

Executive

Update on Major Programmes

3 September 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, and subsequent decision in relation to governance structures.

This report is public

Recommendations

The Executive is recommended to:

- (1) Note the progress in relation to the implementation of governance standards for the 9 major projects which Members have identified as key to the delivery of regeneration and economic development (the Place Programme) and change (Transformation Programme) for Cherwell District Council and South Northamptonshire Council.
- (2) Note the Member champions assigned to each of the programme boards

Executive Summary

2 Introduction

- 2.1 In May 2012, Executive approved the governance structure for the Council's major projects. At the same time Executive agreed to nominate Member champions to project boards, and that the Programme Board responsibilities in respect of the Transformation Programme be absorbed into the remit of the Joint Arrangements Steering Group.
- 2.2 Executive also agreed to include a further project into the Place Programme: Banbury Developments.
- 2.3 This report is to update members on the progress made in implementing the programme governance structure since May 2012. A similar report is being considered by the SNC Cabinet.

Proposals

- 2.4 This report proposes continuing to develop and implement the governance arrangements for major projects as previously agreed.

Background Information

- 2.5 Nine major projects and programmes are organised into two programmes:

Place Programme:

- Two Sustainable Urban Extensions (Brackley and Towcester) (SNC)
- Silverstone (SNC)
- Bicester Eco-town programme (CDC)
- Bicester town centre (CDC)
- Brighter Futures in Banbury programme (CDC)
- Moat Lane regeneration (SNC)
- Banbury Developments programme (CDC)

Transformation Programme:

- ICT standardisation and harmonisation programme (SNC and CDC)
- Services transformation programme (SNC and CDC)

- 2.6 Since the Executive decision in May, existing governance structures have been reviewed, and where appropriate will continue, and will fulfil the role of project board. Where no suitable existing control group was in place, new project boards will be implemented and scheduled to report into the Place Programme Board. All projects have a schedule of board meetings or governance groups fulfilling the role of project board.

Place Programme Composition

Senior Responsible Owner: Calvin Bell, Director of Development

CDC Councillor	SNC Councillor	Officer/Project Sponsor	Project
Cllr Wood	Cllr M Clarke	Sue Smith	Programme Owners
Cllr Wood	-	Calvin Bell	Bicester EcoTown
Cllr Bolster	-	Chris Stratford	Bicester Town Centre
Cllr Donaldson	-	Ian Davies	Brighter Futures in Banbury
Cllr Gibbard	-	Chris Stratford	Banbury Developments
-	Cllr R Breese	Andy Preston	Urban Extensions
-	Cllr Fordham	Andy Preston	Silverstone
-	Cllr Fordham	Chris Stratford	Moat Lane Regeneration

Transformation Programme Composition

2.7 As agreed in May the Joint Arrangements Steering Group fulfils the role of Programme Board for the Transformation Programme.

Senior Responsible Owner: Martin Henry, Director of Resources

Councillors	Project Sponsor	Role/Project
CDC: Cllr Turner SNC: Cllr McCord Deputies: CDC: Cllr Kerford-Byrnes SNC: Cllr S Clarke	Jo Pitman	ICT Standardisation and Harmonisation
CDC: Cllr Wood SNC: Cllr McCord	Jo Pitman	Service Transformation

2.8 Monitoring Progress of the Programmes

2.9 In accordance with the objective of wanting to ensure transparency, accountability and Member awareness of all projects, standard milestones for major projects are included in the Corporate Performance Management Framework (PMF), giving clear visibility of progress being made to all Members, not just those with a role in the two programmes.

2.10 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.

2.11 This approach to using the standard PMF to report progress will mean that all Members, not just those with a role of “champion” in the two programmes, will have ready access to information about how these important projects are developing in line with their priority status within each council.

2.12 In addition, project boards will receive detailed status reports from their project managers, a summary of which will be presented to the overarching Programme Board.

Schedule of Meetings

2.13 Dates for the Place Programme Board have been planned to coincide with Joint Arrangements Steering Group, with the exception of the first meeting, which is planned for September 6:

Board	Sept 2012	Nov 2012	Jan 2013	April 2013
JASG (Transformation Programme Board)	27	22	10	18

Venue	SNC	CDC	SNC	CDC
Place Programme Board (5pm start when at SNC, 6pm at CDC)	6	22	10	18
Venue	SNC	CDC	SNC	CDC

The work of the Programme Boards

- 2.14 Programme governance is concerned with ensuring that potentially high profile and large investments by the Council deliver outcomes in line with the Council's strategic objectives and priorities. The Board's serve a dual function; they ensure political buy-in, influence and engagement for all 9 major projects whilst also having a key role in maintaining focus on delivering the outcomes and managing any risks arising from the projects.
- 2.15 Major projects comprise a very large number of complex activities; part of the role of the two Programme Boards is to provide leadership to those delivering those tasks.
- 2.16 A key part of the Boards' role is to have oversight of the way resources are used by projects, agreeing and monitoring a strategy for resource management within the constituent projects (money, assets, people, information, skills) and resolving issues where scarce resources are demanded on by other projects in the Programme, or from "business as usual" requirements. Lack of clarity on resource usage can put projects, and the ultimate delivery of strategic objectives, at risk.
- 2.17 A further key role is to ensure that all stakeholders in the projects'/programmes' are engaged with the programme and to agree and monitor a strategy for engagement and communication in relation to the programme. Pro-active engagement with stakeholders is a key part of risk mitigation.

Programme Board Meetings: Scope

- 2.18 Forthcoming meetings of both Programme Boards will be invited to consider and adopt Programme-wide approaches or strategies in relation to resource management (including a standard approach to project accounting and budget monitoring), stakeholder engagement, issue resolution, and risk management. These will provide the context for the constituent projects to operate from this point forward.
- 2.19 The standard agenda item is a high level update from the project sponsor on the current position of each constituent project or programme, highlighting variance against planned time, cost and quality, any key risks that compromise overall delivery of the programme objectives, and any intransigent issues and the actions being taken to deal with them.
- 2.20 Periodic items will include reviews of the effectiveness of the resource management and stakeholder engagement strategies, and of the continued alignment of the programme outcomes with the Council's strategic objectives.

Project Office Systems

- 2.21 An online project office system has been procured to allow project information to be stored in one place but made available to all, and will allow Officers and Members to have a simple view of the current position of any individual project or the programme as a whole.
- 2.22 Work to input the required project information into the system and configure the appropriate reports for project and programme boards is being undertaken by the Programme Office and is planned to be completed by the end of September, taking feedback on the usefulness of report content from the Programme Boards themselves. The project information will then be maintained and reported on by Project Managers on a day to day basis. Based on feedback from users of the project office system further licenses and training will be procured to allow team members and others contributing to projects inside and outside the council, to access and update the system.
- 2.23 The system has been procured using the Capacity Building reserve agreed by Members in January 2012.

Training

- 2.24 Almost all project lead officers and support staff have now received training to maintain their project information in the online project information system; additional training and support to gain confidence in using the system is being made available through the programme office.
- 2.25 Where appropriate project lead officers and support staff are taking the opportunity to undertake self-paced learning in the basics of good project governance, and to receive training in other tools such as Microsoft Project.
- 2.26 The training is procured using the Capacity Building reserve agreed by Members in January 2012, and is contained within the available resources

Internal audit report

- 2.27 A value-adding audit of our governance processes is included in the Audit Plan for 2012/13.
- 2.28 The audit is in two parts, the first of which took place at the end of July and examined whether our governance structures are likely to deliver the desired benefits or control and transparency, and to offer advice and guidance.
- 2.29 The second part of the audit, looking at how the governance processes are actually performing, is scheduled for Quarter 4.

Resources

2.30 A project support resource has been retained for 22.5 hours each week until the end of January 2013. This support officer is specifically working on the project information system to populate it with our project information, and to configure standard report formats for project boards and programme boards. She will also provide administrative support to project boards and thereby embed standard approaches to reporting and information recording. This temporary provision is contained within budgets.

Use of the Project Management Capacity Building reserve of £50,000 (£25,000 from SNC)

	Spent	Planned	Var
Self-paced training package (access for 25 users to a wide range of project-management related courses and qualifications)	£5,000		
Project Information System (P I System)	£5,924		
Training for 15 to use the P I System	£1,500		
Planned extension to all team members	£4,650		
Planned further training		£1,500	
Anticipated requirement for MS Project licensing		£1,500	
Agreed reserve £50,000	£17,074	£3,000	£29,926

Key Issues for Consideration/Reasons for Decision and Options

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 update members.

Option One To agree the recommendations as set out

Option One To amend the recommendations

Consultations

JMT The Programme Management arrangements have been approved previously by Executive.

Implications

Financial: No financial implications arising from the proposals set out in this report.

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 Gavin Halligan-Davies, Interim 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

Appendix No	Title
None	
Background Papers	
Resources Review January 2012; Executive Report May 2012 "Major Programmes Update"	
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