

# Executive

## Update on Major Programmes

28 May 2012

### Report of Head of Transformation

#### PURPOSE OF REPORT

To provide an update on progress toward implementing robust governance of major change projects, following the approval by Members in January of resources to support major projects.

This report is public

#### Recommendations

---

The Executive is recommended, subject to South Northamptonshire Cabinet resolving in similar terms, to:

- (1) Approve the amended governance structure for the Council's major projects detailed at Appendix 1
- (2) Note the requirement for member nominations for each of the major projects, and additional project board members where required
- (3) Agree that the Programme Board responsibilities in respect of the Transformation Programme be absorbed into the remit of the Joint Arrangements Steering Group (JASG) and that the JASG terms of reference be varied accordingly as shown in Appendix 2

#### Executive Summary

---

##### Introduction

- 1.1 In January, Executive considered the findings of the Resources Review. These included some specific proposals in respect of project and programme management, intended to ensure our limited management resources are tightly focused on the top priorities of both Councils.
- 1.2 This report sets out how those proposals will be implemented, the requirement for Member involvement in project and programme board roles, and the remit of each of the governance bodies.
- 1.3 A key objective of these arrangements is to ensure all Members have clear visibility of major projects and have a voice in their delivery.

## **Proposals**

- 1.4 Illustrations of the governance structure are detailed in Appendix 1.
- 1.5 Members have already approved the general approach to maximising the effective use of scarce resource through the organisation of projects into programmes. This report seeks simply to clarify the actual arrangements
- 1.6 Formal reports will be produced on a quarterly basis as part of the on-going performance management process. Performance reports will be received by both Executive at CDC and Cabinet at SNC and by Scrutiny (CDC) / Review and Development Committees (SNC). Project and programme boards will review progress and performance on a monthly basis.
- 1.7 In addition, project boards will receive detailed status reports from their project managers, a summary of which will be presented to the programme board. During the first part of 2012/13 the introduction of an online project office system will make these status reports available to all and will allow Members to have a simple view of the current position of any individual project or the programme as a whole.
- 1.8 Information from the project boards will be communicated to members through publications such as 'Forward Together' which currently communicates the activity of the Joint Arrangements Steering Group. Lead members and portfolio holders will have a role in communicating with their Executive and Cabinet colleagues and officer sponsors will be required to report regularly to Joint Management Team meetings.

## **Background Information**

---

- 1.9 In January it was agreed that eight major projects were to be organised into two programmes:  
  
Place Programme:
  - Two Sustainable Urban Extensions (Brackley and Towcester)
  - Silverstone
  - Bicester Eco-town
  - Bicester town centre
  - Brighter Futures in Banbury
  - Moat Lane Towcester regeneration  
Transformation Programme:
  - ICT standardisation and harmonisation,
  - Services transformation
- 2.1 Since then a further major project has evolved and it is proposed that this is incorporated into the overall programme management arrangements. The additional project relates to developments in Banbury.
- 2.2 Each project or major application will be governed by a project board accountable to Executive (CDC) and Cabinet (SNC) through a programme

board. Significant decisions that cannot be taken under officers' delegated powers will continue to be taken by Members in formal decision making roles in Executive (CDC) or Council, Cabinet (SNC). Project boards will focus on the delivery of agreed projects against the timescale and budget as defined in the original decision to proceed and will be communicated to all members and the Joint Management Team (JMT).

2.3 Where appropriate, existing project board structures will continue.

2.4 Each project board has a minimum required membership as follows:

- a Member sponsor
- a lead officer
- officers responsible for project finance, legal issues, and communication
- project manager or case officer.

2.5 However, all projects are not the same and additional Members and officers may be included where appropriate. The Member sponsor represents his or her project on the programme board, along with the lead officer.

### **Place Programme**

2.6 The place programme board is primarily concerned with co-ordinating resources across the designated major regeneration projects. The shared management resources will be in demand by projects which are priorities for each Council, and where contention arises, the programme board will have a role in co-ordinating and resolving issues. Where resourcing issues cannot be resolved, escalation is to the Executive or Cabinet to review the original resourcing decision.

2.7 The place programme board also has a significant role in monitoring delivery against objectives, and maximising the benefits delivered by the resources allocated by each Council. It also provides an opportunity to ensure community development and engagement is undertaken in a consistent and efficient way as part of regeneration projects, and that community benefits are planned for and realised. The board is also responsible for communication with all members and JMT.

### **Transformation Programme**

2.8 The Joint Arrangements Steering Group is proposed as fulfilling the role of programme board for the transformation programme. This is a change from the governance structure put forward as part of the resources review in January and is a further streamlining of scarce resources, without loss of visibility and accountability to Members. This will require an amendment to the terms of reference of JASG as set out in Appendix 2.

2.9 The transformation programme has a very strong theme of organisational change. The objective is to deliver new ways of doing things in accordance with the business case for joint working, without impacting upon the frontline service experience of our customers but still delivering more resilient services at lower cost. The rationale for organising this work into a programme is to ensure a coordinated effort and that opportunities to secure efficiencies from shared service design and delivery, including ICT infrastructure, are not

missed.

- 2.10 All services will be reviewed during the course of the next twelve months to establish the potential for joint working. Those reviews will lead to the development of business cases for projects to get under way as part of the Transformation programme.
- 2.11 The second stage of the ICT project is also part of this programme, covering the standardisation of infrastructure, and opportunities to harmonise systems developed in tandem with service reviews.

### The Programme Boards

- 2.12 The Terms of Reference for the two programme boards are attached as Appendix 3. The proposed makeup of the Place Programme Board is as follows:

CDC Councillor	SNC Councillor	Officer	Role/Project
Leader	Leader	Sue Smith	Programme Owners
-	Portfolio holder	Andy Preston	Urban Extensions
-	Portfolio holder	Andy Preston	Silverstone
-	Portfolio holder	Chris Stratford	Moat Lane Regeneration
Lead member	-	Calvin Bell	Bicester EcoTown
Lead member	-	Chris Stratford	Bicester Town Centre
Lead member	-	Ian Davies	Brighter Futures in Banbury
Lead member	-	Chris Stratford	Banbury Developments

- 2.13 The proposed makeup of the Transformation Programme Board is as follows:

Councillor	Officer	Role/Project	Councillor
TBC	Jo Pitman	ICT Standardisation and Harmonisation	TBC
TBC	Jo Pitman	Service Transformation	TBC

- 2.14 All projects within programmes will report progress through the Corporate Performance Management Framework (PMF), giving clear visibility of progress against standard milestones.
- 2.15 It is expected that all project boards will have had their first meeting by the end of May.
- 2.16 Formal reports will be produced on a quarterly basis as part of the on-going performance management process. Performance reports will be received by both Executive at CDC and Cabinet at SNC and Scrutiny (CDC) / Review and Development Committees (SNC). Project and programme boards will review progress and performance on a monthly basis.
- 2.17 In addition, project boards will receive detailed status reports from their project managers, a summary of which will be presented to the programme board. During the first part of 2012/13 the introduction of an online project office system will make these status reports available to all and will allow Members to

have a simple view of the current position of any individual project or the programme as a whole.

- 2.18 Information from the project boards will be communicated to members through publications such as 'Forward Together' which currently communicates the activity of the Joint Arrangements Steering Group. Lead members and portfolio holders will have a role in communicating with their Executive and Cabinet colleagues and officer sponsors will be required to report regularly to Joint Management Team meetings.

### **Key Issues for Consideration/Reasons for Decision and Options**

---

- 3.1 This governance arrangement is intended to implement a common approach and standard based on project management methodology, to ensure that we are able to effectively plan the use of resources against corporate objectives, manage risk and drive improvement.
- 3.2 The establishment of the shared Programme Manager post, combined with a shared common approach to performance management and risk presents an opportunity to bring consistency to project management, which is currently lacking in both Councils

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- Option One** Members have already approved the general approach to maximising the effective use of scarce resource through the organisation of projects into programmes. This report seeks simply to clarify the actual arrangements
- Option Two** Options which do not require the involvement of Members have been discounted.
- Option Three** Options which do not provide transparency of delivery of major projects have been discounted

### **Consultations**

---

**JMT** The Programme Management arrangements have been discussed and endorsed by JMT.

**Leader of the Council**

### **Implications**

---

**Financial:** The resource review in January secured funding from both CDC and SNC in support of project management capacity building and for the major projects as follows:

Project management £50,000

Major project support £200,000

Project managers and case officers will be supported in the administration of their projects, including reporting into the Performance Management Framework, and status reporting to project and programme boards, by the Programme Manager and the Chief Executive and Directors' administrative support team.

Projects at both Councils outside of the two major programmes will have access to the online project office system and will be supported to use it by the Programme Manager

Comments checked by Karen Curtin, Head of Finance and Procurement 01295 221634

**Legal:**

There are no legal implications of the proposals set out in this report.

Comments checked by Kevin Lane, Head of Law and Governance 01295 222127

**Risk Management:**

This proposed governance arrangement will help to facilitate a robust approach to the management of organisational risk.

Comments checked by Claire Taylor, Performance Manager 01295 221563

**Wards Affected**

---

All

**Corporate Plan Themes**

---

An accessible, value for money council

**Lead Member**

---

**Councillor Barry Wood,  
Leader of the Council**

**Document Information**

---

<b>Appendix No</b>	<b>Title</b>
Appendix 1	The governance structure
Appendix 2	Amended terms of reference for JASG
Appendix 3	The Programme Boards' Terms of Reference
<b>Background Papers</b>	
Resources Review January 2012	
<b>Report Author</b>	Jo Pitman, Head of Transformation
<b>Contact</b>	0300 0030108

**Information**

Jo.pitman@cherwellandsouthnorthants.gov.uk