

Project Highlight Report – Service Plans



REPORT DATE: 02/09/2020

SECTION A. PROJECT DETAILS

Project Name:	Service Plans Assessment and Update (RCT Project)		
Project Manager	Yasmine Makin	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	September 2020
Project Ref. No	<i>If applicable</i>	Project Expected Finish Date	December 2020

Project Priorities & Status	
Project Priority Status RAG*	Off track - action taken
On track	Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	On track	Annual leave season risks incomplete returns on Service Plan revision documents (different from impact assessments) (deadline for HoS 10 September). Under-resourced Corporate Policy team also risks quality of outcomes.
2	Time	On track	At the moment project running to timetable. Deadline 10 September for HoS to return SPs. Draft Corporate Strategy to be published on O&S agenda Friday 4 September.
3	Cost	On track	No costs above establishment expected.

SECTION B. PROJECT HIGHLIGHTS

Overview
<p>This project will deliver new/revised Service Plans and Corporate Strategy. Documents to capture both impact and changes to Service Plans have been prepared and have been shared with HoS for them to complete by 10 September with support of Corporate Policy. Executive members have shaped the new draft Corporate Strategy through discussions and Executive Briefing meeting 25 August. The draft will be going on the O&S agenda, dispatched Friday 4 September, and to Member Workshops on 7 and 9 September.</p>
Issues, Risks, Comments
<p>Tight timescales for new Corporate Strategy especially with competing priorities and leave arrangements – must be managed carefully. Corporate Policy team currently not at full capacity.</p>
Outputs for this period
<p>Draft Corporate Strategy discussion at Executive Briefing. Revised version of Strategy with new narrative content.</p>
Outputs for next period
<p>Feedback on Corporate Strategy from O&S committees and Member Workshops. Returns of reviewed and revised SP documents from HoS (deadline 10 September).</p>
Stakeholder Activity
<p>PfHs involved in discussions with HoS re new Corporate Strategy. HoS sent SP revision document to complete. O&S having first opportunity to input into draft strategy at O&S committee cycle September. All member briefing on Corporate Strategy w/c 7 September.</p>

Project Highlight Report – People & Staff



REPORT DATE: 02.09.20

SECTION A. PROJECT DETAILS

Project Name:	People and Staff (RCT Programme)
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Project Manager	Tamsin McLeod	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	June 2021
Project Lead / Prime User	Sally Kipping	Project Expected Finish Date	June 2021

Project Priorities & Status

Project Priority Status RAG*
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	On track	
2	Quality	On track	
3	Cost	On track	

SECTION B. PROJECT HIGHLIGHTS

Overview
<p>The new Return to Office Working policy has been successfully implemented, bringing staff back to the office environment in a safe and managed way. A total building capacity of 120 has been determined and service caps provided to ensure that we do not exceed the recommended levels. Managers have submitted rotas for staff that need to return. With an increase in numbers needing to return in September this will need to be monitored very closely.</p> <p>A Return to Office Working checklist has also been developed and implemented to support the policy, with all necessary actions undertaken to ensure a safe return to the office. Including; posters, floor markings, numbered desks, updated First Aid Policy, published Risk Assessment and Council Chamber Zoom capability installed and tested.</p> <p>The Working from Home Safely guidelines have been developed with Unison to complement the Return to Office Working Policy, Agile Working and IT Strategy, and to reflect the current situation and significant impact on home working. The document covers key decisions and priorities to enable our councillors and staff to continue to work from home, following the Covid-19 pandemic, in a safe way so that they may continue to focus on the delivery of services.</p>

	Deliverable / Objective	Status
1.	1-page SWOT analysis with Portfolio Holder engagement.	Completed
2.	Establish a set of principles and values that will guide both our short term and longer term return to a 'new normal' working environment for staff.	Completed
3.	Preparing and implementing a healthy, safe and positive return of staff and councillors into the office.	Completed
4.	Create a plan for managing the transition to a new normal in the medium and longer term.	In progress
5.	Support organisational change and HR activity required to bridge our new budget gap, in particular: restructures; redeployment; and redundancies.	In progress
6.	Deliver an expanded wellbeing programme for both staff and councillors.	In progress

Issues, Risks, Comments

The following key issues/risks have been identified and mitigation put in place;

1. Working together quickly with SMT, Unions and others to agree policy – note this risk has not realised. Severity and impact of long term external issues, such as a recession, on people.
2. Councillors and staff not adhering to new policies – monitoring in place
3. Mental health issues amongst those that existed pre-Covid – enhanced health & Well-being programme up and running
4. Uncertainty over Burys project / lack of flexibility within existing building – working closely with this project to make sure they are linked
5. Short timescales to ensure and enable the safe return of staff to the office – not realised as a slow return to the office
6. Uncertainty of pace, scale and nature of government relaxation of lockdown restrictions – not realised as following guidance and producing our own
7. Lack of PPE – presently not a risk
8. Staff are resistant to the change in working practices during the recovery phase and post Covid – looking to change hearts and mind through Phase 2 comms plan
9. Lack of cohesion between this project and the agile working project – enhanced communication and linkage created through the programme.

Outputs for this period

1. Return to Office Working policy implemented across the organisation.
2. Return to Office Working checklist applied and all necessary actions completed to ensure policy implementation.
3. The Working from Home Safely guidelines developed and shared with Unison.
4. Comms plan developed to incorporate next phase, including Wellbeing Week.
5. Risk Register developed and shared with Programme Board.
6. Wellbeing tasks/activities completed;
 - a. Wellbeing plan developed
 - b. Time to talk sessions taken place, with very positive feedback
 - c. Wellbeing Week plans developed and shared with Unison

Outputs for next period

1. PWG to review project objectives and remit.
2. All staff to ensure that the Return to Office Working policy is being adhered to, including service capacities, desk usage, social distancing, one-way route.
3. Comms to highlight Return to Office Working policy and provide top ten tips.

4. Working from Home Safely guidelines to be taken to Management Board for feedback.
5. Wellbeing Plan to be further developed.
6. Wellbeing Week plans to be developed by the Wellbeing Group and brought back to this PWG for comment.

Stakeholder Activity

All internal stakeholders have been consulted, where relevant, including Portfolio Holders, Unison, Facilities, Health & Safety and Comms. This will ensure that the vital documents meet all regulations/guidelines, as well as being reasonable and practical to enforce.

The Comms team are playing an integral part of the PWG to ensure that relevant information is communicated effectively to all people and staff.

Agile Working & IT Project Highlight Report



REPORT DATE: 3 September 2020

SECTION A. PROJECT DETAILS

Project Name:	Agile Working and IT Project Name (RCT Programme)
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Project Manager	Wendy Cooper	Project Start Date	May 2020
Project Sponsor	David Allum	Project Original Finish Date	March 2021
Project Lead / Prime User	Linda Frame	Project Expected Finish Date	March 2021

Project Priorities & Status

Project Priority Status RAG*
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Cost	Off track - action taken	Lack of resources has impacted on ability to commence the Enforcement & Inspection Business Transformation (BT) Project (with its £80k savings target)
2	Quality	On track	High quality customer services to customers is critical to the Council - Core principles significantly drafted – but require BTB approval for September and October BT Boards.
3	Time	On track	Focus is on getting the right solution and bringing customers and the organisation with the programme, whilst still delivering against cost reduction targets – consideration to the agile working for delivering digital transformation is continuing. Remote working for staff is continued to be managed through business as usual IT service delivery.

SECTION B. PROJECT HIGHLIGHTS

Overview
<p>Ongoing work predominantly through the BT Customer Services Programme – particular focus:</p> <ul style="list-style-type: none"> a) continuing the first 5 builds (IT service desk, FOI, ES missed bins and order new bin and payments integration module ~ doing the customer journey and specification work and then build and setting up for later builds (i.e. Garden waste pool, car bookings, Report it) b) progressing Biffa / whitespace, MDM, Converse (CSC telephony) integrations c) developing the Waverley digital transformation service manual of principles and architecture d) IT strategy confirmed at SMT 4/8/2020 – action plan to be shared with SMT September/October
Issues, Risks, Comments
<p>Issue – ongoing capacity issue to support digital transformation work</p> <p>Risk –integration between Liberty Create with other systems (Biffa Whitespace, Adelante, MDM etc.) - this</p>

will be more complex than originally hoped.

Risk – possible lack of alignment and dependency between IT strategy, HR policies about return to the office / remote working, Future Office strategy and working – working together through the RCT programme to alleviate this.

Outputs for this period (August 2020)

- Start to agree the core principles that inform the digital transformation policy with BT Board
- Continue development remote/mobile working strategy/policy liaising with HR and RCT People & Staff project

Outputs for next period (September+ 2020)

- Gain wider agreement to the core principles that inform the digital transformation policy with BT Board
- Continue to Liberty Create training for the low code builders
- Continue to complete the Priority Build xls to set out the demand for digital transformation, allocated priority and links to CSP customer journeys and online forms
- IT roadmap for line of business systems and plan to convert over to create and switch off (part of the financial business case)

Future Stakeholder Activity

Regular monthly Business Transformation Portfolio holder meeting with Project Sponsor Sally Kipping (HR) to link with working at home policy etc.

Project Highlight Report – Governance & Decision Making



REPORT DATE: 4th September 2020

SECTION A. PROJECT DETAILS

Project Name:	Governance Decision Making
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Project Manager	Debbie Smith	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	April 2021
Project Lead / Prime User	Fiona Cameron	Project Expected Finish Date	April 2021

Project Priorities & Status

Project Priority Status RAG*
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	On Track	On track
2	Time	On Track	Within the timescales of the projects deliverables
3	Cost	On Track	No cost implications

SECTION B. PROJECT HIGHLIGHTS

Overview					
Update on Project Objectives:					
	Deliverable / Objective	Priority (Low/Med/High)	Estimated time to deliver (in months)	Estimated start date (month)	Update
3.	Implement phase 2 of agreed remote meetings schedule (widened schedule)	Medium	3	August	In progress – returning as part of Business As Usual as Prime User schedules the meetings as usual.
4.	Pre sunset clause review – do any of the temporary governance arrangements need to be extended / changed?	Medium	2	September	To be reminded of this as government updates policies – to be reviewed at Standards Committee in September
5.	Implement (if necessary) phase 3 of remote (or partially remote) meetings schedule if	Medium	6	November	To be explored later

	<p>normal business has not been resumed.</p> <p>This phase may also include continuing to allow remote attendance for other reasons during the period the regulations allow for (especially if it seems remote attendance will be allowed in future in non-emergency situations)</p>				
6.	<p>Re-convene and complete the existing Governance review, taking account of how things changed in terms of both governance and culture as a result of the pandemic.</p> <p>This may also take account of governance changes required as a result of other recovery work streams.</p>	Medium	9	August	On track – to be completed by Prime User. Decision required on what further support needed on this objective (comms, project support etc.)

The next stage of the project is to ensure that learning is captured from the new ways of working regarding on-line meetings as it appears that this way of working will be required for the coming months.

The Coronavirus Bill was brought into being as emergency legislation - the Sunset Clause enables Ministers to review the bill at 6 months, which means September. Should the government wish to change this view then the way we are operating may also need to change. A discussion is due at the Standards Committee on this topic is due this month.

Issues, Risks, Comments

Risk should the government change the Governance arrangements for how Councils work within the Coronavirus Bill and we are not prepared to act on the changes.

Outputs for this period

Forward programme
DPIA - draft

Outputs for next period

Finalise Project Plan – not required
Risk Register – *in draft*
Equality and Data impact assessments – *in draft*
DPIA – *in draft*

Stakeholder Activity

Engagement and communication will be key for Objective 6 more so than the other objectives of this project therefore a comms plan will be devised to assist with its delivery.

Future Office Requirements Project Highlight Report



REPORT DATE: 3 September 2020

SECTION A. PROJECT DETAILS

Project Manager	Wendy Cooper	Project Start Date	May 2020
Project Sponsor	David Allum	Project Original Finish Date	2025
Project Lead / Prime User	Caroline Wallis	Project Expected Finish Date	2025

Project Priorities & Status

Project Priority Status RAG*
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Cost	Off track - action taken	The Future Office Requirements Business Transformation Project has a savings target of £100,000 to be achieved as a result of reduced utilities and maintenance once WBC was in the new Council HQ – the delay to approving The Burys Development PID on 28/7/20 has impacted on both the target and the maintenance cost implications.
2	Quality	Off track - action taken	Given the potential for substantial ongoing maintenance costs – quality of design and build are considered key to the project - <i>The delay the project is adding to the ongoing maintenance list.</i>
3	Time	Off track - action taken	The project is a long term venture with significant cost and stakeholder, tenant and user implications. It is important to manage the timescales but time is not the driving force for the project - the delay to approving The Burys Development PID has had a significant impact on this dependent project timescale.

SECTION B. PROJECT HIGHLIGHTS

Overview
Head of Business Transformation has drafted Future Office Strategy to start engaging with key internal stakeholders to shape the project. The project PID will be written to align with the agreed strategy and the dependency of the Burys Development project.
Issues, Risks, Comments
Issue – substantial project delay due to the dependency with the progress of The Burys Development project – mitigating this risk by working with the estates team to progress this as quickly as possible. Issue – there is a strong risk that the £100k savings will not be deliverable in the next 3 years – mitigating the risk by working with finance to understand the impact if the £100K savings are not achieved. Risk – separating the project into two interdependent projects that critically rely on each other (the asset and how it is used)

Outputs for this period (August 2020)

Future Office Strategy drafted – and engagement with Project Executive and HR Manager on content.
Liaison with HR Manager regarding draft cultural vision to link with FO strategy
Staff working at home survey monkey – detailed analysis completed (shared with BTB on 23/7)

Outputs for next period (September +)

Gain approval for Future Office Strategy
Draft a Future Office Requirement Project PID for agreement
Complete and gain support for cultural vision
To confirm non office space requirements for the new Council HQ (in conjunction with the art of the possible commission for the Burys Development project) to determine requirements for democratic, customer, tenant and ancillary space.
Linkages made with Agile Working and IT project and IT strategy

Future Stakeholder Activity

Engagement with Project Sponsor, Portfolio Holder – Business Transformation and Management Board to agree revised focus of project and revised approvals timescales

Project Highlight Report - Finance



REPORT DATE: 02.09.20

SECTION A. PROJECT DETAILS

Project Name:	Finance (RCT Programme)
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Project Manager	Tamsin McLeod	Project Start Date	May 2020
Project Sponsor	Peter Vickers	Project Original Finish Date	February Council 2021
Project Lead / Prime User	Rosie Plaistowe	Project Expected Finish Date	February Council 2021

Project Priorities & Status

Project Priority Status RAG*
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	On track	
2	Quality	On track	
3	Cost	On track	

SECTION B. PROJECT HIGHLIGHTS

Overview		
<p>The emergency budget has been developed, approved by Council in August and now being implemented, to address the immediate budget deficit due to the loss of income on Council services.</p> <p>An overarching Comms plan has been developed for the RCT programme, which covers the finance project. The current financial position of the Council and impact of Covid-19 has been presented to all staff.</p>		
	Deliverable / Objective	Status
1	Assist all HoS to develop action plans to reinstate all Covid related negatively impacted income streams	Completed
2	Develop an emergency budget and options to resolve the 2020/21 projected budget deficit	Completed
3	Revise the MTFP assumptions and risk assessment, base budget adjustments and MTFP action plan targets informed by the recovery programme outcomes and objectives 1 and 2	In progress
4	Revised 2020/21 based upon monitoring and 19/20 outturn and develop the 2021/22 budget reflecting objectives 1,2,3	Due in February 2021

Issues, Risks, Comments

The Risk Register has been developed and mitigation put in place. Those that remain significant even with mitigation are.

1. Government extends or re imposes lockdown and prevents income streams returning.
2. Unable to reimburse working balance by approved £1m to maintain a reasonable reserve.
3. Covid-19 impact delays plans for future year's savings targets in current MTFP.
4. No idea what the new environment will look like: local economy, government funding, cost demands
5. Local Authority partnership working will take time to set up and will not necessarily deliver savings in the medium term, short to medium term objective will have to focus on pooling capacity to provide resilience.
6. Outcome of government finance support and fair funding review may not provide any additional financial support at 2nd tier level.
7. Government reorganisation, although this will override the recovery if Waverley starts a process to amalgamate into another form of entity.

Outputs for this period

1. Objectives - 1 and 2 have been completed, with the emergency budget approved by Council in August.
2. Project Plan - further developed to incorporate a detailed plan for the next phase with all necessary actions completed on time.
3. Risk Register - further developed with detailed risks and impacts and shared with Programme Board for input.
4. MTFP - plan being developed to achieve MTFP, including expectations and key milestones (note that revised MTFP will be reported to council via O&S in Dec 2020)
5. Weekly monitoring of income and the financial impact of Covid-19.

Outputs for next period

1. MTFP - further development of the plan to achieve MTFP, including;
 - a. Evaluate Contingency Budget Annexe 3 options
 - b. Review SWOT analysis from services impact on finances and risks
 - c. Assess progress on achieving current MTFP targets
2. Risk Register - share with Portfolio Holder and Programme Board for comment.
3. Income - weekly monitoring ongoing, with conclusions at the end of September to inform the MTFP, including efficiencies identified in Business Transformation plan and the Property Strategy.
4. Funding - continuing to look at other external opportunities.

Stakeholder Activity

All internal stakeholders have been consulted, where relevant, including Portfolio Holders, HoST and Comms.

The Comms team are part of the weekly PWG and an integral part of the project to ensure that information is communicated effectively to staff and councillors.

All Staff briefings have taken place to update on current financial position and impact of Covid-19.

Project Highlight Report – Corporate Projects



REPORT DATE: 02 September 2020

SECTION A. PROJECT DETAILS

Project Name:	Corporate Projects Re: (RCT Programme)
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Project Manager	Fotini Vickers	Project Start Date	May 2020
Project Sponsor	Kelvin Mills	Project Original Finish Date	Mar 2021
Project Lead / Prime User	Debbie Smith/Adam Holt	Project Expected Finish Date	Mar 2021

Project Priorities & Status

Project Priority Status RAG*
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	On track	On time with project timescales
2	Quality	On track	All capital projects are being reviewed under this process
3	Cost	On track	No costs incurred or expected.

SECTION B. PROJECT HIGHLIGHTS

Overview
<p>The purpose of this project is to support the delivery of the Medium Term Financial Strategy as well as identifying savings to be incorporated within the mid-year budget report.</p> <p>The first phase of the project saw the review of all capital projects funded from the GF and a saving of £480k has been achieved.</p> <p>The second phase of the project involves the assessment of the corporate projects against a number of criteria in order to produce list of projects that may continue, may be postponed or stopped entirely.</p> <p>The scoring criteria have now been developed and signed off by the portfolio holder.</p> <p>All have now been assessed against the criteria and a report will be produced for SMT to review and sign off in September.</p> <p>Project plan is up to date.</p>
Issues, Risks, Comments
No issues or risks to report.

Outputs for this period
Assessment criteria have been finalised All projects have been assessed against primary and secondary criteria.
Outputs for next period
SMT sign off Consideration by the Board
Stakeholder Activity
Head of service engagement.