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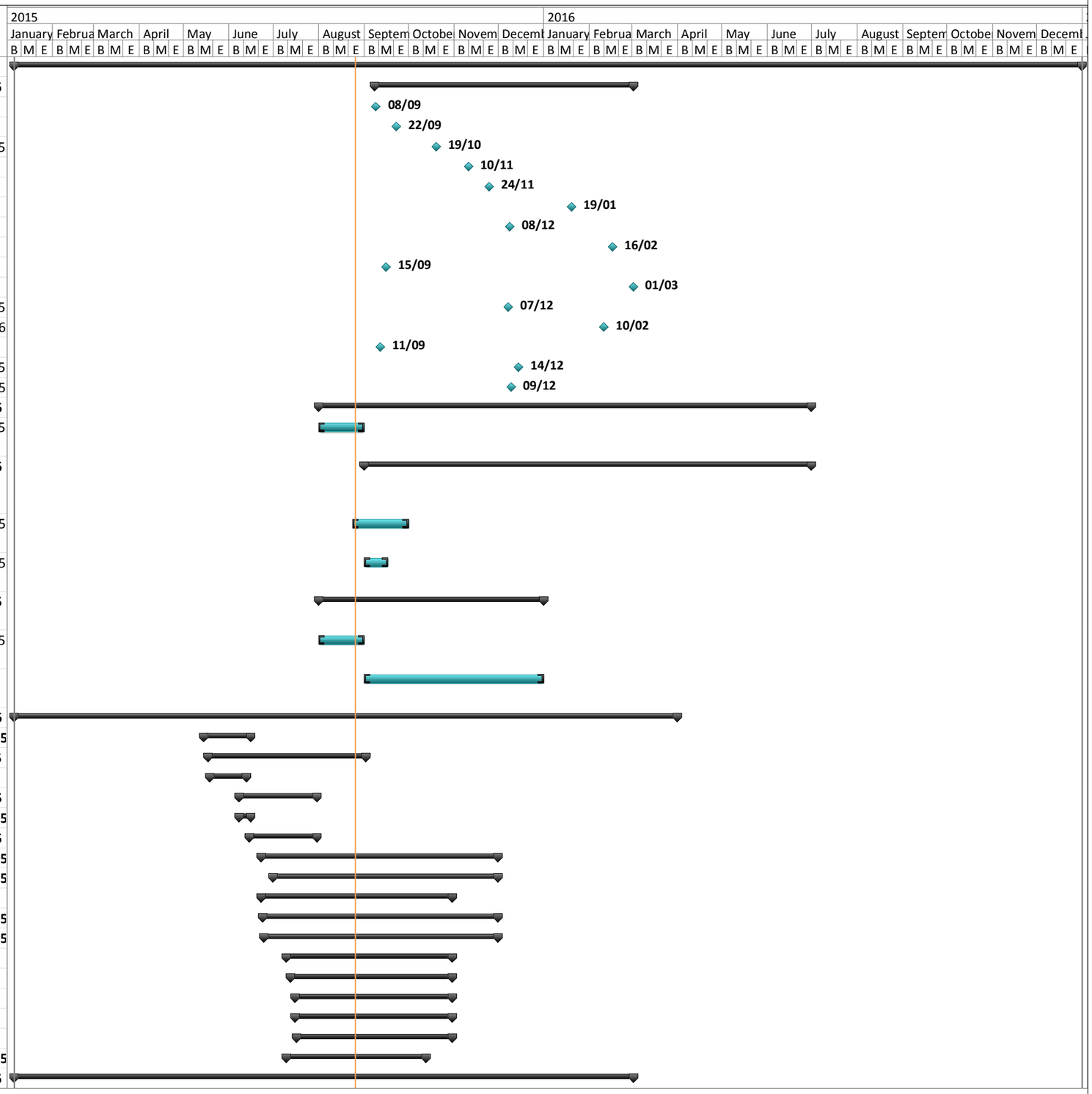
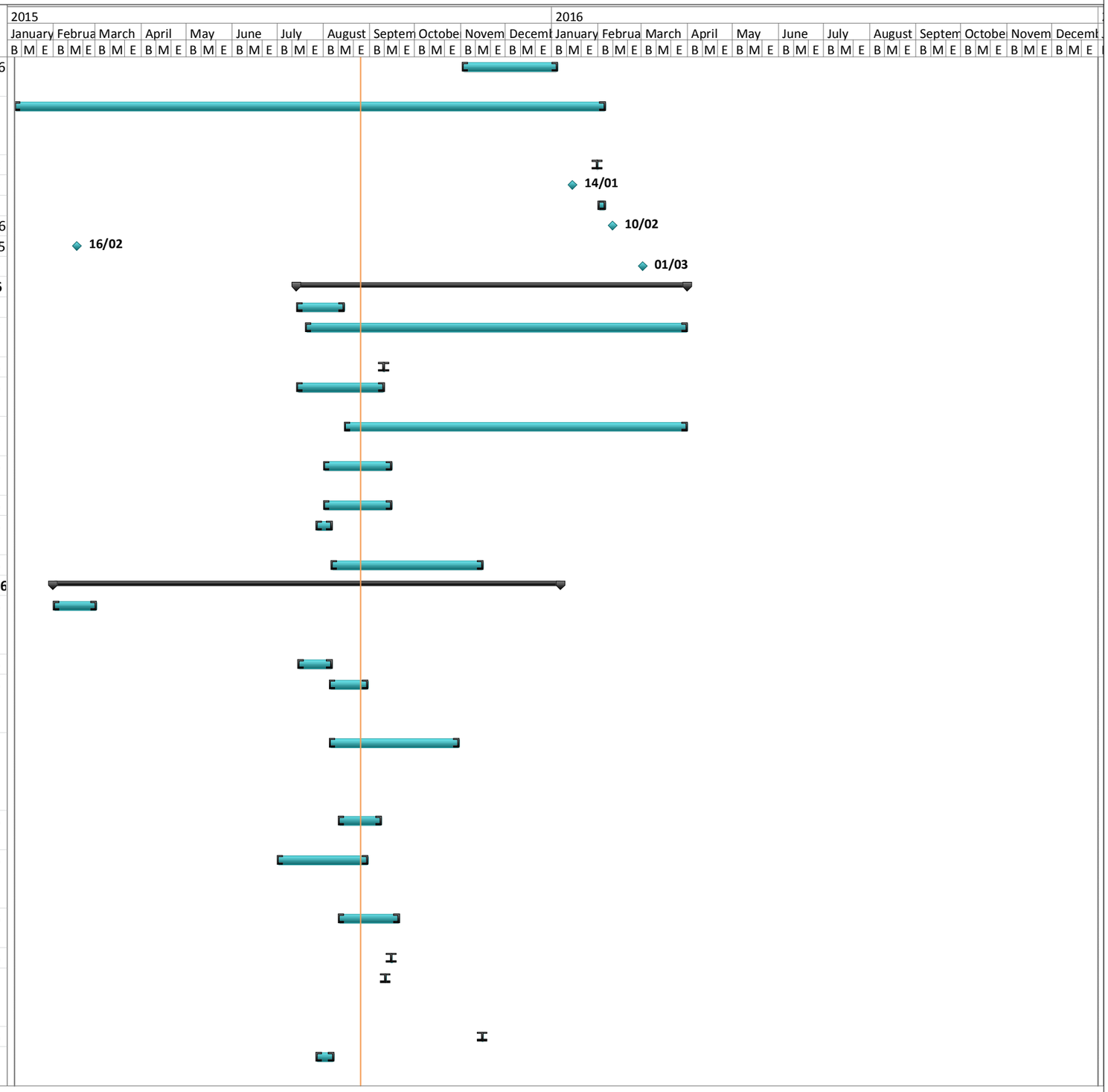
ID		Task Mode	Task Name	Duration	Start	Finish
1			**Future Council Programme**	**519 days**	**Tue 06/01/15**	**Sat 31/12/16**
2			**Key Milestones**	**126 days**	**Tue 08/09/15**	**Tue 01/03/16**
3			EMT	1 day	Tue 08/09/15	Tue 08/09/15
4			EMT	1 day	Tue 22/09/15	Tue 22/09/15
5			EMT	1 day	Mon 19/10/15	Mon 19/10/15
6			EMT	1 day	Tue 10/11/15	Tue 10/11/15
7			EMT	1 day	Tue 24/11/15	Tue 24/11/15
8			EMT	1 day	Tue 19/01/16	Tue 19/01/16
9			Cabinet	1 day	Tue 08/12/15	Tue 08/12/15
10			Cabinet	1 day	Tue 16/02/16	Tue 16/02/16
11			Full Council (marketplace)	1 day	Tue 15/09/15	Tue 15/09/15
12			Full Council	1 day	Tue 01/03/16	Tue 01/03/16
13			Press Briefing / conference	1 day	Mon 07/12/15	Mon 07/12/15
14			Press Briefing / conference	1 day	Wed 10/02/16	Wed 10/02/16
15			BIIP Public Session	1 day	Fri 11/09/15	Fri 11/09/15
16			BIIP Public Session	1 day	Mon 14/12/15	Mon 14/12/15
17			Formal Consultation Start	1 day	Wed 09/12/15	Wed 09/12/15
18			**Future Council Programme Resourcing Review**	**239 days**	**Sat 01/08/15**	**Thu 30/06/16**
19			Future Council internal resource allocation to create best fit	22 days	Sat 01/08/15	Mon 31/08/15
20			**Extension of support required for the delivery of the demand management opportunities and whole system work with partners**	**218 days**	**Tue 01/09/15**	**Thu 30/06/16**
24			Recruitment of a senior ICT capacity for the Council	28 days	Mon 24/08/15	Wed 30/09/15
25			Scope demand opportunity ICT solutions architect capacity requirements	12 days	Tue 01/09/15	Wed 16/09/15
26			**Additional communication and engagement capacity for the Council**	**109 days**	**Sat 01/08/15**	**Thu 31/12/15**
27			Recruitment of Interim Communications Specialist	22 days	Sat 01/08/15	Mon 31/08/15
28			Recruitment of Senior Communications capacity	88 days	Tue 01/09/15	Thu 31/12/15
29			**Council Operating Model**	**323 days**	**Tue 06/01/15**	**Thu 31/03/16**
30	✓		**Mobilisation Activity**	**22 days**	**Fri 15/05/15**	**Mon 15/06/15**
57			**Governance & Engagement**	**77 days**	**Mon 18/05/15**	**Tue 01/09/15**
65			**Research & Analysis**	**19 days**	**Tue 19/05/15**	**Fri 12/06/15**
75	✓		**Workshops**	**39 days**	**Mon 08/06/15**	**Thu 30/07/15**
76	✓		**WS Preparation**	**6 days**	**Mon 08/06/15**	**Mon 15/06/15**
82	✓		**WS Delivery**	**34 days**	**Mon 15/06/15**	**Thu 30/07/15**
84			**Cohorts / Option Development**	**115 days**	**Tue 23/06/15**	**Mon 30/11/15**
85			**C1 - Vulnerable Children**	**109 days**	**Wed 01/07/15**	**Mon 30/11/15**
97			**C2 - Environment & Infrastructure**	**94 days**	**Tue 23/06/15**	**Fri 30/10/15**
109			**C3 - Businesses**	**114 days**	**Wed 24/06/15**	**Mon 30/11/15**
121			**C4 - SEND and Vulnerable Adults**	**113 days**	**Thu 25/06/15**	**Mon 30/11/15**
133			**C5 - Health & Wellbeing**	**81 days**	**Fri 10/07/15**	**Fri 30/10/15**
145			**C6 - Economic Development**	**80 days**	**Mon 13/07/15**	**Fri 30/10/15**
157			**C7 - Older Adults**	**77 days**	**Thu 16/07/15**	**Fri 30/10/15**
169			**C8 - Education & Skills**	**77 days**	**Thu 16/07/15**	**Fri 30/10/15**
181			**C9 - Culture**	**76 days**	**Fri 17/07/15**	**Fri 30/10/15**
193			**All Cohorts**	**67 days**	**Fri 10/07/15**	**Mon 12/10/15**
215			**Long-term Financial Planning**	**301 days**	**Tue 06/01/15**	**Tue 01/03/16**



Task		Summary		External Milestone		Inactive Summary		Manual Summary Rollup		Finish-only	
Split		Project Summary		Inactive Task		Manual Task		Manual Summary		Deadline	
Milestone		External Tasks		Inactive Milestone		Duration-only		Start-only		Progress	

ID	Task Mode	Task Name	Duration	Start	Finish
216		Identify 2016/17 budget and 2017-2020 budget envelope	46 days	Mon 02/11/15	Mon 04/01/16
217		Create Business Plan for 2016-2020, including consultation results and 2 year implementation plan	284 days	Tue 06/01/15	Fri 05/02/16
218		Gov: Final budget settlement announced	1 day	Sun 31/01/16	Sun 31/01/16
219		Submit to EMT for Final sign-off	4 days	Mon 11/01/16	Thu 14/01/16
220		Business Plan print & design	5 days	Mon 01/02/16	Fri 05/02/16
221		Press conference to launch budget	1 day	Wed 10/02/16	Wed 10/02/16
222		Cabinet	1 day	Mon 16/02/15	Mon 16/02/15
223		Budget approval at Council	1 day	Tue 01/03/16	Tue 01/03/16
224		**Community Capacity Building**	**188 days**	**Tue 14/07/15**	**Thu 31/03/16**
225		Scope 'community capacity' actions	24 days	Tue 14/07/15	Fri 14/08/15
226		Inform OLP about COM progress start joint planning	184 days	Mon 20/07/15	Thu 31/03/16
227		Present COM info at OLP summit	1 day	Thu 10/09/15	Thu 10/09/15
228		Identify key community groups per cohort and generic ones such as BVSC, RAWM	43 days	Tue 14/07/15	Thu 10/09/15
229		Implement community actions linked to Comms	165 days	Sat 15/08/15	Thu 31/03/16
230		Identify level of local usage of community assets for Members in business cases	33 days	Sat 01/08/15	Tue 15/09/15
231		Identify assets for exploitation	33 days	Sat 01/08/15	Tue 15/09/15
232		Review all options C1-C9 about impact on community and risks	9 days	Mon 27/07/15	Thu 06/08/15
233		Link to Equality Impact	73 days	Thu 06/08/15	Sun 15/11/15
234		**Developing the Future Operating Model**	**243 days**	**Sun 01/02/15**	**Wed 06/01/16**
235		Explore options for joint working with peer authorities on modelling the future scope, shape and cost of services	22 days	Sun 01/02/15	Sun 01/03/15
236		Define components of FOM	17 days	Wed 15/07/15	Thu 06/08/15
237		Review Workshop outputs to distil common themes, implications for FOM re ISS, ICT, HR etc.	19 days	Wed 05/08/15	Sun 30/08/15
238		Forge links with OLG and PG re place based management and include principles in FOM; explore benefits and opps of quadrants and districts for service delivery - LINK to WP9	63 days	Wed 05/08/15	Fri 30/10/15
239		Discussion with CLT of FOM principles and shape	21 days	Tue 11/08/15	Tue 08/09/15
240		Review outcomes of Governance Review (full council agreement) for service delivery incl. member officer interface and roles	44 days	Wed 01/07/15	Sun 30/08/15
241		Identify and develop Policy input with Link Members, Cabinet, Members	30 days	Tue 11/08/15	Sun 20/09/15
242		Full Council Market Place Event	1 day	Tue 15/09/15	Tue 15/09/15
243		Fist draft of document with policy choices, demand mgmt. implications, FOM outline produced	1 day	Fri 11/09/15	Fri 11/09/15
244		Updated version ready for consultation	1 day	Sun 15/11/15	Sun 15/11/15
245		Explain current performance framework, timeline and links to COM	10 days	Mon 27/07/15	Fri 07/08/15



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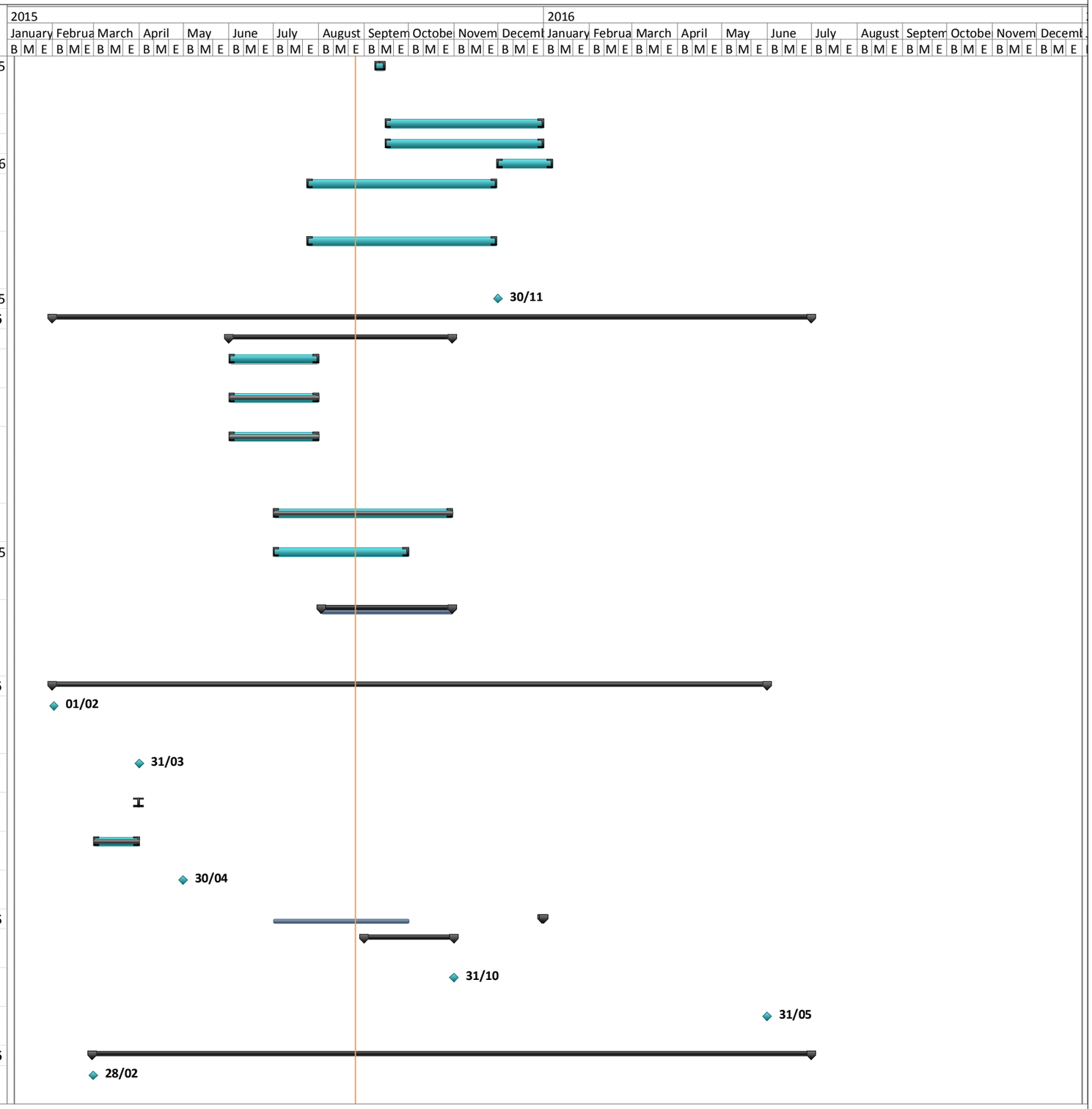
246			Initiate discussion and define scope of planning and performance management linked to COM	5 days	Tue 08/09/15	Mon 14/09/15
247			Develop long-term planning approach	78 days	Tue 15/09/15	Thu 31/12/15
248			Develop / adapt Perf Mgmt. approach	78 days	Tue 15/09/15	Thu 31/12/15
249			Identify options for 2017/18 and beyond	28 days	Mon 30/11/15	Wed 06/01/16
250			Develop and model options and phasing to take the council to its 2020/21 'end state' for statutory provision over the 5 year period	92 days	Fri 24/07/15	Sun 29/11/15
251			Develop and model options and phasing for statutory provision and discretionary spend over 5 years (implementation plans)	92 days	Fri 24/07/15	Sun 29/11/15
252			FOM draft produced to inform consultation	1 day	Mon 30/11/15	Mon 30/11/15
253			**Outward Looking Partnerships**	**369 days**	**Sun 01/02/15**	**Thu 30/06/16**
254			**Programme Management**	**110 days**	**Mon 01/06/15**	**Fri 30/10/15**
255			Implement board to provide sub-programme governance	45 days	Mon 01/06/15	Fri 31/07/15
256	✓		Implement regular briefings with link members - Leader and Cllr McKay	45 days	Mon 01/06/15	Fri 31/07/15
257	✓		Complete initial programme scope and content, undertaking literature review of relevant papers, reports etc. Evidence to be placed on SharePoint as key reference points	45 days	Mon 01/06/15	Fri 31/07/15
258	✓		Joint plans for overlapping, interdependencies with Political Governance and Operating Model	88 days	Wed 01/07/15	Fri 30/10/15
259			Update sub-programme plan and content with key drivers and requirements from existing partnerships	66 days	Wed 01/07/15	Wed 30/09/15
260			**Deliver baseline measures for OLP sub-programme, including perception and confidence surveys with Members and partners.**	**65 days**	**Mon 03/08/15**	**Fri 30/10/15**
263			**Birmingham Partnership Group & Shared Vision**	**347 days**	**Sun 01/02/15**	**Tue 31/05/16**
264	✓		Hold a stakeholder event to invite partners to take the lead in setting up a " City Leadership Group " and developing a city vision	1 day	Sun 01/02/15	Sun 01/02/15
265	✓		Agree and communicate purpose of a " city leadership group "	1 day	Tue 31/03/15	Tue 31/03/15
266			Agree approach and plan for establishing a " city leadership group "	1 day	Tue 31/03/15	Tue 31/03/15
267	✓		Provide practical support and input to the setting up of the Leadership Group	23 days	Sun 01/03/15	Tue 31/03/15
268			Launch the Young People's City Leadership Group	1 day	Thu 30/04/15	Thu 30/04/15
269			**Agree macro vision for the whole city**	**1 day**	**Thu 31/12/15**	**Thu 31/12/15**
279			**Formal launch of " City Leadership Group " / " Birmingham Partnership Group "**	**44 days**	**Tue 01/09/15**	**Sat 31/10/15**
283			Agree statement of intent and key actions for the whole city in 15/16	1 day	Sat 31/10/15	Sat 31/10/15
284			Develop and agree plan to deliver the city vision	1 day	Tue 31/05/16	Tue 31/05/16
285			**Citywide outcomes and partnerships**	**349 days**	**Sat 28/02/15**	**Thu 30/06/16**
286			Use stakeholder event to secure commitment and leads for developing partnership values	1 day	Sat 28/02/15	Sat 28/02/15



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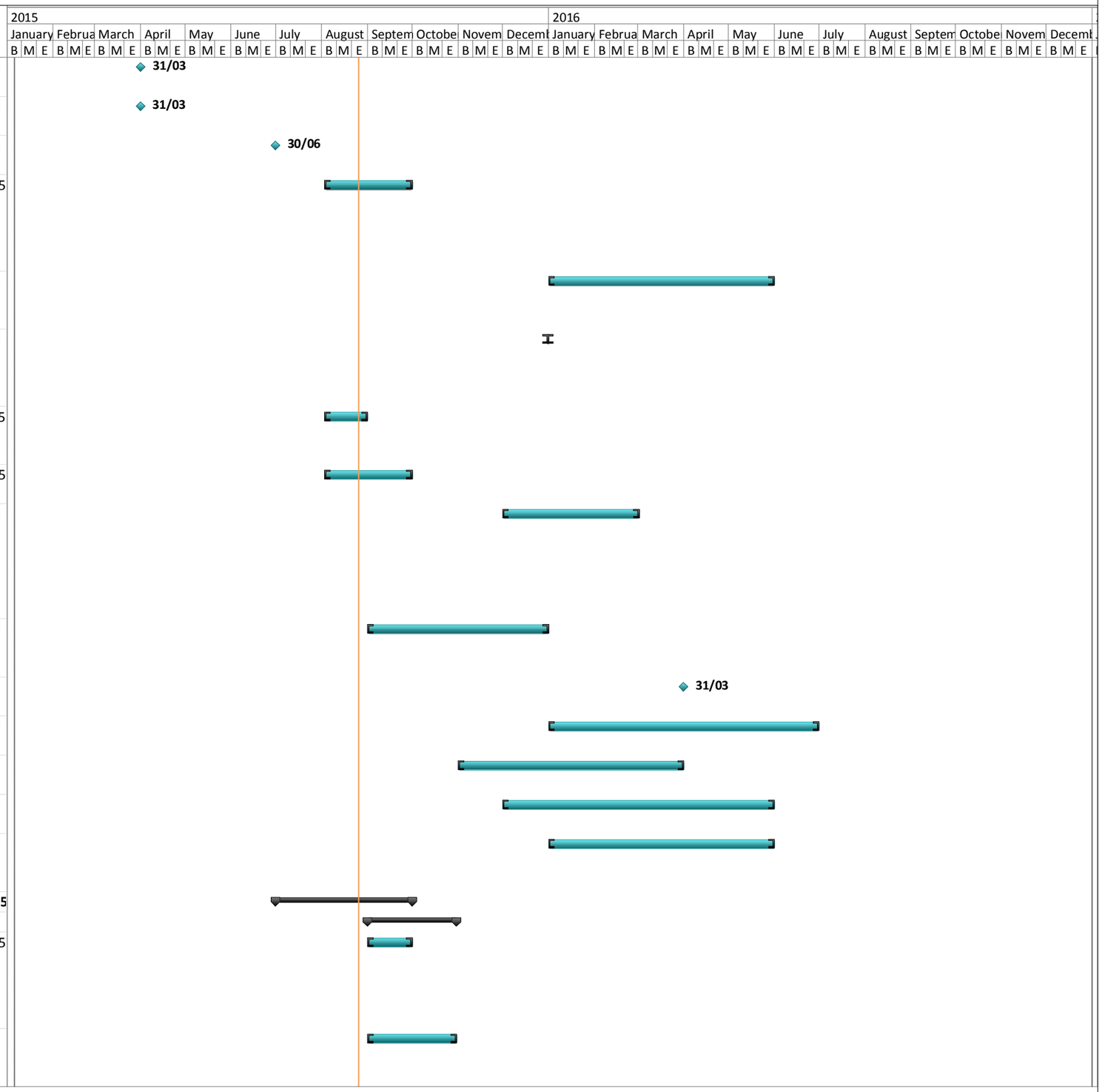
287		Set out a council statement of intent for partnership working	1 day	Tue 31/03/15	Tue 31/03/15
288		Agree plan, approach and scope for developing partnership values	1 day	Tue 31/03/15	Tue 31/03/15
289		Draft values and explore how they can be practically applied and measured	1 day	Tue 30/06/15	Tue 30/06/15
290		Provide landscape map for all the partnerships Birmingham City Council is involved in, the nature of that involvement, as well as interdependencies between the various themed partnerships	43 days	Mon 03/08/15	Wed 30/09/15
291		Draft a new strategic working model for partnerships aligning and connecting to outcomes, themes, local areas	108 days	Fri 01/01/16	Tue 31/05/16
292		Draft paper(s) and options for citywide partnerships to work together on shared outcomes, as well as share delivery and resources	1 day	Thu 31/12/15	Thu 31/12/15
293		Light touch desk-top map and review of individual partnership and mission, objectives and purpose	21 days	Mon 03/08/15	Mon 31/08/15
294		Agree and communicate values internally and externally	43 days	Mon 03/08/15	Wed 30/09/15
295		Agree principles and a framework for reviewing and rationalising Birmingham City Council's current and future contribution to citywide and thematic partnerships - to be informed by the development of the Operating Model and BCC values	66 days	Tue 01/12/15	Tue 01/03/16
296		Agree scope and governance for a review of mission, objectives and purpose of individual partnerships in light of city vision	88 days	Tue 01/09/15	Thu 31/12/15
297		Joint evaluation of values - understood, applied	1 day	Thu 31/03/16	Thu 31/03/16
298		Implement partnership performance framework	130 days	Fri 01/01/16	Thu 30/06/16
299		Undertake a review of individual partnerships - mission, objectives and purpose	110 days	Sun 01/11/15	Thu 31/03/16
300		Develop, consult on and agree recommendations for individual partnerships	131 days	Tue 01/12/15	Tue 31/05/16
301		Design and agree principles, approach and framework for assessing performance of individual partnerships	108 days	Fri 01/01/16	Tue 31/05/16
302		**Operating Model**	**66 days**	**Wed 01/07/15**	**Wed 30/09/15**
309		**District, local outcomes and partnerships**	**44 days**	**Tue 01/09/15**	**Fri 30/10/15**
310		Recommend good practices, as well as values, principles etc. for the development and management of partnerships at a local level, particularly in Districts to support Community Plans	22 days	Tue 01/09/15	Wed 30/09/15
311		Scope options and draft options for the use of Crowdfunding as an approach to using the Local Innovation Fund in 2016	44 days	Tue 01/09/15	Fri 30/10/15



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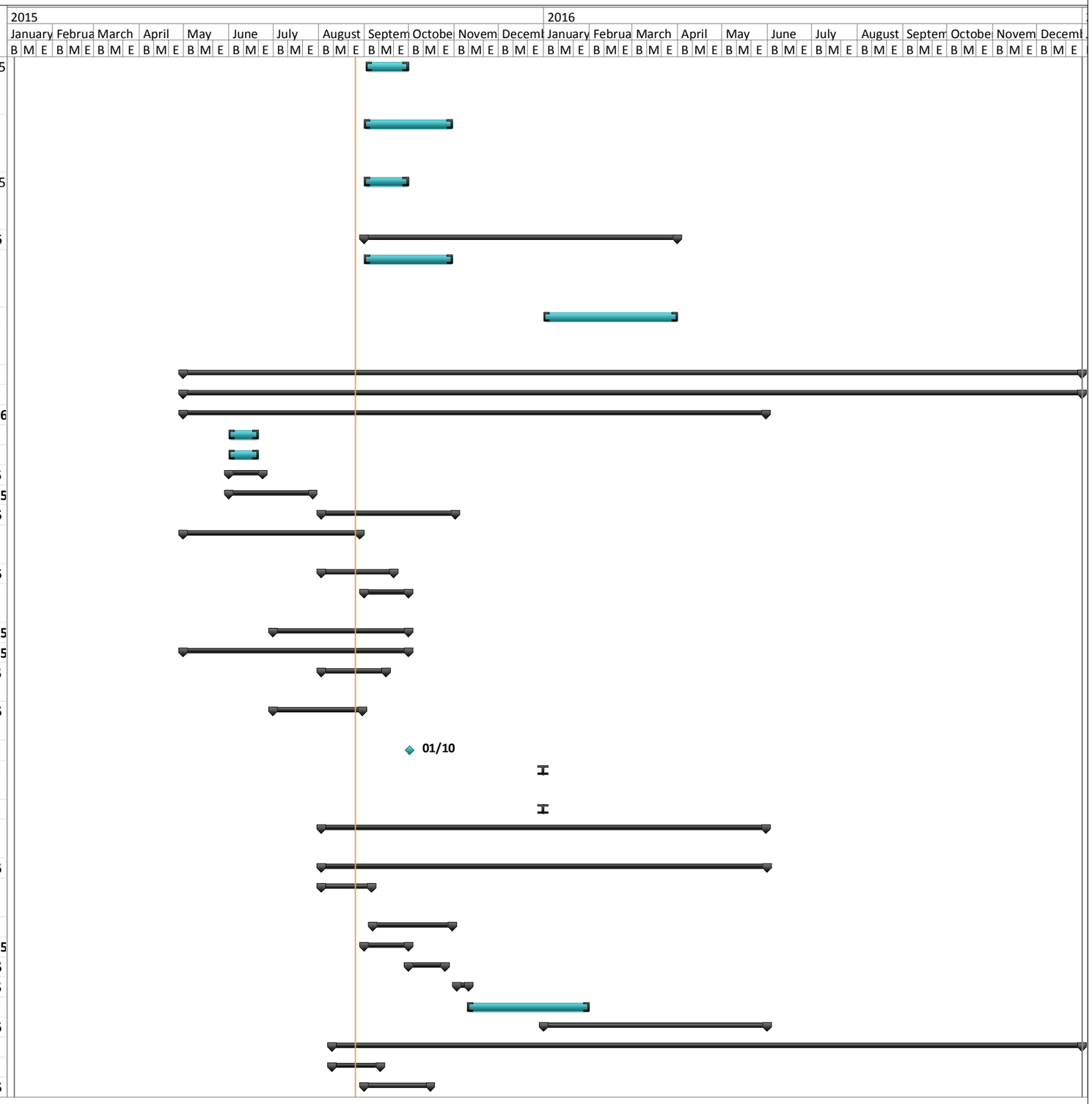
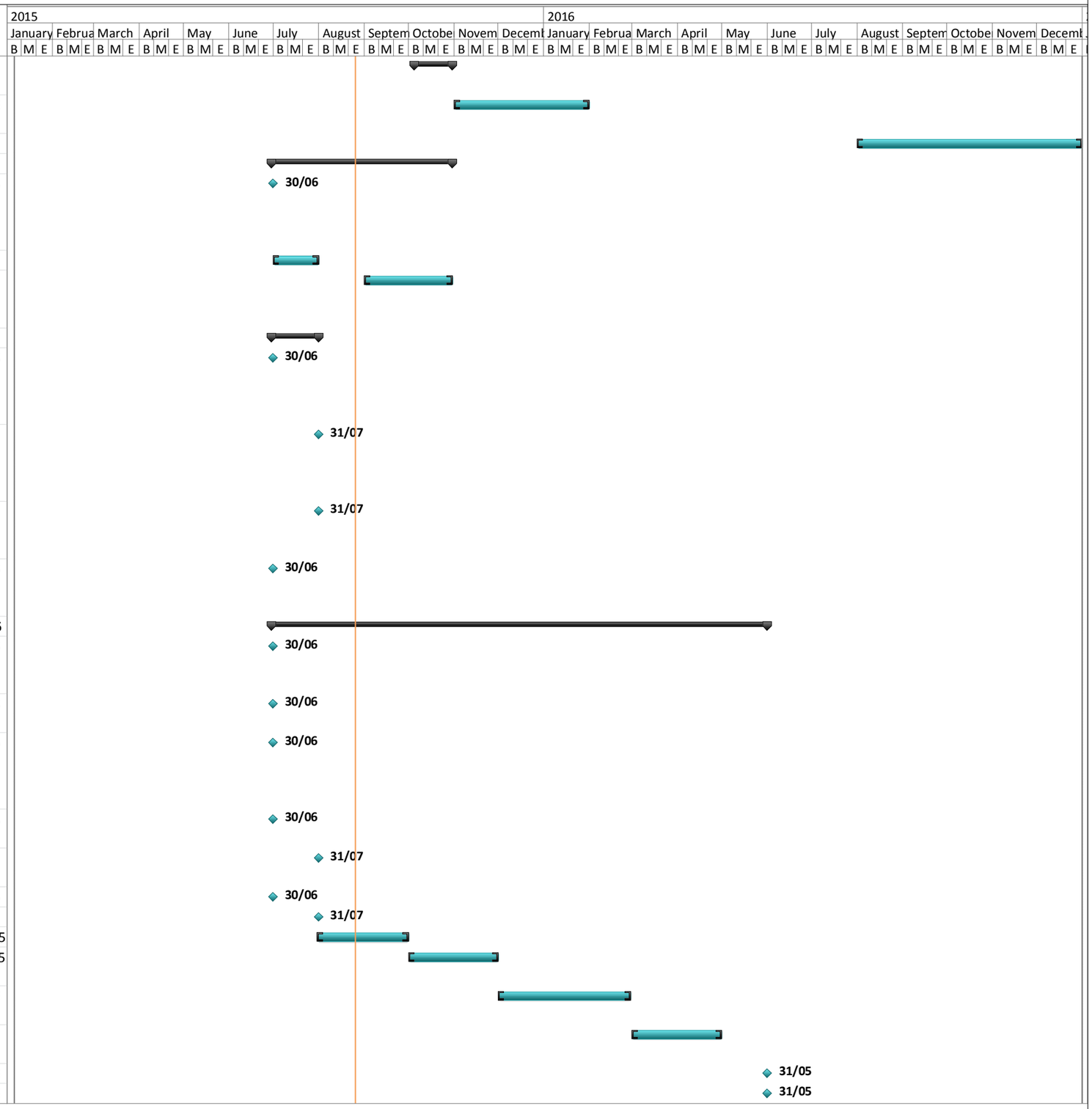
ID	Task Mode	Task Name	Duration	Start	Finish
312		Recommend options to inform local partnership processes to ensure connectivity to citywide outcomes, partnerships and delivery	21 days	Wed 02/09/15	Wed 30/09/15
313		Develop recommendations to shape devolution of partnership activity from a citywide to District level	44 days	Tue 01/09/15	Fri 30/10/15
314		Deliver member workshops to improve knowledge and capabilities to support their local leadership and partnership roles	22 days	Tue 01/09/15	Wed 30/09/15
315		**Combined Authority**	**153 days**	**Tue 01/09/15**	**Thu 31/03/16**
316		Recommend options and opportunities to devolve partnership activity from a citywide to regional level	44 days	Tue 01/09/15	Fri 30/10/15
317		Deliver scoping exercise with peer authorities to understand opportunities to deliver partnerships at a regional level	65 days	Fri 01/01/16	Thu 31/03/16
318		**Political Governance**	**436 days**	**Fri 01/05/15**	**Sat 31/12/16**
319		**Community Governance**	**436 days**	**Fri 01/05/15**	**Sat 31/12/16**
320		**Local Governance Structures**	**282 days**	**Fri 01/05/15**	**Mon 30/05/16**
321		Produce constitutional changes	16 days	Mon 01/06/15	Sat 20/06/15
322		Produce constitutional remit	16 days	Mon 01/06/15	Sat 20/06/15
323		**Develop remodelled district structure**	**17 days**	**Mon 01/06/15**	**Tue 23/06/15**
326		**Submit Cabinet Report**	**41 days**	**Mon 01/06/15**	**Mon 27/07/15**
329		**Produce Member guidance document**	**65 days**	**Mon 03/08/15**	**Sun 01/11/15**
336		**Community 'Know How Guide' Co-production' - Toolkit**	**86 days**	**Fri 01/05/15**	**Fri 28/08/15**
339		**Member survey**	**35 days**	**Mon 03/08/15**	**Sun 20/09/15**
342		**Secure logistical requirements for delivery of Ward Forums**	**22 days**	**Tue 01/09/15**	**Wed 30/09/15**
345		**Implement new district and ward structure**	**66 days**	**Wed 01/07/15**	**Wed 30/09/15**
349		**Develop and Implement electronic Tracker**	**109 days**	**Fri 01/05/15**	**Wed 30/09/15**
355		**District Committees to publish Community Governance Statement**	**32 days**	**Mon 03/08/15**	**Tue 15/09/15**
358		**Produce Neighbourhood Service Hub proposal**	**43 days**	**Wed 01/07/15**	**Sun 30/08/15**
361		Implement Service Hub structure	1 day	Thu 01/10/15	Thu 01/10/15
362		Policy options paper on potential future emparishment	1 day	Thu 31/12/15	Thu 31/12/15
363		Publish policy paper on co-production	1 day	Thu 31/12/15	Thu 31/12/15
364		**Conduct year 1 review of neighbourhood governance**	**216 days**	**Mon 03/08/15**	**Mon 30/05/16**
370		**Community Plans**	**217 days**	**Mon 03/08/15**	**Tue 31/05/16**
371		**Produce community plan framework / components**	**25 days**	**Mon 03/08/15**	**Sat 05/09/15**
380		**Planning Cycle Tool**	**40 days**	**Mon 07/09/15**	**Fri 30/10/15**
383		**Produce Plan Template**	**22 days**	**Tue 01/09/15**	**Wed 30/09/15**
386		**Produce guidance documentation**	**17 days**	**Thu 01/10/15**	**Sun 25/10/15**
391		**Sign off**	**6 days**	**Tue 03/11/15**	**Tue 10/11/15**
394		Disseminate and support implementation	60 days	Tue 10/11/15	Sun 31/01/16
395		**Evaluation**	**108 days**	**Fri 01/01/16**	**Tue 31/05/16**
399		**Local Innovation Fund**	**365 days**	**Mon 10/08/15**	**Sat 31/12/16**
400		**Research and best practice**	**25 days**	**Mon 10/08/15**	**Fri 11/09/15**
407		**Produce Options Appraisal**	**33 days**	**Tue 01/09/15**	**Thu 15/10/15**



Task | Split | Milestone | Summary | Project Summary | External Tasks | External Milestone | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | Deadline | Progress

ID		Task Mode	Task Name	Duration	Start	Finish
411			**Write process and procedure and guidance for approved model**	**20 days**	**Mon 05/10/15**	**Fri 30/10/15**
414			Implement new administrative arrangements	67 days	Sun 01/11/15	Sun 31/01/16
415			Review and Evaluation	111 days	Mon 01/08/16	Sat 31/12/16
416			**Sutton Town Council**	**89 days**	**Tue 30/06/15**	**Fri 30/10/15**
417			Four special Ward Committee meetings in Sutton Coldfield inform residents on the postal consultative ballot on the town council.	1 day	Tue 30/06/15	Tue 30/06/15
418			Council decision on Sutton Town Council	23 days	Wed 01/07/15	Fri 31/07/15
419			Implementation and draft orders of Town Council if decision to progress made at Full Council	44 days	Tue 01/09/15	Fri 30/10/15
420	✓		**City Governance**	**24 days**	**Tue 30/06/15**	**Fri 31/07/15**
421	✓		Establish principles and infrastructure requirements to support integration and collaboration at a local level and place based management	1 day	Tue 30/06/15	Tue 30/06/15
422	✓		Review implications of full council agreement on outcome of governance review for service delivery and management, including member: officer interface and roles	1 day	Fri 31/07/15	Fri 31/07/15
423	✓		Explore the benefits and opportunities of localities (quadrants and districts) for service delivery and management	1 day	Fri 31/07/15	Fri 31/07/15
424	✓		Develop and appraise options and phasing for changes to city wide scrutiny through the consultation on administrative levels	1 day	Tue 30/06/15	Tue 30/06/15
425			**Boundary Commission**	**241 days**	**Tue 30/06/15**	**Tue 31/05/16**
426	✓		Prepare for and attend meeting with Boundary Commission on 6 Feb to discuss and agree approach and timescales	1 day	Tue 30/06/15	Tue 30/06/15
427	✓		Designate lead officer for engagement with Boundary Commission	1 day	Tue 30/06/15	Tue 30/06/15
428	✓		CBMC to set out approach, requirements and timescales for submission of proposals for the " preliminary investigation " , including joint or separate responses	1 day	Tue 30/06/15	Tue 30/06/15
429	✓		Submission of proposals for Boundary Commission " preliminary investigation "	1 day	Tue 30/06/15	Tue 30/06/15
430	✓		Provide requisite input and support to the commission	1 day	Fri 31/07/15	Fri 31/07/15
431	✓		Final date for council size submission	1 day	Tue 30/06/15	Tue 30/06/15
432	✓		Commission decision on council size	1 day	Fri 31/07/15	Fri 31/07/15
433			Invitation on warding patterns – start and finish	44 days	Fri 31/07/15	Wed 30/09/15
434			Commission consideration of draft recommendations	43 days	Thu 01/10/15	Mon 30/11/15
435			Consultation on draft recommendations – start and finish	65 days	Tue 01/12/15	Sun 28/02/16
436			Commission consideration of final recommendations	45 days	Tue 01/03/16	Sat 30/04/16
437			Publication of final recommendations	1 day	Tue 31/05/16	Tue 31/05/16
438			Order laying	1 day	Tue 31/05/16	Tue 31/05/16



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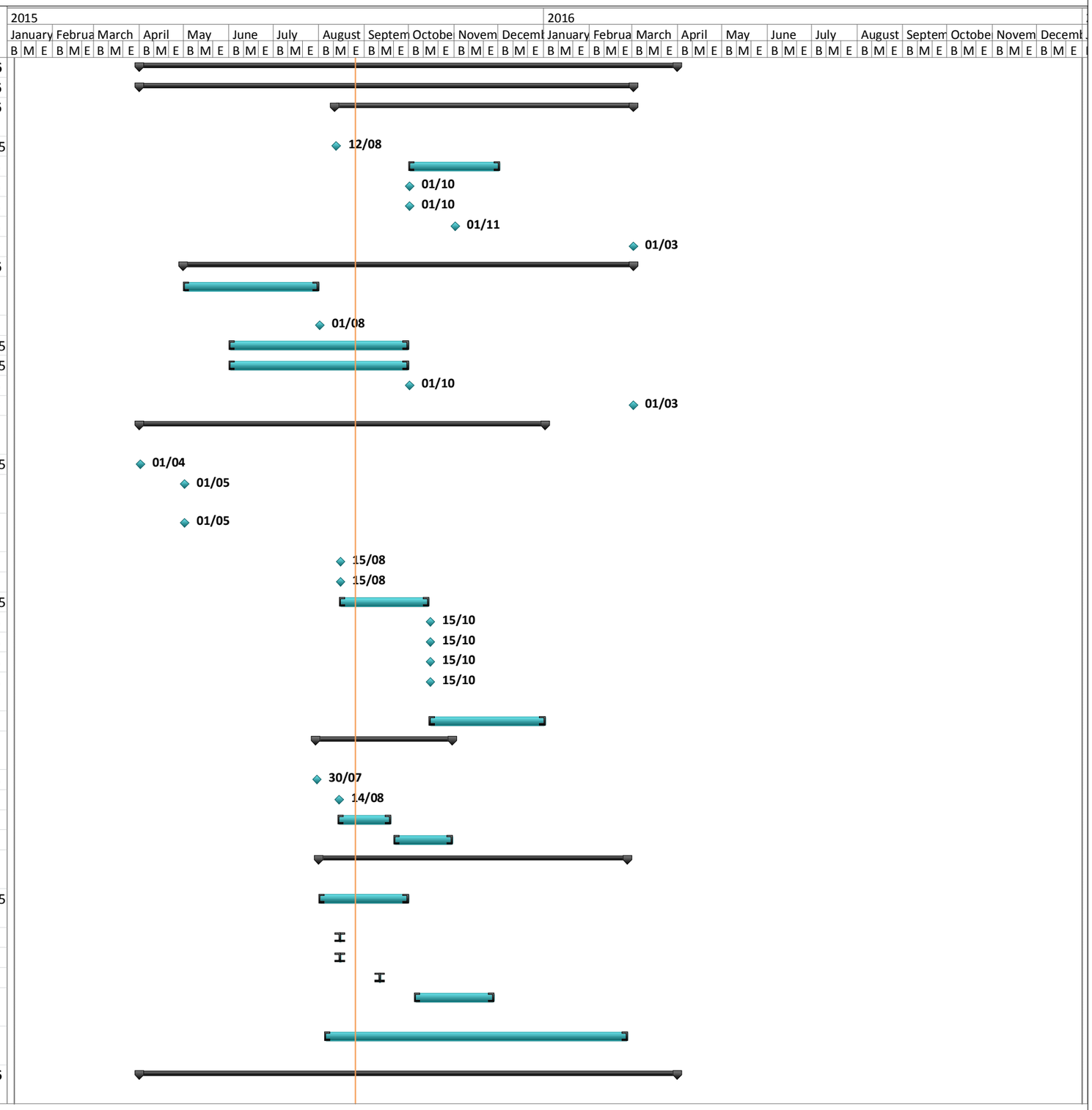
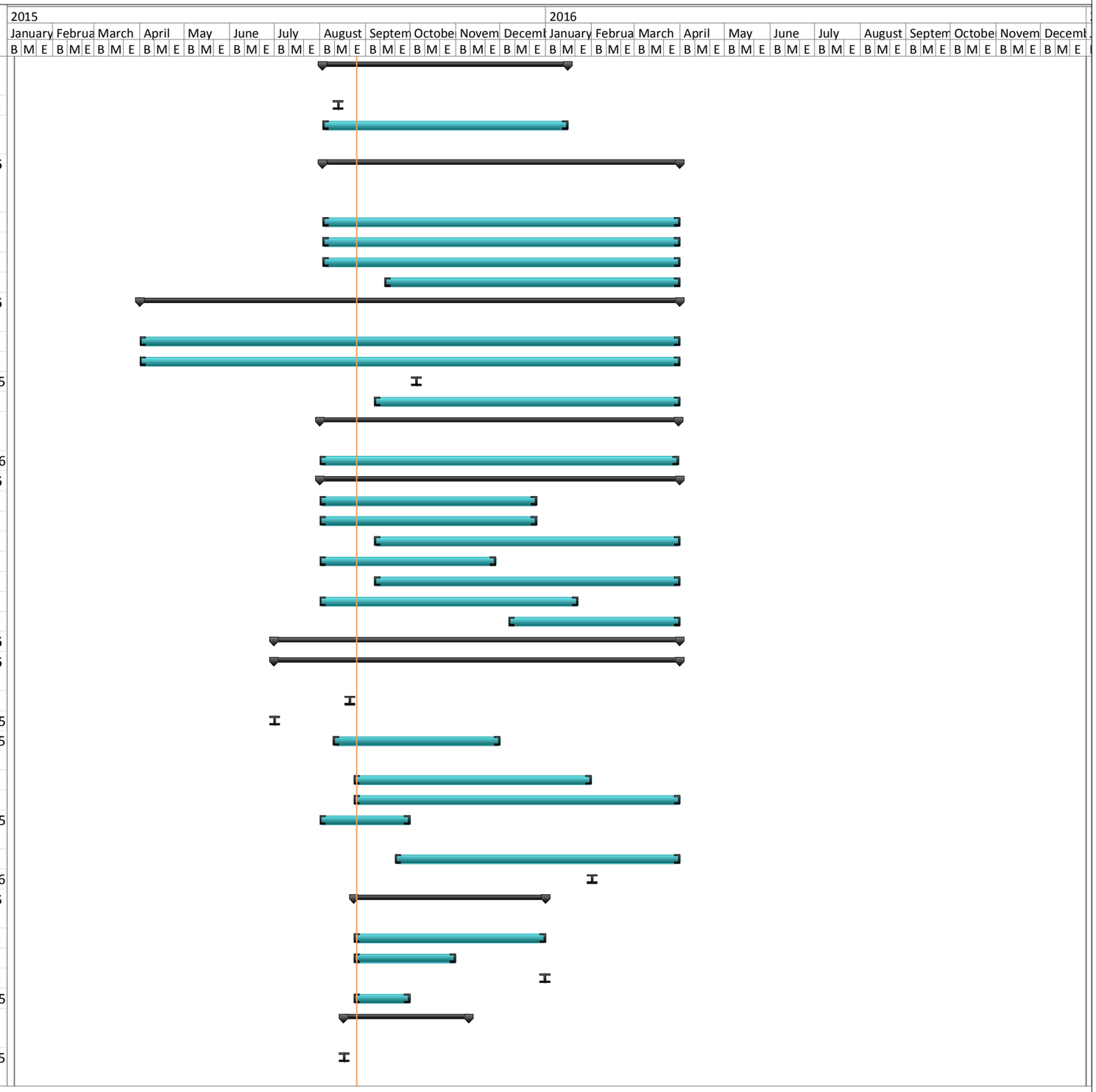
439		**Forward The Birmingham Way**	**262 days**	**Wed 01/04/15**	**Thu 31/03/16**
440		**FTBW Stream 1 - Delivering our new culture**	**240 days**	**Wed 01/04/15**	**Tue 01/03/16**
441		**FBWPROJ11 - Role Model leaders & learning from others**	**145 days**	**Wed 12/08/15**	**Tue 01/03/16**
442		PID Created	1 day	Wed 12/08/15	Wed 12/08/15
443		360 questionnaire & coaching sessions	44 days	Thu 01/10/15	Tue 01/12/15
444		T- Three reports shared with chief executive	1 day	Thu 01/10/15	Thu 01/10/15
445		JNC leadership development plans	1 day	Thu 01/10/15	Thu 01/10/15
446		Action planning/Next steps	1 day	Sun 01/11/15	Sun 01/11/15
447		End of year review	1 day	Tue 01/03/16	Tue 01/03/16
448		**FBWPROJ12 - Redefining member & officer roles**	**218 days**	**Fri 01/05/15**	**Tue 01/03/16**
449		Member engagement /needs analysis activities	66 days	Fri 01/05/15	Fri 31/07/15
450		Be Heard Survey	1 day	Sat 01/08/15	Sat 01/08/15
451		Member Portal	88 days	Mon 01/06/15	Wed 30/09/15
452		Modular development programme	88 days	Mon 01/06/15	Wed 30/09/15
453		councillor/officer development programmes	1 day	Thu 01/10/15	Thu 01/10/15
454		Development plan delivery	1 day	Tue 01/03/16	Tue 01/03/16
455		**FBWPROJ13 - Embedding new values and behaviours**	**198 days**	**Wed 01/04/15**	**Fri 01/01/16**
456		Launch My Appraisal	1 day	Wed 01/04/15	Wed 01/04/15
457		Values and behaviours added to People Solutions	1 day	Fri 01/05/15	Fri 01/05/15
458		Learning resources added to People Solutions	1 day	Fri 01/05/15	Fri 01/05/15
459		Inner Voice Article	1 day	Sat 15/08/15	Sat 15/08/15
460		Attendance at EMCB present values	1 day	Sat 15/08/15	Sat 15/08/15
461		Stake holder framework	44 days	Sat 15/08/15	Wed 14/10/15
462		Review of recognition approaches	1 day	Thu 15/10/15	Thu 15/10/15
463		Agree celebration framework	1 day	Thu 15/10/15	Thu 15/10/15
464		Agree storytelling approach	1 day	Thu 15/10/15	Thu 15/10/15
465		Final Recommendations of Values, culture HR policies	1 day	Thu 15/10/15	Thu 15/10/15
466		Preparation of new framework	57 days	Thu 15/10/15	Fri 01/01/16
467		**FBWPROJ14 - Defining enablers of cultural change**	**67 days**	**Thu 30/07/15**	**Fri 30/10/15**
468		Shaping event for Big Conversation 3	1 day	Thu 30/07/15	Thu 30/07/15
469		Shaping event for Big Conversation 3	1 day	Fri 14/08/15	Fri 14/08/15
470		Analyse feedback from Big C	26 days	Fri 14/08/15	Fri 18/09/15
471		Big Conversation scheduled	30 days	Mon 21/09/15	Fri 30/10/15
472		**FBWPROJ15 - New ways of working, flexibility and agile working**	**150 days**	**Sat 01/08/15**	**Fri 26/02/16**
473		Scoping project and review of current policies & procedures	44 days	Sat 01/08/15	Wed 30/09/15
474		Service leads briefs	1 day	Sat 15/08/15	Sat 15/08/15
475		Development of guidance support	1 day	Sat 15/08/15	Sat 15/08/15
476		Link to Economic development cohort group	1 day	Fri 11/09/15	Fri 11/09/15
477		New documentation creation to support new ways of working	40 days	Mon 05/10/15	Fri 27/11/15
478		Agility project SB move to Lancaster/Woodcock	148 days	Wed 05/08/15	Fri 26/02/16
479		**FTBW Stream 2 - Capability Improvement, Members,Leaders,Workforce**	**262 days**	**Wed 01/04/15**	**Thu 31/03/16**



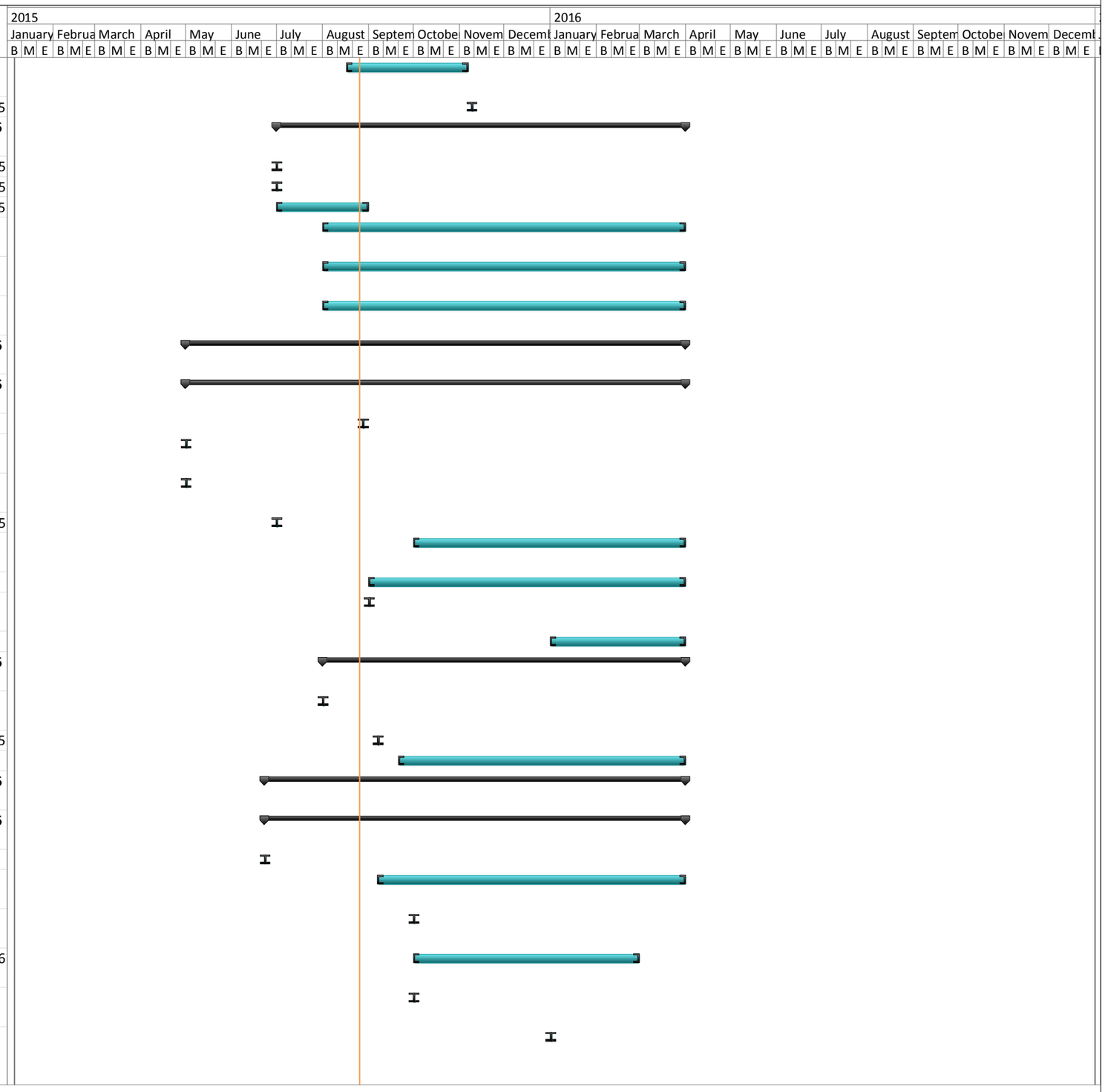
Task | Split | Milestone | Summary | Project Summary | External Tasks | External Milestone | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | Deadline | Progress

ID		Task Mode	Task Name	Duration	Start	Finish
480			**FBWPROJ21 - Redefining our capability requirements and career pathways**	**120 days**	**Mon 03/08/15**	**Fri 15/01/16**
481			PID Created	1 day	Thu 13/08/15	Thu 13/08/15
482			Understanding Career Pathways from FC workshops	120 days	Mon 03/08/15	Fri 15/01/16
483			**FBWPROJ22 - Develop and implement a new approach to recruitment,retention,succession planning and talent Mgmt.**	**174 days**	**Mon 03/08/15**	**Thu 31/03/16**
484			Recruitment and retention	174 days	Mon 03/08/15	Thu 31/03/16
485			Succession planning	174 days	Mon 03/08/15	Thu 31/03/16
486			Talent Management	174 days	Mon 03/08/15	Thu 31/03/16
487			EINA	144 days	Mon 14/09/15	Thu 31/03/16
488			**FBWPROJ23 - My Appraisal,360 & performance assessment**	**262 days**	**Wed 01/04/15**	**Thu 31/03/16**
489			People solutions content development	262 days	Wed 01/04/15	Thu 31/03/16
490			Engagement & Communications	262 days	Wed 01/04/15	Thu 31/03/16
491			Quality assurance	1 day	Mon 05/10/15	Mon 05/10/15
492			EINA	149 days	Mon 07/09/15	Thu 31/03/16
493			**FBWPROJ24 - Clear development offer - leaders & workforce**	**173 days**	**Sat 01/08/15**	**Wed 30/03/16**
494			Build Development offering	174 days	Sat 01/08/15	Wed 30/03/16
495			**FBWPROJ25 - Bringing talent into BCC**	**174 days**	**Sat 01/08/15**	**Thu 31/03/16**
496			Training Contract	106 days	Sat 01/08/15	Fri 25/12/15
497			Policies	106 days	Sat 01/08/15	Fri 25/12/15
498			Recruitment/Interview	149 days	Mon 07/09/15	Thu 31/03/16
499			Digital Platform	86 days	Sat 01/08/15	Fri 27/11/15
500			People solutions content development	149 days	Mon 07/09/15	Thu 31/03/16
501			central co -ordination	126 days	Sat 01/08/15	Fri 22/01/16
502			Permanent contract	84 days	Mon 07/12/15	Thu 31/03/16
503			**FTBW Stream 3 Supporting Directorates**	**197 days**	**Wed 01/07/15**	**Thu 31/03/16**
504			**FBWPROJ31 - Targeted change plans for each directorate**	**197 days**	**Wed 01/07/15**	**Thu 31/03/16**
505			PID Created	1 day	Fri 21/08/15	Fri 21/08/15
506			Staff Survey	1 day	Wed 01/07/15	Wed 01/07/15
507			Engage FC FOM workstream (cohort proposal outputs)	81 days	Mon 10/08/15	Mon 30/11/15
508			Engage DMT's shaping plans	116 days	Mon 24/08/15	Sun 31/01/16
509			Targeted plan development for directorates	159 days	Mon 24/08/15	Thu 31/03/16
510			Analysis and communication of staff survey results	44 days	Sat 01/08/15	Wed 30/09/15
511			Staff survey action planning	139 days	Mon 21/09/15	Thu 31/03/16
512			2016 staff survey to be launched	1 day	Mon 01/02/16	Mon 01/02/16
513			**FBWPROJ32 - Approach & toolkit to drive consistently**	**94 days**	**Mon 24/08/15**	**Thu 31/12/15**
514			Change toolkit to be developed	94 days	Mon 24/08/15	Thu 31/12/15
515			Toolkit scoped	51 days	Mon 24/08/15	Sat 31/10/15
516			Toolkit implemented	1 day	Thu 31/12/15	Thu 31/12/15
517			Business Engagement	28 days	Mon 24/08/15	Wed 30/09/15
518			**FBWPROJ33 - Improving services from a citizen perspective**	**61 days**	**Mon 17/08/15**	**Mon 09/11/15**
519			Highlight/lowlight staff survey review with JNC group	1 day	Mon 17/08/15	Mon 17/08/15



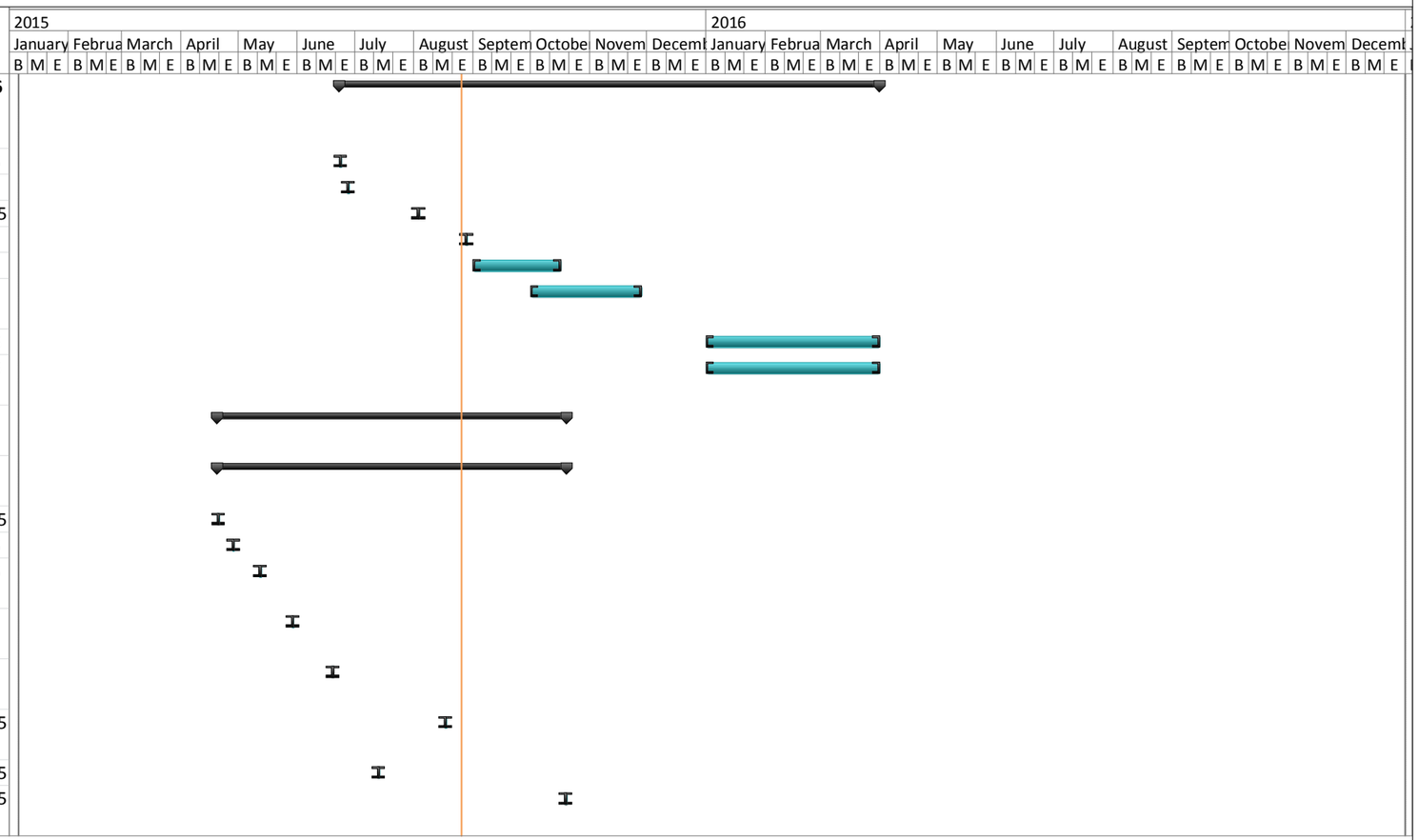
Task | Split | Milestone | Summary | Project Summary | External Tasks | External Milestone | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | Deadline | Progress

ID	Task Mode	Task Name	Duration	Start	Finish
520		Review survey and 360 output , create outline proposal	60 days	Mon 17/08/15	Fri 06/11/15
521		Action plan developed	1 day	Mon 09/11/15	Mon 09/11/15
522		**FBWPROJ34 - Developing change champions and networks**	**197 days**	**Wed 01/07/15**	**Thu 31/03/16**
523		Develop role profile for Forward Champions	1 day	Wed 01/07/15	Wed 01/07/15
524		Forward champion shaping event	1 day	Wed 01/07/15	Wed 01/07/15
525		Roll out people tree approach	44 days	Wed 01/07/15	Mon 31/08/15
526		Engage forward champions in Big conversation and shaping events	175 days	Sat 01/08/15	Thu 31/03/16
527		Forward champions to share findings from events with directorates/teams	175 days	Sat 01/08/15	Thu 31/03/16
528		Review forward champions, analyse if more need to be recruited	175 days	Sat 01/08/15	Thu 31/03/16
529		**FTBW Stream 4 - Reshaping and resizing the workforce**	**240 days**	**Fri 01/05/15**	**Thu 31/03/16**
530		**FBWPROJ41 - Develop and implement a new workforce strategy**	**240 days**	**Fri 01/05/15**	**Thu 31/03/16**
531		PID Created	1 day	Fri 28/08/15	Fri 28/08/15
532		Develop design principles new pay and reward structure	1 day	Fri 01/05/15	Fri 01/05/15
533		Develop new workforce strategy aligned to TOM	1 day	Fri 01/05/15	Fri 01/05/15
534		JNC new pay framework development	1 day	Wed 01/07/15	Wed 01/07/15
535		implement new JNC framework development	131 days	Thu 01/10/15	Thu 31/03/16
536		develop framework for workforce reduction	153 days	Tue 01/09/15	Thu 31/03/16
537		Research models re consultation requirements in relation to legal and finance	1 day	Tue 01/09/15	Tue 01/09/15
538		Implementing approach	65 days	Fri 01/01/16	Thu 31/03/16
539		**FBWPROJ42 - Developing & implementing a new pay & reward strategy**	**174 days**	**Sat 01/08/15**	**Thu 31/03/16**
540		Agreement of proposals for apprenticeship and graduates	1 day	Sat 01/08/15	Sat 01/08/15
541		Detailed framework developed	1 day	Mon 07/09/15	Mon 07/09/15
542		Implementation	139 days	Mon 21/09/15	Thu 31/03/16
543		**FTBW Stream 5 - Improving Processes, Reducing Bureaucracy**	**203 days**	**Tue 23/06/15**	**Thu 31/03/16**
544		**FBWPROJ51 - Redefining the role of the manager in line with cultural change**	**203 days**	**Tue 23/06/15**	**Thu 31/03/16**
545		PID created	1 day	Tue 23/06/15	Tue 23/06/15
546		Implement technical upgrades to SAP, focus on managers	149 days	Mon 07/09/15	Thu 31/03/16
547		Agree and prioritise people mgmt. for improvement process and plan	1 day	Thu 01/10/15	Thu 01/10/15
548		Train a core group re LEAN process to help role out improvement plans	108 days	Thu 01/10/15	Mon 29/02/16
549		Work with managers/teams to produce an agreed definition of the role of the manager	1 day	Thu 01/10/15	Thu 01/10/15
550		Engage with mgrs to ensure that all understand the requirements/ improvements that can help support them	1 day	Fri 01/01/16	Fri 01/01/16



Task		Summary		External Milestone		Inactive Summary		Manual Summary Rollup		Finish-only	
Split		Project Summary		Inactive Task		Manual Task		Manual Summary		Deadline	
Milestone		External Tasks		Inactive Milestone		Duration-only		Start-only		Progress	

ID	Task Mode	Task Name	Duration	Start	Finish
551		**FBWPROJ52 - Rework the people management processes & IT inline with new culture and model**	**203 days**	**Tue 23/06/15**	**Thu 31/03/16**
552		Project Risk Log created	1 day	Tue 23/06/15	Tue 23/06/15
553		Initial data mapping of people solutions	1 day	Sat 27/06/15	Sat 27/06/15
554		Recruitment process workshop 1	1 day	Mon 03/08/15	Mon 03/08/15
555		Recruitment process workshop 2	1 day	Fri 28/08/15	Fri 28/08/15
556		Engage with business PS improvements	34 days	Tue 01/09/15	Fri 16/10/15
557		Technical changes specified/ agreement proposals put forward	42 days	Thu 01/10/15	Fri 27/11/15
558		Implementation of changes	65 days	Fri 01/01/16	Thu 31/03/16
559		Staff training/ briefings on People Solution changes	65 days	Fri 01/01/16	Thu 31/03/16
560		**FTBW Stream 6 - Children's Services Strategy Workforce Strategy**	**131 days**	**Mon 20/04/15**	**Mon 19/10/15**
561		**FBWPROJ61 - Delivery of the new children's workforce strategy**	**131 days**	**Mon 20/04/15**	**Mon 19/10/15**
562		Workforce strategy plan to cabinet	1 day	Mon 20/04/15	Mon 20/04/15
563		Workforce strategy TOR signed off	1 day	Tue 28/04/15	Tue 28/04/15
564		workforce strategy retention group created for priority one	1 day	Tue 12/05/15	Tue 12/05/15
565		Project team managing capability to five priority two agreed	1 day	Fri 29/05/15	Fri 29/05/15
566		Establishment of a shadow workforce strategy group for staff	1 day	Fri 19/06/15	Fri 19/06/15
567		Agree indicators to measure levels of engagement	1 day	Mon 17/08/15	Mon 17/08/15
568		Project plan on a page	1 day	Mon 13/07/15	Mon 13/07/15
569		Review on progress of delivering workforce strategy	1 day	Mon 19/10/15	Mon 19/10/15



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Split		Project Summary		Inactive Task		Manual Task		Manual Summary		Deadline	
Milestone		External Tasks		Inactive Milestone		Duration-only		Start-only		Progress	