

Strategic Projects Report Quarter 3 2016-17 (Dec 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 27 Projects reported below –

- 14 are **Green**;
- 11 are **Amber**; and
- 2 Projects have 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
	Hall for Cornwall Capital Project	Glenn Caplin	01/04/2016	31/03/2017 (Planned)	Amber	Amber
	Achieved from the Current Review					
	<ul style="list-style-type: none"> • The project remains an Amber risk due to an outstanding funding issue. • The majority of the £18.5m capital redevelopment funding package has been secured and Investment and Commercial Board (ICB) approved the £3.2m Cornwall Council capital match in September 2016 (as agreed by cabinet in February 2016). This is now a live capital programme. • The European Regional Development Fund (ERDF) funding agreement 					

<p>for the Quay Works element of the project has now been contracted. The Expression of Interest (EOI) for Coastal Communities was unsuccessful and Trustees are currently reviewing absorbing this element (circa £1m) in to their own fundraising target.</p> <ul style="list-style-type: none"> • Uncertainty and delay regarding the £2m investment from the Cornwall and Isles of Scilly Local Enterprise Partnership's Growth Deal 3 programme has resulted in the project falling behind by 3 to 4 months leading to the design team having to be stood down. Failure, or further delay, to securing Growth Deal funding will jeopardise the project putting significant investment at risk. • Leases are currently being finalised, 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. 					
Housing Review Programme	Stacey Sleeman	01/04/2016	31/03/2017 (Planned)	Green	Amber
Achieved from the Current Review					
<p>Programme status is Amber</p> <p>Governance Due to the current restructure of tiers 3 and 4 staff within Cornwall Council, certain key decision makers are no longer assigned to the Delivery Board and the focus of this group has been lost. There is no expectation to replace these stakeholders on the Delivery Board but instead close down the Delivery Board and report this programme through the Partnerships Board instead which is currently chaired by Jo Williams. The new Head of Housing (Jon Lloyd-Owen) will also sit upon the Partnership Board once he is within post.</p> <p>Workstreams The significant deliverables from each workstream are now very much dependent on the outcomes of the review of Cornwall Housing Limited which will be complete by April 2017 therefore timelines have been pushed to take account of this change.</p>					
Care Closer to Home	Peter Tempest	01/12/2016	31/03/2017 (Planned)		Amber
Achieved from the Current Review					
<p>This is a new project being reported in quarter 3. Project is currently set as AMBER/ RED due to:</p> <p>1. Framework contract extensions – As of 11th January, the current position of care arrangements beyond 13th June 2017 is:</p> <ul style="list-style-type: none"> • General domiciliary care: 7 framework providers have not yet agreed to extend. • Specialist Providers for supporting people with learning disabilities: Only one of the providers has not yet agreed to extend their contracts. <p>Negotiations ongoing with providers and contingency arrangements in</p>					

	<p>early stage of development.</p> <p>Planned actions: Discussion with SRO, continued monitoring.</p> <p>2. Project governance</p> <ul style="list-style-type: none"> Steering group – struggling to cover breadth of work streams/ agenda items (future commissioning arrangements). Arrangements for DLT to act as the programme board for the Transformation Programme are not yet mobilised and therefore no board currently in place for this project. The current governance arrangement for decision-making and the escalation of issues and risks is direct to the SRO. <p>Planned actions: Discussion with SRO regarding interim board/ arrangements, additional steering group meetings scheduled.</p> <p>3. Capacity of Commissioning team to deliver programmed actions within timetable combined with urgency of resolving extension issue impacting on timetable.</p> <p>Planned actions: discussion with SRO, continued monitoring, work streams to be reworked.</p>					
3.1.11	<p>Town Parking Strategic Review</p> <p>Nigel Blackler</p> <p>01/04/2016</p> <p>31/03/2017 (Planned)</p> <p>Amber</p> <p>Amber</p>					
	<p>Achieved from the Current Review</p> <ul style="list-style-type: none"> The status of the project is Amber as the project is unable to deliver the required savings of £0.5m. Pre-consultation activities on Resident’s Parking and On Street Parking in the 7 towns concluded on December 2nd 2016. Work now takes place in December to analyse the data from the consultations in order to present this information to the Investment and Commercial Board (ICB), Transport Portfolio Advisory Committee (PAC) and Cabinet in 2017 – dates to be confirmed. 					
3.1.13	<p>Integrated Bus Network Capital Project</p> <p>Nigel Blackler</p> <p>01/04/2016</p> <p>31/03/2017 (Planned)</p> <p>Amber</p> <p>Amber</p>					
	<p>Achieved from the Current Review</p> <ul style="list-style-type: none"> Project status remains Amber Following project elements have slipped behind schedule: <ul style="list-style-type: none"> Bus operation cost tool (delays with validation of the tool and negotiating data sharing agreement with bus operators) On Bus Origin – Destination Survey - headline report complete, further work required to interpret full results and develop origin to destination matrix Network Planning Stage 2 (consider all constraints and develop proposed network)– underway December Steering Group – bus operators shown the new Cloud Amber system & discussed Air Quality issues in Cornwall Customer Segmentation Stage: 5 – analysis of latest passenger socio-demographic data commenced Small and medium sized bus operators meeting – operators were 					

	<p>given a project update, shown the Cloud Amber system and potential changes to the bus network in Cornwall were explained</p> <ul style="list-style-type: none"> • Action list for bus/rail integration developed and a resource at Great Western Railways (GWR) is being identified to take these forward • Agreement with GWR to maintain the proposed new bus shelter at the St Erth Multi Modal Hub (MMH) • Agreement with First Kernow to serve the proposed new shelter at the St Erth MMH • New double-deck vehicles purchased by First Kernow have been put in to service on the U1 and U2 • New double deck vehicles purchased by First Kernow will be put into service on the 14/18 service over Dec /Jan • Meetings taken place with Plymouth Citybus and First Kernow to establish the work required to develop showcase routes • High level strategies for each One Public Transport System for Cornwall (OPTSC) project element are underway • Growth Deal 3 announcement delayed until the New Year 					
3.2.2	<p>Leisure Services Transfer</p>	Kieran Topping	01/04/2016	31/03/2017 (Planned)	Amber	Amber
	<p>Achieved from the Current Review</p>					
	<ul style="list-style-type: none"> • The project status is AMBER due to two property leases being finalised. Further discussion with the organisations that we currently lease the sites from in relation to the extension of leases of two centres is required and planned. • All bidders have been informed of the contract award approval at Cabinet on 9 November and offered feedback sessions. • Council have approved the required amendments to the capital programme. 					
3.3.1	<p>Housing Development (part of Housing Investment Plan)</p>	Phil Mason	01/04/2016	31/03/2018 (Planned)	Amber	Amber
	<p>Achieved from the Current Review</p>					
	<ul style="list-style-type: none"> • The status is Amber to reflect the volume of work required during January and February to complete the procurement exercise for sales and marketing services for the pilot homes. While the inputs and scheduling is demanding, a plan is in place to progress the work against the agreed timeline and will be closely managed to support the successful procurement. • Following input on the strategy and direction of the work from Strategic Director for Economic Growth & Development the programme business case is now scheduled for decision at March Cabinet. • The cost model for the pilot schemes will be reviewed by Strategic Director for Economic Growth & Development during December. • The procurement exercise for the pilot stage is on schedule - the tender documents have been issued to Galliford Try. Project Controls Consultants Ward Williams met with Galliford Try on 23rd November to support the process. • Planning decisions are due in January with Tolvaddon site on 9th and St Lawrence on 30th January. • The soft market test for the Joint Venture (JV) partner has concluded. The exercise has shown that there are no obvious providers in the market who could partner with Cornwall Council across the full scope of 					

	<p>the Housing Development Plan (HDP). A JV with a partner on a limited scope basis would offer a range of associated benefits and risks. The HDP Board have endorsed this position in terms of the outcomes from the soft market test, and these outcomes will inform the JV delivery model option within the programme business case.</p>					
4.2.1	Better Care Fund	<p>Peter Tempest</p>	<p>01/04/2016</p>	<p>31/03/2017 (Planned)</p>	<p>Amber</p>	<p>Amber</p>
<p>Achieved from the Current Review</p>						
<p>The status of the programme remains at Amber as a result of the continued delay in revising the Section 75 agreement. Progress is being made with supporting schedules under revision and a meeting with an officer from Cornwall Council Legal services is arranged for the 12th January where it is anticipated further progress will be made.</p> <p>The status of KPI performance remains at Red as the Delayed Transfers Of Care (DTC) position in November is worse than October. The reduction in DTC for completion of assessments undertaken at Royal Cornwall Hospital Trust (RCHT), provision of further non acute NHS care & provision of residential / nursing home care for patients in RCHT & Cornwall Foundation Trust (CFT) well above planned values. It is anticipated that Discharge To Assess (D2A) will impact figures from January onwards. The issue related to the local patient experience metric and provision of its performance data is still not resolved.</p> <p>Programme An additional resource has been contracted to provide additional support for the BCF from an NHS Kernow perspective. The publication of the 17/18 BCF policy framework and planning guidance has been delayed again with an expectation of publication now in January 2017. An NHS England DTC performance review is to take place on 24th January.</p> <p>Carers Revised carers website is live & mobilisation of all age carers service (Kernow Carers Service) underway.</p> <p>Interoperability Selected social care staff are to attend a series of demonstrations of the GURU solution, to be given by Paul Hayes (NHS Kernow), to ascertain the benefit of using the system to gain access to health related information. The first demonstration is scheduled for the 20th January.</p> <p>Community Equipment Increasing demand is impacting costs with the budget (4% £198K overspend in November) being closely monitored. The first CPIT steering group meeting is scheduled for the 24th January with the BCF Programme Manager attending to help ensure that any impact on community equipment resulting from changes from double handed to single handed care is identified and quantified.</p> <p>Enabling Discharge Primary focus remains on D2A with the 5.74 Generic Support Workers (GSW) in Restormel fully operational & 4 out of the 5 GSW in Carrick</p>						

	<p>fully operational. Recruitment of the outstanding 12.26 GSWs has commenced to take the total to 23 by end of February. In the meantime CFT are using bank staff to fill GSW roles while permanent staff are being recruited.</p> <p>Integrated Personal Care (IPC) Personal Health Budgets (PHBs) The IPC PHB development plan has been agreed and a trajectory to reach 1145 by 2020 set.</p> <p>Joint Complex & Supported Living Service (SLS) Clients A meeting took place on 15 December 2016 between the Learning Disability Nurse from NHS Kernow and the project social workers in order to plan the 24 SLS joint assessments that will take place during the month of January 2017. No joint assessments took place during the month of December 2016. A Joint complex case panel has been established but has yet to meet.</p>					
4.3.3	<p>In-house Day services programme</p>	Claire Leandro	01/04/2016	31/03/2017 (Planned)	Amber	Amber
	<p>Achieved from the Current Review</p> <ul style="list-style-type: none"> The project is reporting Amber to reflect the fact that Service Users outcomes from reassessments in August and September 2016 are not progressing in accordance with the plan. Engagement between the Service Programme Lead and Care Management West Service Manager strengthened in December; however only some actual activity to work with Service Users on their outcomes has happened. A detailed progress update and contingency plan meeting was held for 11th January 2017. The next progress update meeting is planned for 24th January 2017. The Service successfully completed 60-70 transition reviews with service users with an overview from Care Management in the last period. A significant milestone that demonstrates our engagement and consultation with services users about the changes affecting them and their parents/carers. A Parents/Carers newsletter was distributed the week of Christmas and an open day celebration was held 14th December at The Elms in Redruth. Whilst the open day was well received by service users, parents/carers and service staff, no other wider stakeholders that were invited joined in the celebrations. A planned 'get together' at Murdoch and Trevithick on 21st December before Christmas acknowledged our history at the centre and looked to our future opportunities. <p>Planned site visits held 11th January indicate that the new premises in Truro and Camborne remain on track for completion 10th February.</p>					
5.1.1	<p>Library & Information Service Devolution</p>	Mark Read	01/04/2016	31/03/2018 (Planned)	Amber	Amber
	<p>Achieved from the Current Review</p> <p>Remains Amber, however status deteriorating, danger of Red next month. Contributing factors:</p>					

	<ul style="list-style-type: none"> o Ongoing Legal resource issues, solutions identified for January, Senior Responsible Officer (SRO) agreed additional budget o A new Council, year end and management changes are becoming a threat to maintaining delivery schedule o Up to ten sites still undecided on devolution despite knowledge of 12 month delivery cycle and project ending in March 2018 o The above have the potential to impact on savings targets and project budgets <p>Signage being completed for Callington; Falmouth IT issues being resolved, next stage awaiting lift install; Penryn has Directors Approval, staff consultation started, transition being finalised</p> <p>Programme Board to consider Liskeard proposals; Camborne and Redruth Cabinet reports being drafted; St Austell and St Ives awaiting draft contracts; Newquay, Par and Hayle considering proposals</p> <p>Two new project coordinators started; additional capacity for meetings available in New Year. Feasibility discussions booked with some tertiary sites</p> <p>Confirmation from SRO to bring Retained Sites within scope of Libraries Programme (from Customer Access), awaiting approval from SRO and Portfolio Holder on proposed solutions.</p>					
5.1.4	Customer Access Programme	Mark Read	01/04/2016	31/03/2018 (Planned)	Amber	Amber
	<p>Achieved from the Current Review</p>					
	<p>Programme Status – AMBER with improved direction of travel.</p> <ul style="list-style-type: none"> • Discovery workshops across all relevant Council Services coming to conclusion with recommendation report going to Customer Information Management Board 26th January • Workshops held with corporate Communications & Organisational Development teams to link strategy & programme to effective communications and change programme for Council & Cornwall • Assessment of savings made from programme activity in 2016 being finalised for Customer Information Management Board consideration • Annual Council Tax bill designed to promote customer self-service • Marketing plan in place for waste collections rollout in January • Linkages formed with I.T. investment plan • Preparations made for Blue Badge document upload enhancement • SMS customer feedback trial complete – lessons learnt to be factored into a wider trial • Revised Customer Promise being prepared for Customer Information Management Board consideration in January • Work commenced to embed resident personas in key council processes e.g. Business Plan, CIA's • Customer Feedback (complaints, comments and compliments) improvements underway – reporting progress at Customer Information Management Board in January • On course for 100 Digital Champions by Feb 2017 • Plan to estimate number of people reached & impact by Digital Inclusion in January 2017 					

							<ul style="list-style-type: none"> Impact of PCI compliance measures being assessed at workshops with affected services
15/16	Group of Companies	Cath Robinson	01/04/2016	31/03/2017 (Planned)	Amber	Project Completed	
	Achieved from the Current Review						
	<ul style="list-style-type: none"> The Project has now closed as it has delivered a detailed options appraisals and the high level design of the CORSERV back office with costings. The appointments of the group Managing Director, group Financial Director, CORMAC Managing Director and CDC Managing Director are now complete, with officers taking up their roles early in the new year. Future development of the Corserv back office work is on hold until the new Directors are in place and have reviewed and challenged the options. 						
3.1.10	A30 Temple to Higher Carblake	Nigel Blackler	01/04/2016	31/03/2017 (Planned)	Amber	Green	
	Achieved from the Current Review						
	<p>This project is Green. The scheme is under construction having started on site in June of 2015.</p> <p>Programme Works are presently running behind the original programme with the diversion of strategic infrastructure and inclement weather having caused delays to progress. The weather risk associated with the scheme is reducing given the nature of the outstanding works to be undertaken during the remaining construction period. Overall project completion is due by 4th July 2017. It is presently forecast that the dual carriageway will be available for use from 20th June 2017.</p> <p>Negotiations have been held with the contractor to provide four running lanes in a temporary case over the forthcoming Easter break. Unfortunately this position is not achievable from with the project budget and it has now been confirmed that this will not be instructed.</p> <p>A report to Informal Portfolio Holder Briefing on 9th January 2017 has confirmed this position.</p> <p>Budget Works are presently forecast to be delivered within budget. Funding for the scheme secured via Department for Transport (DfT) is to all be utilised within the present financial year.</p> <p>Project Milestones Traffic management on site is presently via the provision of only a single lane in each direction, as was the case prior to works commencing. The next contractual milestone is project completion. Contractual completion is due on 4th July 2017.</p>						

5.1.5	Devolution / Localism Project	Paul Masters	01/04/2016	31/03/2018 (Planned)	Amber	Green
Achieved from the Current Review						
<p>Status Report - During November work progressed on a number of major projects, in particular.</p> <p>St Austell –legal transfers completed on majority of sites with 6 under local management and requiring SoS approval. Major Agency Agreement signed. S106 schedule programme now underway and outstanding inspections / compliance work completed.</p> <p>Jubilee Pool, Penzance – agreement in Principle by PZTC to take on the pool, draft legal agreement developed and shared. Preparatory work by consultant on new legal structure approved by PZTC and PZTC are also commissioning an operator for 2017. Café lease being tendered and universal access work being designed. Work on wider package put on hold.</p> <p>Camborne – agreement reached with Camborne RFC that 99 years +1 day lease was acceptable, draft legal agreement developed schedules produced along with further financial modelling, Japanese Knotweed investigation work instigated. Cabinet approved transfer 9/11/16.</p> <p>Truro – work on joint feasibility study underway. Report due back mid Jan 17.</p> <p>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 PAC.</p> <p>The Local Devolution Fund, which totals £608k allocated between the 19 Community Network Areas, is continuing to operate well. To date, 96 LDF proposals have been submitted (circa £590k in value). Of these, 55 proposals (£353k) have now been through the full process and been agreed by the Portfolio Holder (from 14 of the 19 Community Network Panels).</p> <p>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 30 separate sites but at present is on schedule. Meetings are now being held with HoS’s to further define potential workload for key professional support services in next 12 months.</p> <p>We continue to support DCLG to work with the Cabinet Office and key national VSCE bodies to develop a new national programme on social action and devolution.</p>						
5.2.1	Support Services Review	Cath Robinson	01/04/2016	31/03/2017 (Planned)	Amber	Green
Achieved from the Current Review						
The Project is currently in discovery phase. The project is GREEN as the						

<p>'AS IS' Workstream is progressing well.</p> <p>Capability / Process Mapping</p> <ul style="list-style-type: none"> • Socitm have been awarded a contract to deliver the Capability Mapping part of the workshop structure. They join the team early January to complete by the end of February 2017. • A full workshop structure has been developed starting from a high level Customer Journey down to a base level of Lean and Value Stream Mapping. The Workshops and templates will be trialled with the Major Projects team prior to launching with other Services, this approach will ensure consistency in delivery with the Support Services Review Project Team. • Introductory meetings have either been held in December or arranged for January for all Service areas. <p>Time Recording</p> <ul style="list-style-type: none"> • Three Phase implementation approach developed. • HR review of codes taken place and will go live during January 17. Finance in PH1 of deployment, go-live on 1st February 17. • Support agreed with IT during roll out of Timesheet. <p>Service Improvement Projects</p> <ul style="list-style-type: none"> • Work has started to capture activity. Further Service Area improvement activity will be picked up during Workshops. <p>Benchmarking</p> <ul style="list-style-type: none"> • A review will be completed using a 2014 dataset with any local amendments required. A further FY17 dataset will be progressed starting April 2017. 					
<p>Education and Early Years Restructure (re-named from Learning & Achievement Restructure)</p>	Jane Black	01/04/2016	31/03/2017 (Planned)	Green	Green
<p>Achieved from the Current Review</p>					
<p>The project remains green as most milestones remain on track:</p> <p>Music Therapy</p> <ul style="list-style-type: none"> • Informal Trade Union meeting and informal staff engagement event taken place • Organisational Design and Effectiveness (ODE) board meeting arranged for 16 January • Plans produced <p>Equality and Diversity</p> <ul style="list-style-type: none"> • Scope agreed • Plans produced • ODE board meeting arranged for 2 February • Baseline data and finances validated and costed <p>Special Educational Needs and Disability</p> <ul style="list-style-type: none"> • Design workshops progressing well • Informal Trade Union meeting and informal staff engagement dates confirmed 					

	<ul style="list-style-type: none"> Plans produced ODE board meeting arranged for 2 February. 						
	Superfast Broadband Capital Project	Glenn Caplin	01/04/2016	31/03/2017 (Planned)	Green	Green	
	Achieved from the Current Review						
	<ul style="list-style-type: none"> This project status remains Green <p>2015-2017 Superfast Extension Project (SEP)</p> <ul style="list-style-type: none"> Delivery against Stage 3 Milestone (3,000 premises at 24+Mbps by 31st March 2017 continues to progress. 2,531 premises passed by 30th November 2016 (of which 2,127 are 24+Mbps superfast) Change request 3 (CR3) is with Broadband Delivery UK's (BDUK's) Value for Money (VFM) team for approval (due to their pipeline of activity approval is due early January). 8,255 premises will be covered at 24+Mbps, compared to original 8,616. This includes 7,737 in the amended contract plus 518 under trial at no additional extra cost. A further change has been adopted to remove infill commitments from the contract (subsidised satellite scheme) following launch of centralised BDUK Scheme. <p>2017-2020 Superfast 2</p> <ul style="list-style-type: none"> Invitation to Tender (ITT) documentation to appoint a supplier to deliver the infrastructure works remains available at www.supplythesouthwest.com. Four Expressions of Interest (EOI) received. Officers dealing with any Clarification Questions received. Deadline for submission of tenders has been amended to 20th January 2017 to provide bidder's additional time to reflect European Regional Development Funding (ERDF) Small/Medium sized enterprises (SME) coverage funding requirements. 						
3.1.3	Kresen Kernow Capital Project	Peter Marsh, Julie Seyler	01/04/2016	31/03/2017 (Planned)	Green	Green	
	Achieved from the Current Review						
	<ul style="list-style-type: none"> This project status is Green. The main capital scheme is on programme and on budget Midas has been awarded the contract and have started work on site. Activities include scaffolding of the chimney to enable repairs, groundworks for new build archive section and foundation design for the steelwork in the historic Brewhouse Project Controls (MACE) have raised concerns regarding the level of contingency. It has been agreed to review the situation when ground works have been completed Digital platform Request for Information received and suppliers' day held. Invitation to Tender (ITT) to be issued in January 2017 Engagement with IS, Facilities Management and the Estates Team continues. 						
3.1.9	Harbours Board	Kevin Bryant	01/08/2016	31/03/2017 (Planned)	Green	Green	
	Achieved from the Current Review						

	<ul style="list-style-type: none"> • The status of the project is Green, and is progressing in line with the plan. • Stakeholder Engagement activity continues to progress well. • Public Relations Plan is in place to coincide with the final report for Harbours Board in February. • Preparations have been made for an All Members briefing on 1st February 2017. • Draft Report is on target to take to Harbours Board 23rd February 2017 and Full Council 29th March 2017. • Draft Order is on target to take to Full council on 29th March 2017. 					
3.2.1	One Public Estate	Nigel Blackler	01/04/2016	31/03/2018 (Planned)	Green	Green
	Achieved from the Current Review					
	<p>Status remains Green.</p> <ul style="list-style-type: none"> • Update on Phase 3 grant spending to be provided in the next report. Phase 4 Memorandum of Understanding has been signed by s151 officer. • Progress in period includes: <ul style="list-style-type: none"> o Board met during December and new charring arrangements and terms of reference were agreed. o Cornwall Council has evaluated and accepted the offer of Phase 4 funding from Cabinet Office o Work progressed on Liskeard Blue Light Centre business case options while outcome of Phase 5 capital funding bid awaited. o A “ways of working” exercise involving blue light services has challenged some aspects of working practice and which will inform future building designs o Progressed Integrated Service Hubs proposals in Helston and Liskeard with Department for Work and Pensions (DWP) o Working group established to progress estates elements of the Sustainability and Transformation Plan (STP) o Facilities Management Contracts review proceeding with proposals in development for joint procurement in 2 key categories. o One Public Estate IT Board approved proposal for a local printing to enable NHS staff to print from Council printers. o Workshop held with Microsoft identified opportunities to enable more integrated working practices across organisational barriers 					
3.2.10	Waste Strategy	Paul Masters	01/08/2016	31/03/2017 (Planned)	Green	Green
	Achieved from the Current Review					
	<ul style="list-style-type: none"> • The programme status is Green. WRAP have commissioned resources for the delivery of the Charter work stream and have evaluated consultant’s bids for the Service Design and Delivery Mechanism work streams • An exercise is underway to procure resources to undertake a waste composition analysis. This will assess the composition of household waste to help inform service design • Recruitment is being progressed for the additional project team resources • A high level options paper will be taken to PAC on 28 February and Cabinet on 16 March to enable Members to express views on potential 					

	service design options					
	<ul style="list-style-type: none"> An extensive overarching communications strategy is being developed for Waste as a whole which will link directly to the communications and change strategy for the programme. 					
3.3.4	Planning Improvement Project	Phil Mason	01/04/2016	31/03/2017 (Planned)	Green	Green
	Achieved from the Current Review					
	<ul style="list-style-type: none"> The status of the project is Green with the project on track with the key milestones set out so far in the project plan. With the exception of the Constitution and Governance Committee paper which will be presented 17th February following a number of changes in the legal lead for the project. An updated report has been requested at the December Scrutiny Management Committee, this will be provided on 14th February. The final Project Board has been re-arranged to March in order to follow the presentation of the two Committee papers above, after which the remaining actions in the project plan will be passed over to the Planning Service. A final set of Member Workshops will be held in January and February to seek feedback on the Deliver the Local Plan document which will be presented for final sign off at the March Project Board. 					
4.1.2	One Vision (Children and Young People Transformation Programme)	Jack Cordery	01/04/2016	31/03/2017 (Planned)	Green	Green
	Achieved from the Current Review					
	<p>December was a busy and productive month for 'One Vision'.</p> <ul style="list-style-type: none"> The development of the Partnership Strategy for 'One Vision' is on schedule however it should be noted that timescales and capacity in December are both limited and are required to turn the draft partnership strategy into a refined and well-designed document. Resources have been lined up to support the design process in the first week of January. An amount of participation feedback has been acquired from Children and Young People, Parents, Carers, Families and Professional, to help quality assure the Priority Outcomes, Actions and Meaningful Measures of Impact. The analysis has been used to provide a light touch quality assurance of the developed draft Partnership Strategy The Programme Board now has a full membership from Cornwall Council, NHS Kernow, CFT and RCHT. Jane Black, Service Director, Education and Early Years, Children, Families and Adults have also been engaged and is now a member of the Board. The alignment of Children's transformation to Sustainability and Transformation Plan (STP) has been reinforced as One Vision will have a 'pod' at the STP Community Engagement Events in January 2017 The Partnership Strategy has been drafted and passed over to public health, health, education and social care colleagues for review, comment and critique. One Vision branding has been designed and approved by the Children's Trust Board and the partners of One Vision. 					

	<ul style="list-style-type: none"> The marketing media has been developed, designed and approved by the Programme Board and partners, for use and presentation at the Community Engagement Events in January. 					
5.3.4	Electoral Review	Richard Williams	01/04/2016	31/03/2018 (Planned)	Green	Green
	Achieved from the Current Review					
	Project is currently reporting as GREEN.					
	<ul style="list-style-type: none"> An Electoral Review Panel Informal Workshop on Council Sizes was held on December 9th 2016 which looked at the impact of Council sizes of about 85, about 96 and about 107. A further two workshops are planned in January 2017. 					
4.3.1	Assessment & Care Management Restructure	Claire Leandro	01/04/2016	31/03/2017 (Planned)	Green	Project Completed
	Achieved from the Current Review					
	This project completed on 1st December 2016.					

Critical Projects

Project Code	Project Title	Senior Responsible Officer	Start Date	End Date	Previous Status	Current Status
CFRCSSC&C3	Localism and Devolution (MAJOR PROJECT & Service Project)	Rob Andrew	31/05/2015	01/04/2017	Green	Green
	Achieved from the Current Review					
	<p>Work on devolution progressed significantly during December with a number of projects completed across Cornwall. Work also progresses with the major packages in Truro, Camborne and Penzance. Work to transfer the highly acclaimed Jubilee pool to Penzance Town Council also progressed. The programme continues to draw interest from other areas including Dorset and Oxfordshire.</p> <p>The libraries devolution work is progressing and the last few public conveniences devolution projects are being finalized. Of the second £1.5m tranche of capital funding approx. £900k has been allocated. The Local Devolution Fund held by the Community Networks is progressing well</p> <p>At a community level we continue to support many local projects, in</p>					

Appendix 4 – Strategic Programmes Q3 2016-17

	<p>particular supporting a number of bids from the new Coastal Community Teams for CCFE funding.</p> <p>Work to support the Localism Act continues and we recently listed our 100th community asset and have been working with DCLG to review their national guidance</p> <p>We continue to develop guidance and checklists to support the devolution programme.</p> <p>Spend of the 16/17 Community Chest is progressing well and reminders have been sent out as all bids need to be in by early February</p>					
PPProg 4	Better Business for All (BBfA)	Mark Luxton	01/04/2014	31/03/2019 (Planned)	Green	Green
	Achieved from the Current Review					
	<p>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.</p>					