to optimise the model are being explored. The Joint Venture (JV) delivery model option is being developed and will be further informed by an additional soft market test, with the Prior Information Notice (PIN) scheduled for release on 28th September, and a market engagement event planned for 20th October.</li> <li>• A meeting with the Housing Minister is scheduled for 30th September to provide a briefing on the Council's progress and aspirations for the Housing Development Programme as part of wider Housing delivery strategy and devolution opportunities in Cornwall.</li> </ul>					
5.1.1	<a href="#">Library &amp; Information Service Devolution</a>	Mark Read	01/04/2016	31/03/2018 (Planned)	Amber	Green
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• Library &amp; Information Service Devolution project was reported as Red during the period, this was caused by a significant delay with transfers to date. A re-planning exercise has occurred the expected 'in year' savings have been re-profiled for 2016/17 and 2017/18, these will be £0.152m and £1.048m respectively. The project is now reporting Green based on the new plan.</li> <li>• The slippage has resulted in increased simultaneous devolutions which is beyond resource capacity. As a result the project now cannot complete as planned the majority of sites by March 2017 and a re-planning exercise is taking place</li> <li>• Callington transition underway, transfer end September.</li> </ul>					

<p>Falmouth Directors Report now in EDRMS and Penryn Directors report being prepared for submission.</p> <ul style="list-style-type: none"> <li>• Fortnightly progress meetings continuing with Primary and Secondary Sites. Development meetings arranged for St Ives, Par Bay, Liskeard and Torpoint. No further capacity for remaining sites until project coordinator appointed and east/west rota split occurs.</li> <li>• Project briefing notes have been communicated to Members and devolution partners.</li> <li>• Site naming and signage has been agreed and designs completed. Work beginning to action changes site by site.</li> <li>• A report is being submitted to Information Governance to mitigate the risk that the IS solution design may not be ready in time for delivery of the secondary sites.</li> </ul>					
<a href="#">Learning &amp; Achievement Restructure</a>	Jane Black	01/04/2016	31/03/2017 (Planned)	Green	Green
<b>Achieved from the Current Review</b>					
<ul style="list-style-type: none"> <li>• At a project meeting on 20 September it was agreed to extend the project board to include the Head and 2 Senior Managers of Children's Services</li> <li>• A cost benefit options paper needs to be considered by Directorate Leadership Team (DLT) before the project can progress</li> <li>• Design workshops will be carried out during October to produce an options appraisal ready for consideration by joint Service Management Team on 31 October</li> <li>• Once the scope has been agreed project milestone dates can be populated.</li> </ul>					
<a href="#">Superfast Broadband Capital Project</a>	Paul Masters	01/04/2016	31/03/2017 (Planned)		Green
<b>Achieved from the Current Review</b>					
<ul style="list-style-type: none"> <li>• Project status is GREEN.</li> <li>• 2015-2017 Superfast Extension Project (SEP) Delivery against Phase 1a/1b milestone M2 (1,785 premises passed by 30/9/16) has progressed well, with a target of 1,969 premises passed (of which 1,546 are 24+Mbps superfast). Exchanges include Camborne, Fowey, Liskeard, Lanivet, North Tamerton, Redruth, Tregony, and Saltash. Change request 3 (CR3), which will redefine eligible Intervention Areas and amend contract coverage, is expected to be signed off within one month. A further Change Request will be required to remove infill commitments from the contract (subsidised satellite scheme) following launch of centralised BDUK Better Broadband Scheme.</li> <li>• 2017-2020 Superfast 2 Public consultation to finalise Intervention Area for the new project undertaken between 2nd August 2016 and 2nd September 2016. Drafting of Invitation to Tender (ITT) documents almost complete, pending conclusion of discussions</li> </ul>					

	with Commercial Services regarding bidder financial requirements and approach to lotting. European Regional Development Fund (ERDF) full application submitted and Department for Communities and Local Government (DCLG) technical appraisal now complete, awaiting issue to Integrated Territorial Investment (ITI) Board.					
	<a href="#">Housing Review Programme</a>	Stacey Sleeman	01/04/2016	31/03/2017 (Planned)	Green	Green
	<b>Achieved from the Current Review</b>					
	<p>Programme</p> <p>During September the Housing Review process has been presented to the Tenant's Forum and also to the Cornwall Housing Limited Board.</p> <p>The first meeting of the Housing Partnership Board has also taken place during September. The role of this board is to Provide leadership for housing in Cornwall and set a positive tone that enables closer partnership working and alignment across a range of organisational and service boundaries.</p> <p>Communication &amp; Engagement</p> <p>The Housing Conference agenda has now been approved and the workshop structures are now being finalised in readiness for the event in November.</p> <p>Cornwall Housing Limited Review</p> <p>A number of meetings have taken place with the Cornwall Housing Limited executive team to prepare for the first workshop on housing strategy, which will take place with the Council Review Panel on 6th October. The preparation for the first workshop alone has generated over 120 actions, with a significant proportion of them being significant. Whilst this demonstrates the benefit of the review, it also highlights the size and complexity of the issues to be addressed.</p>					
15/16	<a href="#">Group of Companies</a>	Cath Robinson	01/04/2016	31/03/2017 (Planned)	Green	Green
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• The programme status is green due to successful completion of the CORSERV company structures, including the approval at group company boards of the transfer ownership and assets to CORSERV.</li> <li>• The recruitment activities for CORSERV personnel are underway and the schedule is being maintained. The recruitment adverts have been placed and the microsites are live. Preliminary interviews have taken place for the group chair and the Non-Executive Directors. Group Chair interviews are being held on the 12th October.</li> <li>• A plan to deliver a business case for the CORSERV back office options has been created and presented to the programme board. The plan includes the governance steps by which the</li> </ul>					

	<p>business case will be approved.</p> <ul style="list-style-type: none"> <li>• As-is analysis of the current back office provision has started.</li> <li>• Workshops to capture the current and future needs for back office have been scheduled and invitations sent out to the group companies. The impact on housing resources between the existing housing review and the CORSERV programme is an issue which we are trying to manage.</li> <li>• Standardisation of HR processes to support Via is well underway. Detailed review and sign-off scheduled for week of 24th October.</li> <li>• The programme is also collect information on the existing governance arrangements in each company and will suggest potential options for a unified, efficient and effective group governance framework.</li> </ul>					
3.1.9	<a href="#">Harbours Board</a>	Kevin Bryant	01/08/2016	31/03/2017 (Planned)	Green	Green
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• The status of the project is GREEN, and is progressing in line with the plan.</li> <li>• Property Services are progressing asset transfers required. Reporting to Cabinet on 9th November 2016.</li> <li>• Maps are being reviewed for proposed harbour limits. Harbours Cabinet report being drafted in the next couple of weeks.</li> <li>• If we seek to bring the non-statutory harbours into the revision order then the Marine Management Organisation would require that we first establish an empowerment order for the non-statutory harbours.</li> <li>• Agreement needs to be reached in relation to financial reserve arrangements for Truro and Penryn harbours.</li> <li>• Preparation started for stakeholder consultation events in November.</li> </ul>					
3.2.10	<a href="#">Waste Strategy</a>	Paul Masters	01/08/2016	31/03/2017 (Planned)	Green	Green
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• The programme status is GREEN and the contract for the consultancy required to assist the Council in its decision-making regarding suitable collection policies and service profiles will shortly be mobilised.</li> <li>• A programme management approach will be used to deliver the associated projects and activities, and implementation of the new contract. Work is progressing to establish the governance structure, programme controls and mobilise the work streams.</li> <li>• ICB have been briefed on the forthcoming work programme and have requested quarterly updates. The portfolio holder and cabinet member have been briefed and the programme has been added to the PAC work programme.</li> <li>• The Isles of Scilly are being engaged to discuss the content and objectives of the programme.</li> </ul>					

3.3.4	<a href="#">Planning Improvement Project</a>	Phil Mason	01/04/2016	31/03/2017 (Planned)	Green	Green
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• The status of the project is GREEN and the project is progressing in line with the plan.</li> <li>• The Local Government Association (LGA) has worked with the Council in order to set up a best practice visit with Kingston-Upon-Thames in mid-October.</li> <li>• The September “Planning for Cornwall” conference was successfully held with support from the LGA, Planning Partnership and three local authorities.</li> <li>• Member feedback received from the conference will be analysed in October and any new activities arising from this will be fed in to the project timeline.</li> </ul>					
4.1.2	<a href="#">Children and Young People Transformation</a>	Jack Cordery	01/04/2016	31/03/2017 (Planned)	Green	Green
	<b>Achieved from the Current Review</b>					
	<ul style="list-style-type: none"> <li>• This programme is on schedule. Further detail will be developed over the next reporting period as the core project team develop an outline project plan for the next 6 months.</li> <li>• Due to duplication of the programme name across organisations, it has been decided that the programme name of 2020-One Vision is removed and an alternative provided. This new programme name will be defined by the workgroup and validated by children and young people in the near future. As an interim arrangement, prior to programme plan approval at Children and Young People’s Portfolio Advisory Committee, NHS Kernow Governing Body, and Health and Wellbeing Board, the holding name for the programme will be: ‘Children and Young People’s Transformation Programme’.</li> <li>• During September, the issues that were outstanding around programme initiation and programme governance were progressed and resolved.</li> </ul>					
4.3.1	<a href="#">Assessment &amp; Care Management Restructure</a>	Claire Leandro	01/04/2016	31/03/2017 (Planned)	Green	Green
	<b>Achieved from the Current Review</b>					
	<p>Phase 2 (Green)</p> <ul style="list-style-type: none"> <li>• There are 5 embedding work streams: Staff guidance, safeguarding, data, demand and capacity, communication and governance, team development</li> <li>• Staff Guidance - work is progressing with headings drafted and first draft narrative to be delivered by mid-October. Frontline staff are being used to review content</li> <li>• Data, demand and capacity - more detailed data sets have</li> </ul>					

	<p>been produced for assessments, support plans and reviews. A review of data will take place on 05.10 followed by a workshop to take resource decisions based on the data. These datasets are being embedded into Corius dashboards</p> <ul style="list-style-type: none"> <li>• Governance - calendar of meetings and reporting timetable has been signed off by SMT. All agreed meetings are in diaries. External meeting attendance is now under review</li> <li>• Role clarification - workshops held for Senior Manager/Service Manager, Team Manager (TM)/Principal Social Worker (PSW) Outputs to be reviewed and signed off by Head of Service</li> <li>• Employee focus groups - underway, six groups are planned and headlines will be shared with the management team on 7th October</li> <li>• Closure of Phase 2 review planned with HOS for 19 October.</li> </ul> <p>Phase 3 (Green)</p> <ul style="list-style-type: none"> <li>• Mosaic work for Sensory Loss is ongoing</li> <li>• Role profiles have been evaluated and remain as existing</li> <li>• Training needs are identified and a plan is being drafted for delivery</li> <li>• Staff will be in post by 1 December</li> <li>• Expressions of interest to join the Care Package Review team have been received</li> <li>• Streamlined processes in Mosaic have been drafted for approval</li> <li>• Discussions with CFT regarding the Rehab EIS staff are taking place.</li> </ul>					
5.3.4	<p><a href="#">Electoral Review</a></p>	Richard Williams	01/04/2016	31/03/2018 (Planned)	Green	Green
	<p><b>Achieved from the Current Review</b></p> <ul style="list-style-type: none"> <li>• Project is currently reporting as GREEN.</li> <li>• Electorate forecasts have been settled by the Panel and have been recommended to Council for submission.</li> <li>• The first draft submission on council size with supporting evidence has been finalised by the Electoral Review Panel on 23rd September 2016. The next stage is to present this recommendation to Council on 6th October 2016 for submission to the Local Government Boundary Commission for England for consideration by the 14th October 2016.</li> <li>• An all member briefing was held on 29th September 2016 where a presentation to members was made along with the opportunity for questions and discussion.</li> </ul>					
15/16	<p><a href="#">Conclude the transfer of BT Cornwall</a></p>	Cath Robinson	01/04/2016	31/07/2016 (Planned)	Green	Project Completed
	<p><b>Achieved from the Current Review</b></p> <p>Project completed this month</p> <ul style="list-style-type: none"> <li>• Contract novation</li> </ul> <p>General novations are almost completed with only a couple remaining and no major issues as of 30th September 2016.</p> <ul style="list-style-type: none"> <li>• Cost reconciliation</li> </ul> <p>This has all been resolved, bar the final payment from BT for the</p>					

	<p>Telecare billing. This has now progressed to business as usual.</p> <ul style="list-style-type: none"><li>• Damages Work is underway with progressing the damages claim, and legal, finance and commercial are currently engaged with this and this will continue as part of BAU.</li><li>• Lessons Learnt Internal Audit have been tasked with producing the Lessons Learnt report for the project.</li></ul>		
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## Critical Projects

Project Code	Project Title	Senior Responsible Officer	Start Date	End Date	Previous Status	Current Status
PPProg 4	<a href="#">Better Business for All (BBfA)</a>	Mark Luxton	01/04/2014	31/03/2019 (Planned)	Green	Green
	<b>Achieved from the Current Review</b>					
	All deliverables are on track. All BBFA partners have signed up to a refreshed two year work programme whose priority objectives aligned to the Service's and Cornwall's economic progress strategies.					