

APPENDIX 1: Programme Highlight Report

Date of Executive:	21 March 2006
Projects as at:	End of January 2006
Report Author:	Improvement, Performance and Scrutiny / IT PMO
Version:	0.1

Key to Project Status Symbols

G	GREEN – On target and no major risks/issues have been uncovered.
A	AMBER – Some slippage has occurred but this can be managed.
R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.
N	NO INFORMATION – This information has not been provided by the project.
N	NOT PREVIOUSLY REPORTED - The dashboard status is not available - it has not been previously reported in this format.

Section 1 – Assets Stream Board

Assets Stream Board						
(1) ASSETS STRATEGY PROJECT		PROJECT DESCRIPTION / OBJECTIVES				
		<ul style="list-style-type: none"> ❖ Capital Strategy: Improve Capital Strategy/financial planning process by improving links between the decisions on allocating capital resources to service priorities and asset need. ❖ Asset Management Plan: Preparation, implementation and review. ❖ Property Management: Strategic, effective and compliant utilisation and management of Council's property assets. 				
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G
		MANAGEMENT SUMMARY				
		<p>Capital Strategy</p> <ul style="list-style-type: none"> ❖ A revised strategy is being developed, scheduled for issue in summer 2006. The strategy will take account of the Corporate Management of Property and Whole Life Costing. <p>Corporate Management of Property</p> <ul style="list-style-type: none"> ❖ Building surveys are underway. Social Services, Administrative buildings, Libraries and Children's Services completed. ❖ Helpdesk Manager and operator in place. Help Desk launch scheduled for 1 April. 				

(2) ACCOMMODATION STRATEGY PROJECT							PROJECT DESCRIPTION / OBJECTIVES						
							<ul style="list-style-type: none"> ❖ Establishment of four Customer Services Centres and new Call Centre ❖ Establishment of Wood Green Administrative Hub and refurbishment of office buildings ❖ Disposal of administrative and other buildings surplus to requirements 						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY						
G	G	G	G	G	G	G	<p>Work completed since the last report</p> <ul style="list-style-type: none"> ❖ One new lift installed and operational in each of 48 Station Rd. and 40 Cumberland Rd. (Renewal of remaining lifts due to complete by end March). ❖ A report reviewing the wider Accommodation Strategy will be produced for Programme Board in March. <p>Timescales / Issues:</p> <ul style="list-style-type: none"> ❖ Accommodation Plan: There are currently no long-term solutions to the additional staff and expanded services located temporarily in buildings which have been earmarked for disposal/vacation. This may affect timescales for vacation or disposal. ❖ Renewal of the Alexandra House lease (expiring in February): The Council is pursuing lease renewal via Court proceedings which can be a protracted process and may have implications for refurbishment timescales. <p>Risks:</p> <ul style="list-style-type: none"> ❖ Parking: there is concern that demand will outstrip supply for staff parking at Council buildings. Resolution plan: work is continuing to allocate spaces according to operational priorities. 						

Section 2 – Customer Focus Stream Board

Customer Focus Stream Board						
(1) CUSTOMER SERVICES STRATEGY			PROJECT DESCRIPTION / OBJECTIVES			
			<p>The Customer Service Strategy aims to ensure that 80% of contacts with customer services (including the website and automated telephone lines) will be resolved at the first point of contact and that access will be offered across more Council services, working towards 80% of all customer contacts.</p>			
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
A	A	A	G	G	A	A
			<p>MANAGEMENT SUMMARY</p> <p>Achievements</p> <ul style="list-style-type: none"> ❖ Over the last month the call centre has started taking calls for Recreation Services (Parks and Open Spaces) and Enforcement (Noise and Pest Control). ❖ The new Benefit processes designed from the Benefits and Local Taxation BPR Project went live on Monday 28th November. The new processes include full checks of claim forms, issuing letters requesting further documentation and generating requests to confirm if the customer is in receipt of Welfare Benefits. We are currently achieving 89% accuracy against a target of 80% for the first 3 months. The new processes have been a huge success with new claims being processed quicker and a noticeable reduction in the volume of information requests being sent from Benefits. <p>Timescales, Issues and Risks</p> <ul style="list-style-type: none"> ❖ Concerns were reported to Customer Focus Board in January that services are finding it difficult to release resources to assist with transferring enquiries to Customer Services. This is having an impact on implementation programme and the expected financial savings. 			

(2) SIEBEL DEVELOPMENT PROJECT							PROJECT DESCRIPTION / OBJECTIVES <p>The purpose of this project is to implement a new customer relationship management system in Customer Services, by upgrading to Siebel version 7.7 for the public sector. This will:</p> <ul style="list-style-type: none"> ❖ provide quicker call transaction times ❖ reduce the cost of call handling within the Customer Service Centres ❖ improve management information and provide better control, planning and deployment ❖ better use of Siebel capability 						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY <p>The upgrade to Siebel 7.7 was planned to take place in two phases (or releases). The first phase was implemented before Christmas.</p> <p>The activities to support the second phase of the Siebel upgrade are underway. This phase will be implemented in two parts, with the first part to go live in February, providing Customer Services with improved functionality. The focus for January has been on testing the first release prior to implementation and analysis/design for the second release.</p> <p>Timescales: The timescale for this phase has slipped from 25 April to 10 May. This is due to resolution of issues resulting from the first upgrade and an extension to the training period.</p> <p>Issues: Initial performance issues with the first upgrade (around address look-up and email response) have had an impact on call transaction times within Customer Services. These have now been resolved and the success of the upgrade in reducing transaction times will be measured during March as planned.</p>						
G	G	A	G	G	A	G							

(3) E-PAYMENTS							PROJECT DESCRIPTION / OBJECTIVES
							<ul style="list-style-type: none"> ❖ To allow payment over the internet of sundry debts, Council Tax, rent and NNDR. ❖ To allow collection of debt over the telephone ❖ To implement card payments
							MANAGEMENT SUMMARY
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	
G	G	G	G	G	G	A	<ul style="list-style-type: none"> ❖ Business Case developed for extending pilot implementation of customer present card services to include Wood Green as well as the North Tottenham Customer Service Centre. Roll out to the North Tottenham CSC is planned for mid-February. ❖ Automated Telephone Payments - The final stages of installation and configuration are planned for mid February. Due to delays with the delivery of the Civica Parking interface it is planned that the service will launch without Parking in order to support the billing cycles for the other parts of the organisation. Once the interface is delivered this will be introduced as a 2nd phase in March/April. ❖ Payment denials (system for managing returned payments) development has been completed and passed system and user testing. Implementation planned for w/c 6th February. <p>Risks: Our 3rd party supplier has taken longer than expected to provide a plan for development and introduction of the Parking interface. This has been escalated through supplier, who has informed us that delivery is still on target for March.</p>

**(4) HOUSING REPAIRS
PROJECT: PHASE 2 TASK
IMPLEMENTATION**

PROJECT DESCRIPTION / OBJECTIVES

- ❖ This is the second phase of the Housing Repairs system upgrade project. In the first phase, completed in 2005, the OptiTime system was implemented enabling automatic scheduling of housing repairs appointments. The aim of the second phase is to implement Task which is the contractor component of the Housing Repairs application and will manage materials, cost and human resources issues.
- ❖ The aim of these changes is to improve performance against key indicators including % of jobs completed on first visit and % urgent repairs completed within Government timescales (BV72).

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	A	A	G	A	A	A

MANAGEMENT SUMMARY

- ❖ Training on basic features of Task commenced on Tuesday 24 January 2006, with training on the advanced features due to commence Wednesday 8 February 2006.
- ❖ Some user testing of Task is taking place while training is in progress. This testing is progressing well, although the upcoming two weeks will be crucial in finishing all final testing and configuration for go-live on 28 February.
- ❖ The upgrade to OHMS version 35 is set to go live on Monday 13 February 2006. This is a requirement for the Task go-live.

Amber traffic lights

- ❖ Overall project status is green as the user training milestone has been met. However, whilst user testing has commenced, there are still a large number of technical and implementation issues to address in relation to the complexity of the integration between OHMS, OptiTime and Task (for example, ensuring that all the interfaces between each application work technically for every type of repairs job and scenario we might have). This work has progressed greatly in recent weeks but there are still crucial technical issues to resolve before go-live. Although there is no contingency left in the project plan the continued support from tech refresh staff and suppliers will help the project to meet its implementation date.

(5) HOUSING EMPTY PROPERTY REVIEW							PROJECT DESCRIPTION / OBJECTIVES
							<ul style="list-style-type: none"> ❖ The aims of the Empty Property Management Review are to improve the end-to-end void property management and letting service and to establish the cost-effectiveness of the service. ❖ By reviewing processes the aim of the project is to reduce average re-let times and the percentage of rent lost from vacant dwellings, improve value-for-money and ensure a more consistent standard of ready-to-let properties.
							MANAGEMENT SUMMARY
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	<ul style="list-style-type: none"> ❖ The Empty Property Review project has finished and the final report was presented to the Project Board on 20 January and the Housing DMT on 25 January. ❖ The recommendations from the project are being implemented by the Voids Improvement Group. ❖ An executive summary of the findings and recommendations from the BPR exercise will be presented to the Customer Focus Board in March.
G	G	G	G	G	G	G	

(6) HOMELESSNESS AND HOUSING OPTIONS PROJECT							PROJECT DESCRIPTION / OBJECTIVES						
							<ul style="list-style-type: none"> ❖ The closure of the separate homelessness foyer at Apex House and the delivery of the service via Customer Services in at least two sites in the Borough. ❖ To merge the housing advice and homelessness teams. ❖ Increased emphasis on helping applicants to help themselves and to encourage the widest possible use of private sector accommodation as an alternative to Council-based temporary accommodation. In so doing, to reduce the number/proportion of applicants for which we accept housing duty, as alternative options will be offered. 						
MANAGEMENT SUMMARY													
Status This Month	Status Last Month	Timetable	Budget	Resources	Issues	Risks	<p>The project is progressing to planned timetable. No key issues at present. Activities over the reporting period include:</p> <ul style="list-style-type: none"> ❖ Specification for refurbishment of Homelessness Reception nearing completion, awaiting estimates from contractors. Plans for Customer Services' alterations for CSC developed. ❖ Transition of services well underway. Programme for 2nd phase of training under development. Development of processes and procedures to re-commence following identification of resource. Implementation of operational improvements including changes to reception processes; introduction of quality processes and; a review of the Vulnerable Adults Team. 						
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(7) LEISURE SYSTEM REPLACEMENT PROJECT							PROJECT DESCRIPTION / OBJECTIVES <p>The objective of this project is to implement a packaged software solution for all three Haringey Sports & Leisure Centres. The system will generate operational improvement through increased income and help to deliver better quality services for customers by</p> <ul style="list-style-type: none"> ❖ providing quicker access to facilities through faster ticket processing and membership 'swipe' cards ❖ more methods of payment (e.g. debit/credit cards) ❖ ability to make bookings through other centres and via the internet 						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY <p>The new system went live in Tottenham Green Leisure Centre in December 2005. Progress is being maintained on a number of activities including the administration of direct debit payments, an internet bookings trial and introducing 'fast track' access to the leisure centre via membership swipe cards. Planning for introducing credit card payments has also started.</p> <p>Issues: Despite being contracted to, the software supplier has been unable to provide effective 'out of hours' application support to the new system. We have proposed additional secure 'dial-up' facilities to resolve this problem but the supplier needs to confirm this is workable.</p>						
G	A	G	G	G	A	G							

(8) LOCAL LAND AND PROPERTY GAZETTER PROJECT							PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none"> ❖ To create a corporate Local Land and Property Gazetteer and contribute to the maintenance of the National Land and Property Gazetteer (NLPG). ❖ To synchronise data from business units and update it with the LLPG and NLPG. ❖ To link all business units using gazetteer data to the LLPG and NLPG, ensuring a consistent corporate approach to gazetteer data that meets e-government requirements. ❖ To enable fully electronic local search transactions. 						
							MANAGEMENT SUMMARY <ul style="list-style-type: none"> ❖ Automatic updates of back office systems with new information (such as changes of address) will be rolled out to the following areas in February and March: Electoral Roll, Social Services, Council Tax, Planning & Building, Enforcement, and Waste Management. 						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks							
G	G	G	G	G	G	G							

(9) PROPERTY MANAGEMENT							PROJECT DESCRIPTION / OBJECTIVES						
							<p>In March 2001, the DETR published its guidelines for Asset Management, setting out the data to be collected for the Asset Management Plan (AMP). As a result, it was agreed that a new property management system should be implemented to provide integrated property and finance information to support the AMP. The implementation of this system will:</p> <ul style="list-style-type: none"> ❖ increase staff productivity since less time will be spent accessing and reconciling data. ❖ eliminate duplication of data entry and significantly reduce the issue of data integrity. ❖ make a marked improvement on data management processes. 						
							MANAGEMENT SUMMARY						
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks	<p>Both the financial and commercial modules of the new property management system (Manhattan) were implemented in November 2005.</p> <p>The Manhattan–SAP interface (the interface ‘sends’ rent demand invoices from Manhattan to SAP in order for payments to Landlords to be raised) is undergoing testing and is scheduled to go “live” in February.</p> <p>The Radius-Manhattan interface (which records payments made to Haringey and sends them through to Manhattan) specification is being finalised and is scheduled to go “live” in March. The project will finish once this interface has been implemented.</p>						
G	G	G	G	G	G	G							

(10) SAP PROJECT							PROJECT DESCRIPTION / OBJECTIVES						
							<ul style="list-style-type: none"> ❖ Replace the existing SAP Enterprise Buyer Professional Develop (EBP) with Supplier Relationship Management (SRM) ❖ Make improvements in processes, reduce transaction costs and improve training ❖ Make the procurement of goods and services easier, with greater opportunities for savings ❖ Ensure greater accuracy of organisational and financial information together with improved reporting ❖ Centralise processing and payment of invoices ❖ Rationalise SAP licenses and roles and responsibilities 						
							MANAGEMENT SUMMARY						
							The programme continues to make another month of good progress to deliver business benefits to the Council. Below are highlights of some of the programme's activities and successes:						
							<ul style="list-style-type: none"> ❖ Employee data validation – this is a council wide exercise to update personnel sensitive employee data. We continue to make good progress on the returns of this data. The form was deployed to legal services late December with a 59% return to date. The next scheduled deployment will be Social Services. ❖ E-forms – a number of web based Personnel forms were introduced on 6 February. These will allow managers to submit requests via HariNet to advertise and appoint new staff and inform on leavers. These forms will help to speed up personnel process and will be easier for managers to use. Additional e-forms, which will allow managers to notify organisation unit, position and employee details changes will be launched in March. ❖ Centralised invoicing will be deployed to Social Services and Children's Services by the end of February. 						
							<p>Issue: Contract Management System</p> <p>The SAP SRM (Supplier Relationship Management) upgrade was successfully implemented in December 2005. Work is now focusing on implementing CMS (Contract Management System), which is a small part of the overall project scope. A number of concerns have been identified at the specification stage of this system and currently it does not capture data (such as ethnicity data) required by the Council. Our 3rd party suppliers have been asked to investigate these problems and identify solutions prior to the Council committing to this upgrade. Any outstanding issues with CMS will be picked up by phase 2 of the SAP project which will start in the new financial year.</p>						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	G	G	G	G	G	R	G

(12) TECH REFRESH							PROJECT DESCRIPTION / OBJECTIVES						
							<ul style="list-style-type: none"> ❖ To complete the transformation of the established hardware and software to the new technologies required to deliver the future business demands of e-government, mobile working and other corporate initiatives ❖ To facilitate the realisation of benefits from initiatives such as flexible working and remote access ❖ To drive out unnecessary cost by greater centralised management and standardisation 						
							MANAGEMENT SUMMARY						
							The Tech Refresh programme is now drawing to a close.						
							As intended, the programme has successfully designed, built and deployed an infrastructure based on 303 servers spread across two new data centres. These servers and associated client devices are now being used by over 5,500 users connected via a secure new high-performance network of leased line, broadband and remote access links.						
							The total number of deployed user assets (client devices) now stands at around 4,900 thin, thick and laptop units spread across 165 sites, which constitutes an almost 25% increase in the number of assets to be deployed over the life span of the programme.						
							As well as upgrading the technical infrastructure the programme has also packaged, and in some cases upgraded, over 300 applications of varying complexity to allow centralised management, access from the new client devices and to provide compatibility with the new MS Office environment.						
							When the project was re-planned in May 2005 it was anticipated that the project would close at the end of December 2005. The primary reasons for the slippage to February 2006 were delays in the packaging of two key applications (parking and planning/building control) and unanticipated challenges in the delivery of the planned transition to operational business-as-usual (BAU) work.						
							Thus overall, the major goals of the programme have been achieved, despite some significant increases in scope and complexity.						
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks							
G	A	G	A	G	G	G							

Certain activities that were originally intended to be completed as part of the Tech Refresh programme but which were not critical to achieving the programme's major goals have now been deferred to follow-on projects and to BAU. An example of this are the 180 remaining users (out of 5,500) who are awaiting packaging of particularly complex applications and who will now be dealt with as high priority cases in the BAU environment.

Budget: In October 2005 the programme received a budget extension of £0.5 million in order to complete the remaining work. While this new budget limit has been adhered to, the RAG status is Amber in order to acknowledge that the budget extension was made. The slippage referred to above has been contained within the previously reported figures.

Section 3 – E-Care Project Board

E-Care Project Board						
(1) E-CARE		PROJECT DESCRIPTION / OBJECTIVES				
		<ul style="list-style-type: none"> ❖ Implementation of Framework-I (FW-I), a web-based social care workflow case management system in July 2005 to replace CI system ❖ Ensure that reliable operational and managerial information is produced for Council and Statutory reporting requirements. ❖ Have a consistent use of best practice across Social & Children's Services and enable the quality of social work practices to improve. ❖ Facilitate 'joint working' by providing staff from external health agencies to access case information within Framework securely. 				
Risks	Issues	Resources	Budget	Timesc ale	Status Last Month	Status This Month
A	A	A	A	A	A	A
		<ul style="list-style-type: none"> ❖ E-Care went live in July 2005 and continues to be actively used by staff across Social & Children's services. ❖ The E-Care business support programme for Social and Children's Services is due to finish in February. This programme has included a combination of off-site and desk-based training, face-to-face and helpdesk support to all staff, which has been key in improving the overall usability of Framework-I (FWi). ❖ Terms of reference for Phase 2 of the E-Care project were provided to senior management and respective executive members in IT / Access, Social Services and the Children's Service, for a meeting that took place on 8 February. <p>Issues</p> <ul style="list-style-type: none"> ❖ As with most major project implementations, there remain localised problems with staff take up and understanding of Framework-I, which means that some performance data is not being entered onto the system. To rectify these problems, plans are being formulated with senior management for additional training and support to staff from both Children's and Social Services post February. ❖ Progress in last period has been steady and a number of the issues with performance reports have been resolved. The project team are continuing work with the performance teams and our 3rd party supplier to resolve the last remaining issues. 				

E-Care Project Board

- ❖ In spite of this and given the scale of the change some staff have had to cope with, the overall acceptance of FWI remains good.
- ❖ A small number of staff have experienced localised technical problems but these are not believed to be related to FWi, and are more likely connected to the Council's infrastructure. These problems where relevant are being investigated by Corporate IT / Tech Refresh on a 'case-by-case' basis.

Budget

- ❖ An overspend of £200K is forecast against the total project budget of £1,041K. This overspend is being met by allocations from within the Central IT budget, and is largely attributable to the continued systems and business support being provided to end-users.

Section 4 – Information Management Stream Board

Information Management Stream Board						
(1) INFORMATION MANAGEMENT PROJECT		PROJECT DESCRIPTION / OBJECTIVES Records Management <ul style="list-style-type: none"> ❖ To develop document retention schedules for each Directorate, identify vital records and ensure their security ❖ To identify potential improvements to the indexing and retrieval of records Operational Data Management <ul style="list-style-type: none"> ❖ To analyse and catalogue operational data for core IT applications ❖ To synchronise common data characteristics across the Council 				
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G
MANAGEMENT SUMMARY Document retention schedule project: Document retention schedules provide guidance on the retention periods and archiving arrangements for Council documents. The project is proceeding well: <ul style="list-style-type: none"> ❖ Children’s Service and Environmental Services: A draft schedule for retaining documents has been provided for departmental review. ❖ Social Services: All interviews have been completed. The format for the retention schedule will be finalised at a meeting on 24th February. ❖ Finance and Housing: Interviews are in progress to agree their retention schedule and to discuss archiving requirements. ❖ Chief Executive’s Service: Work is currently being undertaken with Personnel to develop a schedule and to provide support for document reduction. Records Management Services <ul style="list-style-type: none"> ❖ Modern Record Centre: The centre has been set up and the file and retrieval system is working well. A scan-on-demand service has been established. ❖ Move Support Programme: The move of the Occupational Health Unit was successfully completed. Filing units had been selected with advice from Records Management personnel, and further support was provided for the move itself. Additional work is now being undertaken with Personnel and with Procurement in preparation for their moves. 						

Section 5 – Procurement Stream Board

Information Management Stream Board

Information Management Stream Board						
(1) Review of Agencies Project						
PROJECT DESCRIPTION / OBJECTIVES						
<ul style="list-style-type: none"> ❖ To develop a best practice model for the provision of temporary staff and permanent recruitment and for this to be procured in 2005. ❖ To introduce effective management control measures and secure process efficiencies and savings. 						
MANAGEMENT SUMMARY						
<ul style="list-style-type: none"> ❖ Preferred bidder status has been awarded to Hays Resource Management to set up a resource centre that will manage the provision of agency staff for the Council. ❖ The due diligence process is now being undertaken. A project plan has been agreed for the implementation process and weekly meetings are taking place between Haringey Council and Hays Resource Management. The contract is being finalised and is due to be signed in February 2006 ❖ The Traffic lights have stayed at green this month as no areas of concern have been identified. This will be kept under constant review. 						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G
(2) Strategic Review of Construction: Phase 2						
PROJECT DESCRIPTION / OBJECTIVES						
<ul style="list-style-type: none"> ❖ The objective of the project is to communicate and roll out best practice in all major capital and construction projects to ensure that they deliver value for money and efficiencies and that Haringey Council is able to procure such projects in the most effective way. 						
MANAGEMENT SUMMARY						
<ul style="list-style-type: none"> ❖ The Strategic Review of Construction: Phase 2 project is the roll out of the recommendations, approved by Members, emerging from the Strategic Review report. This involves communication and briefing sessions, training, and management of change as the new methods of procuring capital and construction projects evolve. ❖ A roll out plan has been approved by Organisational Development and Learning and roll out commenced in the autumn. It is still on track. ❖ The traffic lights have stayed at green this month as no areas of concern have been identified. This project is planned to finish in April. 						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G

(3) Review of Energy Procurement Project							PROJECT OBJECTIVES <ul style="list-style-type: none"> ❖ To find ways of mitigating the increasing costs of energy purchase prices. ❖ To produce best practice recommendations that will outline the procurement strategies and methods that will meet the Council's requirements to purchase energy in the most efficient and effective way and minimise whole-life cost. ❖ To align contracting processes with e-procurement methodology and other technology initiatives. 						
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY <ul style="list-style-type: none"> ❖ The draft report and recommendations were presented to the Project Board on 10th January 06. ❖ An independent Review Panel comprising representatives from CIPS, Energywatch and the London Centre of Excellence (LCE) reviewed the project reports and outputs on 17th January. The feedback from the Review Panel was very positive. ❖ Following consultation with the Project Board and the Review Panel the final version of the report has now been produced and includes a recommendation that an Energy Improvement Programme for London is established through the LCE to implement the recommendations from the Report. ❖ The report will be presented to London energy managers and procurement officers on Monday 6th February. ❖ Following presentation of the report this phase of the project will end and the second phase of the project, to implement the recommendations will be scoped. 						
G	G	G	G	G	G	G							