

<b>Commissioning &amp; Procurement</b>	
Overall Programme RAG Status <span style="color:red">■</span>	
<b>SRO</b>	Christine Salter
<b>PM</b>	Andy Bell
Milestones Status (RAG)	<span style="color:orange">■</span>
Benefits Status (RAG)	<span style="color:orange">■</span>
Costs Status (RAG)	<span style="color:green">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:green">■</span>
Risks and Issues Status (RAG)	<span style="color:orange">■</span>
Total number of projects in programme <b>5</b>	
<b>WAVE 1 PROJECTS</b>	
Sourcing Implementation Across All Spend Categories	CP04 RAG Status <span style="color:orange">■</span>
Purchase2Pay	CP05 RAG Status <span style="color:orange">■</span>
Enabling Commissioning	CP07 RAG Status <span style="color:green">■</span>
Source Cardiff	CP09 RAG Status <span style="color:green">■</span>
<b>WAVE 2 PROJECTS</b>	
County Supplies	CP10 RAG Status <span style="color:orange">■</span>

<b>Customer Service</b>	
Overall Programme RAG Status <span style="color:orange">■</span>	
<b>SRO</b>	Sarah McGill
<b>PM</b>	Andy Bell
Milestones Status (RAG)	<span style="color:orange">■</span>
Benefits Status (RAG)	<span style="color:orange">■</span>
Costs Status (RAG)	<span style="color:green">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:green">■</span>
Risks and Issues Status (RAG)	<span style="color:orange">■</span>
Total number of projects in programme <b>9</b>	
<b>WAVE 0 PROJECTS</b>	
Neighbourhood Learning & Learning Training and Enterprise Centres	CS01 RAG Status <span style="color:red">■</span>
Libraries Strategy	CS02 RAG Status <span style="color:orange">■</span>
Leisure Facilities Strategy, Plan & New Delivery Arrangements	CS08 RAG Status <span style="color:green">■</span>
<b>WAVE 1 PROJECTS</b>	
Detailed Citizen Hub Requirements & Design	CS03 RAG Status <span style="color:green">■</span>
Customer Management Strategy Implementation	CS04 RAG Status <span style="color:green">■</span>
Self Service Account	CS05 RAG Status <span style="color:orange">■</span>
Corporate Correspondence Management	CS06 RAG Status <span style="color:orange">■</span>
Service Enablement	CS07 RAG Status <span style="color:green">■</span>
<b>WAVE 2 PROJECTS</b>	
Revenues & Benefits	CS09 RAG Status <span style="color:green">■</span>

<b>Enabling Technology &amp; Transformation Capability</b>	
Overall Programme RAG Status <span style="color:green">■</span>	
<b>SRO</b>	Christine Salter
<b>PM</b>	Donna Howells
Milestones Status (RAG)	<span style="color:green">■</span>
Benefits Status (RAG)	<span style="color:green">■</span>
Costs Status (RAG)	<span style="color:green">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:green">■</span>
Risks and Issues Status (RAG)	<span style="color:orange">■</span>
Total number of projects in programme <b>5</b>	
<b>WAVE 1 PROJECTS</b>	
Document Management (Initial Enabling)	ETTC08 RAG Status <span style="color:orange">■</span>
CMS Proof of Concept	ETTC09 RAG Status <span style="color:green">■</span>
Business Process Management Deployment	ETTC10 RAG Status <span style="color:orange">■</span>
Authentication and Access Management	ETTC11 RAG Status <span style="color:green">■</span>
Mobile Working & Scheduling	ETTC12 RAG Status <span style="color:green">■</span>

<b>Land &amp; Buildings</b>	
Overall Programme RAG Status <span style="color:green">■</span>	
<b>SRO</b>	Christine Salter
<b>PM</b>	Janine Nightingale
Milestones Status (RAG)	<span style="color:orange">■</span>
Benefits Status (RAG)	<span style="color:orange">■</span>
Costs Status (RAG)	<span style="color:orange">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:green">■</span>
Risks and Issues Status (RAG)	<span style="color:orange">■</span>
Total number of projects in programme <b>7</b>	
<b>WAVE 1 PROJECTS</b>	
Our Space	LB04 RAG Status <span style="color:orange">■</span>
Non-Operational Property Management	LB06 RAG Status <span style="color:green">■</span>
Strategic Property Management	LB07 RAG Status <span style="color:green">■</span>
Willcox Global	LB08 RAG Status <span style="color:green">■</span>
<b>WAVE 2 PROJECTS</b>	
County Hall	LB09 RAG Status <span style="color:green">■</span>
City Hall	LB10 RAG Status <span style="color:orange">■</span>
Friary	LB11 RAG Status <span style="color:green">■</span>

<b>People &amp; Leadership</b>	
Overall Programme RAG Status <span style="color:green">■</span>	
<b>SRO</b>	Philip Lenz
<b>PM</b>	Janine Nightingale
Milestones Status (RAG)	<span style="color:green">■</span>
Benefits Status (RAG)	<span style="color:green">■</span>
Costs Status (RAG)	<span style="color:green">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:green">■</span>
Risks and Issues Status (RAG)	<span style="color:green">■</span>
Total number of projects in programme <b>1</b>	
<b>WAVE 1 PROJECTS</b>	
Workforce Planning Approach	PL04 RAG Status <span style="color:green">■</span>

<b>Service Redesign - Improving Cardiff Environment</b>	
Overall Programme RAG Status <span style="color:orange">■</span>	
<b>SRO</b>	Tara King
<b>PM</b>	Andy Bell
Milestones Status (RAG)	<span style="color:green">■</span>
Benefits Status (RAG)	<span style="color:orange">■</span>
Costs Status (RAG)	<span style="color:green">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:red">■</span>
Risks and Issues Status (RAG)	<span style="color:green">■</span>
Total number of projects in programme <b>5</b>	
<b>WAVE 1 PROJECTS</b>	
Waste Management & Street Cleansing	SRI01 RAG Status <span style="color:orange">■</span>
Highways Maintenance - Phase 1	SRI02 RAG Status <span style="color:orange">■</span>
Highways Maintenance - Phase 2	SRI02_2 RAG Status <span style="color:orange">■</span>
Parks	SRI03 RAG Status <span style="color:green">■</span>
<b>WAVE 2 PROJECTS</b>	
Managing Outdoor Environment	SRI04 RAG Status <span style="color:green">■</span>

<b>Service Redesign - People</b>	
Overall Programme RAG Status <span style="color:red">■</span>	
<b>SRO</b>	Nick Jarman
<b>PM</b>	Andy Bell
Milestones Status (RAG)	<span style="color:orange">■</span>
Benefits Status (RAG)	<span style="color:green">■</span>
Costs Status (RAG)	<span style="color:green">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:red">■</span>
Risks and Issues Status (RAG)	<span style="color:orange">■</span>
Total number of projects in programme <b>1</b>	
<b>WAVE 0 PROJECTS</b>	
Assessment & Care Management - Phase 2	SRPS01 RAG Status <span style="color:orange">■</span>

<b>Service Redesign - Place Services</b>	
Overall Programme RAG Status <span style="color:red">■</span>	
<b>SRO</b>	Martin Hamilton
<b>PM</b>	Andy Bell
Milestones Status (RAG)	<span style="color:orange">■</span>
Benefits Status (RAG)	<span style="color:red">■</span>
Costs Status (RAG)	<span style="color:green">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:red">■</span>
Risks and Issues Status (RAG)	<span style="color:orange">■</span>
Total number of projects in programme <b>5</b>	
<b>WAVE 1 PROJECTS</b>	
Housing Repairs	SRPL01 RAG Status <span style="color:green">■</span>
Transport and Traffic Management	SRPL02 RAG Status <span style="color:orange">■</span>
<b>WAVE 2 PROJECTS</b>	
City Development	SRPL04 RAG Status <span style="color:green">■</span>
Venues & Catering	SRPL05 RAG Status <span style="color:orange">■</span>
Regulatory Services	SRPL06 RAG Status <span style="color:green">■</span>

<b>Shared Services</b>	
Overall Programme RAG Status <span style="color:green">■</span>	
<b>SRO</b>	Philip Lenz
<b>PM</b>	Janine Nightingale
Milestones Status (RAG)	<span style="color:orange">■</span>
Benefits Status (RAG)	<span style="color:green">■</span>
Costs Status (RAG)	<span style="color:green">■</span>
Funding Status (RAG)	<span style="color:green">■</span>
Resources Status (RAG)	<span style="color:orange">■</span>
Risks and Issues Status (RAG)	<span style="color:orange">■</span>
Total number of projects in programme <b>9</b>	
<b>WAVE 0 PROJECTS</b>	
Centralised Transport Services - Phase 2	SS02_2 RAG Status <span style="color:orange">■</span>
HR People Services	SS03 RAG Status <span style="color:green">■</span>
Print Smart	SS14 RAG Status <span style="color:green">■</span>
<b>WAVE 1 PROJECTS</b>	
ICT Service Redesign	SS06 RAG Status <span style="color:green">■</span>
Facilities Management - Phase 1	SS09 RAG Status <span style="color:green">■</span>
Facilities Management - Phase 2	SS09_2 RAG Status <span style="color:green">■</span>
Performance & Information Management	SS12 RAG Status <span style="color:orange">■</span>
<b>WAVE 2 PROJECTS</b>	
Learning & Development	SS13 RAG Status <span style="color:green">■</span>
Income Management	SS16 RAG Status <span style="color:green">■</span>

**SRO** = Senior Responsible Owner  
**PM** = Programme Manager  
**RAG** = Red, Amber, Green Status  
**CMS** = Community Maintenance Services

**Project Stage Key**  
■ Start up ■ Planning/Initiation ■ Delivery ■ Closing

**RAG StatusKey**  
■ Red ■ Red Amber ■ Amber Green ■ Green