

**NHS DORSET CLINICAL COMMISSIONING GROUP**  
**GOVERNING BODY MEETING**  
**BETTER TOGETHER PROGRAMME UPDATE**

<b>Date of the meeting</b>	20/05/2015
<b>Author</b>	S Sandcraft - Deputy Director review, Design and Delivery (East)
<b>Sponsoring Board member</b>	Dr C McCall - GP Locality Lead Poole North
<b>Purpose of Report</b>	The report provides an overview of the status of the Better Together programme and an update on the better care fund submission.
<b>Recommendation</b>	The Governing Body is asked to <b>note</b> the report.
<b>Stakeholder Engagement</b>	Stakeholder engagement is an integral part of each of the Better Together workstreams.
<b>Previous GB / Committee/s, Dates</b>	Previous update contained in the last Chief Officer's update.

**Monitoring and Assurance Summary**

<b>This report links to the following Strategic Principles</b>	<ul style="list-style-type: none"> <li>• Services designed around people</li> <li>• Preventing ill health and reducing inequalities</li> <li>• Sustainable healthcare services</li> <li>• Care closer to home</li> </ul>		
	<b>Yes</b> [e.g. ✓]	<b>Any action required?</b>	
		<b>Yes</b> Detail in report	<b>No</b>
All three Domains of Quality (Safety, Quality, Patient Experience)	✓		✓
Board Assurance Framework Risk Register	✓		✓
Budgetary Impact	✓		✓
Legal/Regulatory	✓		✓
People/Staff	✓		✓
Financial/Value for Money/Sustainability	✓		✓
Information Management & Technology	✓		✓
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
<b>I confirm that I have considered the implications of this report on each of the matters above, as indicated</b>	✓		

Initials : SSa

## 1. Introduction

- 1.1 This report provides an update to the Governing Body on the Better Together Programme and the Better Care Fund.

## 2. Better Together Programme Update

- 2.1 As previously reported, The Better Together programme (BTG), which the CCG is part, seeks to deliver whole system approaches for adult care and health, cost reductions for partners, improved health and social care outcomes for residents and greater personalised support for individuals and their families, in particular frail older people and people with long term conditions.
- 2.2 There is a wide range of change activity occurring across the Dorset, Bournemouth and Poole health and social care system which includes:
- Better Together Programme;
  - Urgent Care - focused on developing a strategic direction for urgent care services;
  - Clinical Services review – focus on developing a blue print for secondary health- care services taking account of care closer to home;
  - Individual Local Authority organisation change programmes – Pathways to independence (DCC), Core Services Review (BBC), Medium-term Financial Plan (BoP).
- 2.3 Many of these initiatives will impact each other, either providing leverage and support or in some cases, creating tension. A whole BTG programme highlight report is available in Appendix 1, which provides an overview of progress of each of the programme areas.
- 2.4 An active Sponsor Board provides a leadership structure for the three main programmes set out in paragraph 2.2, with a mechanism to provide a whole view of progress, issues and resolution proposals and a reporting structure that delivers and amalgamates the work to provide a holistic view. This is particularly important in meeting the performance requirement of the Better Care Fund (BCF), which is also overseen by the Joint Commissioning Board.

## 3. The Better Care Fund plan

- 3.1 There are agreed, assured, Better Care fund plans, one for each of our Health and Well Being Board areas, Heads of Terms have been agreed in relation to these plans and the associated pooled budgets. Section 75 agreements are in the final stages of development with a plan for these to be signed off by the end of April 2015.

### Measuring the impact

- 3.2 The reductions in unplanned admissions (a target measure of at least 3.5% from the level that would otherwise have been anticipated in 2015/16), is now be the sole indicator underpinning the pay for performance element of the BCF. Performance against other BCF metrics will no longer be linked to payment although evidence of strong local ambition against them will be included in the assurance process of plans.

- 3.3 Three cluster groups of the Systems Resilience Group are established around the three main acute trusts, which include key partners across health and social care.
- 3.4 The cluster groups have identified opportunities and actions to address emergency pressures across the system, focusing on the high impact changes outlined in the Better Care Fund plan and Urgent Care Strategy. Dashboards and performance measures have been agreed and are linked to the high impact changes and KPIs within existing plans. It is recognised that achieving the reduction in total emergency admissions will be a significant challenge.

#### **4. Conclusion**

- 4.1 The report provides an update on the BTG programme. The current BTG projects progress is rated amber or green.

**Author's name and Title : Sally Sandcraft**

**Date : 23/04/15**

**Telephone Number : 01202 541468**

<b>APPENDICES</b>	
<b>Appendix 1</b>	<b>Better Together Whole Programme Highlight Report</b>

**Appendix 1: Better Together Whole Programme Highlight Report**

<b>Current Reporting Period :</b>	18 February 2015-23 March 2015	<b>Next Reporting Period :</b>	24 March 2015- 1 May 2015
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<b>Project Name</b>	<b>Executive Summary of progress since last report</b>
<b>Shared Information &amp; Communication Technology Project Board</b>	<p><b>Dorset Shared Record</b></p> <ul style="list-style-type: none"> <li>• Award received of max amount of £1.35m               <ul style="list-style-type: none"> <li>• £86K 2014/15 ( received )</li> <li>• £1.264m 2015/16</li> </ul> </li> <li>• Memorandum of Understanding (MOU) signed by Dorset County Council (DCC) as host authority</li> <li>• Partnering Agreement in draft awaiting partner approval. Some minor issues still being addressed</li> <li>• Project in 3 stages (see attached decision process)               <ul style="list-style-type: none"> <li>• Stage 1 in progress but timing is critical to be able to spend award funds by deadline of Mar 2016</li> <li>• Prior Information Notice (PIN) issued by DCC procurement</li> <li>• Methods Advisory has been engaged to deliver requirements and specification work for Stage 1 approval.</li> <li>• Recruitment in progress for programme Manager</li> <li>• Business Change Manager and Project Officer will also support this project as a critical link with Information Governance work – agreed that these roles will transfer to the project from Nov 2015 and be extended for the duration of the project</li> </ul> </li> <li>• Project Working Group now in place to support the operational aspects on behalf of the board.</li> <li>• Jaynie Fabershak (HSCIC) is a standing member of the board and will play an assurance role for NHS England.</li> </ul> <p><b>Information governance</b></p> <ul style="list-style-type: none"> <li>• Draft charter agreed in principle</li> <li>• Documents and governance agreed in principle</li> <li>• Toolkit outline agreed in principle</li> </ul>
<b>Project Lead</b>	
<b>David Vitty / Helen Cheleda</b>	
<b>Project Sponsor</b>	
<b>David Vitty</b>	

		<ul style="list-style-type: none"> <li>Centre of excellence for information sharing to deliver engagement workshop to programme board around culture</li> <li>Discussions with Purbeck and health around piloting IG work</li> </ul> <p><b>Business processes</b></p> <ul style="list-style-type: none"> <li>Common terminology agreement and data agreement in progress</li> <li>Workshop arranged to look at common data sets and a portability agreement</li> <li>Change management process awaiting approval</li> </ul>
<b>Status</b>		<b>Planned progress next reporting period</b>
<b>Previous</b>	<b>Current</b>	<p><b>Dorset shared record</b></p> <ul style="list-style-type: none"> <li>Commence work with Methods Advisory <ul style="list-style-type: none"> <li>Prepare and deliver Stage 1 report</li> <li>Start approval process</li> </ul> </li> <li>Start procurement planning</li> <li>Make key documents available on SharePoint</li> <li>Prepare project documentation and project plan</li> <li>Start recruitment process for project team</li> <li>Develop comms and engagement plan and start process</li> <li>Prepare presentation material <ul style="list-style-type: none"> <li>Explore engagement with technology suppliers</li> </ul> </li> </ul> <p><b>Business process</b></p> <ul style="list-style-type: none"> <li>Develop a common data set for assessments</li> <li>Develop a portability agreement between LAs</li> <li>Finalise common terminology and dictionary agreement</li> </ul> <p><b>Information governance</b></p> <ul style="list-style-type: none"> <li>Finalise and approve <ul style="list-style-type: none"> <li>information sharing charter</li> <li>governance structure</li> <li>toolkit outline documents</li> </ul> </li> <li>Deliver communication workshops</li> </ul>

**Notes :**

Please copy and paste additional project boxes as required

**Green** – on target

**Amber** – Some challenges, but mitigating action in place

**Red** – Serious challenges

		<ul style="list-style-type: none"> <li>Plan literature, resources and materials</li> </ul>
<b>Project Name</b>	<b>Executive Summary of progress since last report</b>	
<b>Joint Commissioning Board</b>	<ul style="list-style-type: none"> <li>Better Care Fund schemes - leads working on completion of schedules for Section 75 agreements</li> <li>Plan B agreed if S75's not completed by end March</li> <li>Representative attended BCF National support Leadership workshop</li> <li>Recruitment of Senior Commissioning Manager agreed – to be managed by Dorset County Council</li> <li>Agreed to extend Better Together Programme - Finance Business Partner for ¾ months to cover BCF work on finance and performance until funding agreed for permanent post</li> <li>SRG Dashboard to be used for monitoring performance on hospital admissions and performance to be a standard agenda item at JCB</li> <li>Continuing Health Care – Directors to provide personal leadership to set strategic direction</li> <li>Gathering information regarding Learning Disability collective spend this year</li> <li>Domiciliary Care – project group identified and work commenced. JCOG agreed project plan, key milestones and timetable.</li> </ul>	
<b>Project Lead</b>		
<b>Catherine Driscoll</b>		
<b>Project Sponsor</b>		
<b>Catherine Driscoll</b>		
<b>Status</b>		
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>Schedules for section 75 agreements completed</li> <li>Section 75s agreed</li> <li>CHC – Directors and heads of Service to meet to agree strategic approach</li> <li>Agree the Market Position Statement and consider engagement with providers and launch event</li> <li>IPC meeting with JCOG 20 April 2015</li> </ul>
<b>Project Name</b>	<b>Executive Summary of progress since last report</b>	
<b>Review of Local Authority Directly Provided Services</b>	<b>Shadow Executive Shareholder Group</b>	
<b>Project Lead</b>	<ul style="list-style-type: none"> <li>Agreed name - TriCuro</li> <li>Portfolio holders visited 3 possible sites for location of head office, Hanham Centre, Kinson Hub and Cedar house. None fitted all requirements. Further site identified and to be visited– Beech House. Commercial premises and associated costs</li> </ul>	
<b>Andy Sharp</b>		
<b>Project Sponsor</b>		
<b>Andy Sharp</b>		

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		<p>being considered.</p> <ul style="list-style-type: none"> <li>Recruitment of Executive Team Managing Director and Finance Director - job description and person specifications amended – to be advertised March</li> <li>Chairman to be progressed early – final recruitment process to be agreed</li> </ul> <p><b>Implementation Board</b></p> <ul style="list-style-type: none"> <li>Terms of reference agreed, project organisation and governance structure</li> <li>Work on Partnership article for Municipal Journal</li> <li>Outline bid form submitted for a session at LGA National Children’s and Adult Social Care Conference in Oct (in Bournemouth) and expressed interest in session at LGA Public Sector Show in June. (London)</li> <li>Pan Dorset Commissioning approach – work commenced through Joint Commissioning Officers Group</li> </ul>
<b>Status</b>		<b>Planned progress next reporting period</b>
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>Decision regarding head office location</li> <li>Recruitment of Executive Team Managing Director and Finance Director</li> <li>Draft Service Specifications</li> <li>Engagement of trade unions and commence TUPE process</li> <li>Agree legal support</li> </ul>
<b>Project Name</b>		<b>Executive Summary of progress since last report</b>
<b>Workforce and Organisational Development</b>		<p><b>Domiciliary Care Workers</b></p> <ul style="list-style-type: none"> <li>PiC have submitted a proposal for consideration to sponsor a support staff post for 1.5 days per week to actively co-ordinate and manage the “I Care” Ambassador Service for an initial 2 year period. The Sub Group members agreed to recommend the proposal to the Programme Board for approval. (included in Programme Board papers)</li> <li>We have received interim report findings of the research project commissioned from Bournemouth University into barriers to working in the care sector. The report is available to the joint commissioning team looking at domiciliary care and the workforce and OD work stream.</li> <li>There is significant appetite from the Faculty of Health and Social Sciences at Bournemouth University to work with us through their “My career Hub” to develop opportunities; work experience, temporary jobs, placements, internship type opportunities and careers.</li> </ul>
<b>Project Lead</b>		
<b>Charles Summers</b>		
<b>Project Sponsor</b>		
<b>Charles Summers</b>		

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	<p><b>Nurse Recruitment</b></p> <ul style="list-style-type: none"> <li>Progress has been made in relation to the collaborative working between Dorset County Hospital and Dorset Healthcare. The two Trusts have attended a recruitment event at Westfield, London, together and plan to do the same for the Glasgow RCN Jobs Fair in April, with the added benefit of reducing costs. The trusts plan to cover educational events between them (several Trusts attended a post 16 event in Poole recently and it seemed a duplication of effort, given that students at that stage want generic rather than Trust specific information) and are presently scoping the possibility of combined overseas recruitment and rotational posts between Trusts.</li> </ul> <p><b>Retention and Reward initiatives</b></p> <ul style="list-style-type: none"> <li>A list of initiatives presently in place within Dorset County Hospital and Dorset Healthcare has been created. Bournemouth Hospital has indicated a willingness to participate in this piece of work and other member of the Workforce Sub Group have requested that the output of this is shared when completed. The benefit of this exercise is in sharing ideas/best practice, but there may also be opportunities for joint procurement (salary sacrifice schemes etc.) which may reduce cost.</li> <li>Following discussion at the last Workforce Sub Group meeting it has been suggested that the scope of this exercise is extended to include recruitment marketing, so that we can collate the initiatives presently in place to attract staff to Dorset (relocation allowances etc.) and begin to scope the wider issues such as housing, cost of living</li> <li>Strategic Aim: Improving effectiveness - leadership will be critical in delivering these changes.</li> </ul> <p><b>Dementia Awareness Training</b></p> <ul style="list-style-type: none"> <li>2 programmes to be run; Integrated Dementia Care and Dementia Awareness. The target audience primarily being practice staff.</li> <li>Following some delay DCC is commissioning the training and a project team has been set up to choose a preferred provider.</li> <li>Two tender proposals have been received and the evaluation team met on the 20th February to review these. The team felt that neither proposal provided sufficient information to choose a preferred provider. Therefore the providers have been invited to give a presentation to the team. These presentations cannot be scheduled until the 23rd April 2015</li> <li>Strategic Aim: Integrating service delivery – the aim is to help partners develop the workforce and organisational development that will deliver better integrated care across Dorset.</li> </ul> <p><b>Implementing Joint Ways of Working (Culture Change Education Programme)</b></p> <ul style="list-style-type: none"> <li>Health Education Wessex has supported the Better Together programme with funding of £800,000 for initiatives around workforce development, training and education of front line teams. This included for the development of new ways of working around person-centred learning and team events. £190,000 of this budget has been allocated for this programme in 2014/15 and a further £125,000 has been assigned for 2015/16. (As detailed in the PID approved previously by the</li> </ul>
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		<p>Programme Board)</p> <ul style="list-style-type: none"> <li>• Commissioning for the procurement of a facilitator to deliver a Culture Change Education Programme for the locality teams has commenced. Eight providers who expressed an interest to participate received tenders on the 6th January 2015.</li> <li>• Four tenders were received on 2nd February and a meeting was held where evaluation training was provided to ensure consistency of evaluations.</li> <li>• A moderation meeting was held on 18th February 2015 to review scores and to shortlist providers to be interviewed by the panel. Based on their scoring three providers were shortlisted to be interviewed.</li> <li>• Interviews were held on the 27th February 2015 between the providers and the project team. Further moderation of the scoring was undertaken after the interviews and it was unanimously agreed to recommend the award of contract to Bramble Hub Ltd.</li> <li>• The Workforce and OD Sub Group unanimously ratified the decision of the evaluation panel and the approval of the Programme Board is sought.</li> </ul> <p><b>Programme Office</b></p> <ul style="list-style-type: none"> <li>• The Workforce and Organisational Development Sub Group has identified its' key deliverables (included in the programme Board Papers). At the last Programme Board meeting it was emphasised that traction was required on the delivery plan by all members of the Better Together Partnership. Discussions with the Sub-Group this month have not resolved partner level delivery of the plan and therefore the Programme Board is asked to consider these options: <ul style="list-style-type: none"> <li>• scale down the deliverables that could be led by the HR &amp; Workforce Partner alone;</li> <li>• reallocate some of the HEW funded budget to recruit additional resources to deliver the plan, under the management of HR &amp; Workforce Partner;</li> <li>• Programme Board members to identify named resources to work with the HR &amp; Workforce Partner on delivery of the programme.</li> </ul> </li> </ul>
<b>Status</b>		<b>Planned progress next reporting period</b>
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>• Commissioning of a facilitation partner for the delivery of Dementia Awareness training.</li> <li>• Subject to Programme Board approval of Bramble Hub Ltd as the provider of the Culture Change Education Programme, the mobilisation phase of the project will commence.</li> </ul>
<b>Project Name</b>		<b>Executive Summary of progress since last report</b>

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Locality Teams		<ul style="list-style-type: none"> <li>Leadership teams have updated checklists and have completed monthly progress reports (See enclosed reports).</li> <li>Leadership teams have developed action plans and have started to allocate responsibility for key features and functions to individual members of leadership teams.</li> <li>Locality leadership team membership lists have been updated.</li> <li>Locality teams have all met; many for the first time and have started to plan future meeting dates.</li> <li>Joint Cluster Group meeting was held on 25th February; good attendance, opportunity to share ideas and practices.</li> </ul>
<b>Project Lead</b>		
Sally Sandcraft		
<b>Project Sponsor</b>		
Sally Sandcraft		
<b>Status</b>		<b>Planned progress next reporting period</b>
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>Additional meetings planned with locality leadership team leads and Dorset CCG and Dorset Healthcare to identify where additional support and resources may be required. <ul style="list-style-type: none"> <li>PMO to provide targeted support to those leadership teams which are making slower progress.</li> </ul> </li> <li>PMO to continue to seek feedback from the leadership teams on the areas requiring strategic support e.g. information sharing, co-location and escalate discussion with senior managers on how these can be addressed/taken forward.</li> <li>Locality/Hospital workshop for Poole and Bournemouth localities planned for 24th March 2015.</li> <li>PMO to further develop contractual/commissioning arrangements/approach.</li> </ul>
<b>Project Name</b>		<b>Executive Summary of progress since last report</b>
<b>Carers</b>		<ul style="list-style-type: none"> <li>Carers Health and Wellbeing check finalised. Trial funding and distribution, marketing and review plan agreed</li> <li>Carers engagement model agreed</li> <li>Agreement to develop CRISP branding to become a pan Dorset Brand</li> </ul>
<b>Project Lead</b>		
Paul Miller		
<b>Project Sponsor</b>		
Paul Miller		
<b>Status</b>		<b>Planned progress next reporting period</b>
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>Mid term project review with carers</li> <li>Review and on-going funding for Health and Wellbeing check to be agreed.</li> <li>Recommendation report for further alignment of carers services</li> <li>Development of GP Care pathways for carers and clients</li> </ul>

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<b>Early Help</b>		<p><b>Early Help Board</b></p> <ul style="list-style-type: none"> <li>• Voluntary and Community Sector action plan developed for building community capacity</li> <li>• £20,000 NHS England bid awarded to strengthen community capacity around locality integrated teams.</li> <li>• Grants funding alignment agreed in principle</li> </ul> <p><b>Update on My Life My Care</b></p> <ul style="list-style-type: none"> <li>• Audit undertaken to identify any Care Act requirement MLMC gaps. Action plan in place.</li> <li>• Further information and directory categories published on MLMC in readiness for the Care Act (including CHC, mental capacity, care and support planning, personal budgets)</li> <li>• Care Act Info and Advice and MLMC demo at Citizens Advice in Dorset (CAiD) workshop – good networking opportunities.</li> </ul> <p><b>Update on improving support to Self Funders</b></p> <ul style="list-style-type: none"> <li>• Non-residential indicative financial assessment delivered by DCC IT - with Dorset services for testing in readiness for testing by Poole and Bournemouth for publication on MLMC in April.</li> </ul>	
<b>Project Lead</b>			
<b>Alison Waller</b>			
<b>Project Sponsor</b>			
<b>Alison Waller</b>			
<b>Status</b>		<b>Planned progress next reporting period</b>	
<b>Previous</b>	<b>Current</b>	<p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• Grants funding alignment proposal</li> <li>• IPC support with research on evaluation of current models and strategies agreed</li> <li>• Training and Support programme for clear information pathways</li> <li>• Snapshot on content of current care packages to establish what can be achieved differently</li> </ul> <p><b>My Life My Care</b></p> <ul style="list-style-type: none"> <li>• Continue with gap analysis action plan in readiness for the Care Act: continued further development of information, advice and directory entries.</li> <li>• Co-productive work with CAiD on debt management information to publish on MLMC.</li> <li>• Carers' Health and Wellbeing checklist added to MLMC</li> </ul>	
<b>Project Name</b>		<b>Executive Summary of progress since last report</b>	

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<b>Systems Resilience Group</b>		<ul style="list-style-type: none"> <li>• <b>System Resilience Dashboard and ORCP Monitoring</b> - Progress made on information presented and discussion on how used.</li> <li>• <b>Winter Debrief and Easter Planning</b> - Winter De-brief and Easter Resilience plans submitted to CCG. Systems difficulties recognised over the Christmas/ New Year period. There is an immense amount of scrutiny in terms of the Easter planning and assurance this year. The aim of this is to ensure all of the health and social care systems are all in the best possible position to deal with any additional demand and pressures over the bank holiday period in particular. NHS England have undertaken discussions with all CCG's and looked at each element in detail and they have explored and investigated in terms of CCG and wider system preparedness.</li> <li>• <b>Operational Resilience.</b> ORCP funded schemes will continue into April and over the Easter period. The schemes are being collectively evaluated.</li> <li>• <b>Delayed Transfers of Care</b> - the majority of schemes are up and running. There have been capacity issues in care homes. There are still issues with capacity around complex home care packages four times a day/ double up and the high end nursing homes with Dementia placements. The newly established transfer of care strategic group is focusing on the Continuing Healthcare issues</li> </ul>
<b>Project Lead</b>		
<b>Dr Simon Watkins</b>		
<b>Project Sponsor</b>		
<b>Alison Waller</b>		
<b>Status</b>		<b>Planned progress next reporting period</b>
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>• Easter Resilience Plans – need to be aligned against the checklist provided by NHS England.</li> <li>• Delayed Transfers of Care Funding - a detailed report of the impacts of the work to date at the next SRG meeting.</li> </ul>
<b>Project Name</b>		<b>Executive Summary of progress since last report</b>
<b>Community Equipment</b>		<ul style="list-style-type: none"> <li>• Mobilisation of Service by NRS Progressing</li> <li>• Second Newsletter out to all prescribers (attached)</li> <li>• Transitional Contract Equipment Agreed by Clinicians and Commissioners and protocol for dealing with non-contract specials held by Dorset County Council agreed.</li> <li>• Dorset Prescriber Pins being processed and error checked</li> <li>• Iris for training underway and prescribers given access to training site</li> <li>• Data migration information obtained from Associate Partners and being checked prior to final cut information</li> <li>• TUPE consultations and Staff Structure is being finalised.</li> <li>• Building work underway at both depot sites according to plans</li> <li>• Vehicle Fleet being Branded</li> </ul>
<b>Project Lead</b>		
<b>Ivor Cawthorne</b>		
<b>Project Sponsor</b>		
<b>Neil Goddard</b>		

**Notes :**

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		<ul style="list-style-type: none"> <li>IT and communication equipment on schedule</li> </ul>
<b>Status</b>		<b>Planned progress next reporting period</b>
<b>Previous</b>	<b>Current</b>	<ul style="list-style-type: none"> <li>Iris 4 and system detailed configuration</li> <li>Stock Procurement</li> <li>Building work completion at both sites</li> <li>Non-contract equipment transferring to new service</li> <li>Vehicle fleet delivery</li> </ul>

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