






Appendix 5 – Summary of Programme Delivery

Deliverable/s	Outcome/s	Progress	RAG Status for Go-Live Risks / Controls to deliverability	Outstanding Tasks (which are included in Transition Improvement Plan)
Governance: <ul style="list-style-type: none"> Shareholder Board Company Board of Directors Shareholder Agreement Reserved Matters Governance Manual Contract For Services & Supporting Schedules 	<p>Fit for purpose governance frameworks (Company & Shareholder) with appropriate level of shareholder control to reflect that the company is in its infancy whilst aspiring to be a commercial trading company.</p>	<p>Agreed Governance & Board Structure (Nov 2013)</p> <p>Agreed Heads of Terms & Matters reserved</p> <p>Agreed critical governance procedures & Frameworks (Financial & Contract Procedure Rules, Financial Scheme of Delegation, HR Scheme of Delegation, Health & Safety Policy)</p> <p>Agreed Principles of Operating (Incubation Period)</p>	 <p>Shareholder board will be set up post go-live. The existing Shared Services Joint Committee will take Shareholder Decisions in the interim period.</p>	<ul style="list-style-type: none"> Set up Shareholder Board Finalise recruitment to full Board of Directors (e.g. Non Exec Directors) Finalise the non-critical legal documents – eg full governance manual.
Financial: <ul style="list-style-type: none"> Total True Cost Base Pricing Model for Contract for Services Cashflow Forecast Working Capital Loan Requirements 3rd Party Contracts HMRC registration Banking Arrangements Financial Guarantees Pensions Agree Buy Back arrangements Oracle Build 	<p>An established true total cost base for CoSocius, demonstrating the ratio of Fixed and Variable costs, which will inform the future shift from Cost Recovery to Commercial Pricing.</p> <p>Clear understanding of the Shareholders future financial liabilities and commitments.</p>	<p>Recalibrated cost base reflecting total cost of company</p> <p>Agreed Service Specification & costs (based on an interim cost recovery model)</p> <p>Cashflow forecast and working capital facility undertaken</p> <p>All third party contracts have been reviewed, vendors contacted to establish novation / agent status.</p> <p>Pensions actuarial advice sought & PIM undertaken. No increase in Pensions risk is required for CoSocius.</p>	 <p>PCG's may be required for 3rd party vendors.</p> <p>A PCG equivalent may be required for Pensions Bond</p> <p>A review of pricing model and client requirements is required in the short term – this is a key priority in the Transition Improvement Plan.</p>	<ul style="list-style-type: none"> A set of Key Performance Indicators agreed for Day 1 – full suite of KPI's to be agreed post go-live Volumetrics used to inform Day1 unit price to be reviewed Profit & Loss statement to be completed post go-live and Council close down position.

Contracts: <ul style="list-style-type: none"> Commissioning Contract for Services – key supporting schedules ICT Services Contract Shareholder Agreement Data Processing Agreement 	Robust, not overly complex, contractual arrangements in place agreed by Clients and CoSocius legal representatives.	Contracts prepared and are circulated for agreement and signature. Independent lawyers appointed by CoSocius Treatment of Assets agreed Trademark / Intellectual Property Rights	 Contract negotiations are currently inflight at the time of writing report. Prudent rating of amber. An update will be tabled on the day of the meeting.	<ul style="list-style-type: none"> Monitoring of Incubation parameters. Completion of non-critical supporting contract schedules. Completion of Trademark registration
Operational: <ul style="list-style-type: none"> Target Operating Models (for CoSocius & Clients) Recruitment to key posts Communications with Key Stakeholders Branding Company Vision & Values Day 1 cutover – operational and key business processes TUPE transfer Relocation to Goldsmith House Reporting Requirements 	Fit for purpose Operating Model in place to undertake contract management and development of the business relationship. A commercial company structure to realise the commercialisation opportunities outlined in the Company Business Plan To ensure that the company has a solid foundation in order to deliver the cultural shift required to become a sustainable and viable commercial trading company.	Contract management functions in place East & West. Business Relationship Management function will operate from Go-Live. Commercial Director recruited Regular key communications executed, including Staff Floor Walks, Face to face conference/regular floor walks and newsletters. Regular fortnightly meetings with Unions. Key customer forums underway e.g. schools. Relocation & rebranding complete Pre-TUPE transfer letters & consultation completed HR policies & business processes agreed CoSocius internet & intranet ready.	 Non-Executive Directors (NED's), including Chair underway. Key roles including Chief Financial Officer will be "bought back" in the interim	<ul style="list-style-type: none"> Completion of recruitment of NED's Monitoring of cut-over activity into business as usual – for 1 month post go-live. Financial Branding Completion of the TUPE Transfer Recruitment to Key Posts
CoSocius Business Plan: <ul style="list-style-type: none"> 5 year financial business plan Sales & Marketing Plan Risk Management strategy 	To establish a commercial business plan with retention and growth targets A developing sales and marketing strategy and associated tools to attract new target customers and partners.	Year 1 business strategy and 5 year financial business projection complete Interim Sales & Marketing literature complete	 Commercial & Business Director recruited wef end April – commercial strategy key priority	<ul style="list-style-type: none"> Risk Management Strategy in production to include Business Continuity and Disaster Recovery procedures