

## Summary of Deloitte Health Check and Proposed Action

Deloitte Comment	Proposed Action
<b>Planning:</b>	
The Programme has made good progress, but in order to successfully achieve the requirements for vesting Day, it needs to produce plans which are realistic and achievable. The existing plans lack cohesion between each other, questioning if they are achievable	Deloitte are facilitating an intensive planning exercise over a 3 week period starting 1 December. Existing documentation will be used to create a roadmap of activities and milestones supported by rigorous challenge of risks, issues and timescales
<b>Programme Management:</b> CBC's current approach to programme management and governance of the Programme, lack the <i>capacity</i> to deliver the current plan:	
<ul style="list-style-type: none"> <li>• Too much of the programme burden is likely to fall on the Management Team.</li> </ul>	Most of the work will be picked up by a new Programme Management Office (see below). The PMO will escalate issues to Management Team which will meet some of the time as a Programme Board
<ul style="list-style-type: none"> <li>• Many of the project managers are part time, and in many cases don't have the required time or skills needed.</li> </ul>	Each directorate will have a dedicated programme manager. In 3 cases existing staff are already in post. At the time of writing 2 temporary further managers will be brought in.
<ul style="list-style-type: none"> <li>• The Programme Office is very small and doesn't have the experience or bandwidth to support either the strategic elements of the programme or the day to day management of activities.</li> </ul>	A Programme Management Office will be set up using existing staff plus hands-on support from Deloitte to add capacity and expertise.
<ul style="list-style-type: none"> <li>• ICT in particular was identified as having undertaken relatively little planning and needs to raise the bar in order to support the wider programme objectives and successfully deliver its critical projects.</li> </ul>	A detailed plan is nearing completion. A summary will be prepared for Members showing critical pieces of work.
<ul style="list-style-type: none"> <li>• There needs to be an increase in cultural change management and effective communications to help minimise resistance to change and keep staff informed. Work on this area is behind schedule and adversely affecting the success of the programme.</li> </ul>	Further work is needed on this aspect and will come out of the work above.