Wiltshire Council

Organisation & Resources Select Committee

15 September 2011

Corporate Programme: Process, Methodology & Status

1. Purpose

1.1. The purpose of this paper is twofold:

1.1.1. to update members on the process by which we are managing the ongoing corporate transformation programme including the eleven constituent programmes described in the Business Plan, and;

1.1.2. to update members on the status of the programme as at August 31 2011.

2. Background

2.1. The four year Corporate Business Plan describes a transformation programme comprising eleven separate but interrelated programmes of work to deliver the objectives of the Council between 2011 and 2015. Within these eleven programmes are three hundred plus individual projects.

2.2. To ensure the robust delivery of these programmes and projects, a Programme Office (PO) has been created within the Transformation Programme covering all projects and programmes run across the council. The PO will be run by Karen Perrett as Head of Service.

2.3. The Programme Office is now fully staffed with 33 FTEs. This has been achieved by re-configuring existing roles, responsibilities and structures – largely from within ICT – into a single coherent whole with the purpose expressed above.

3. Method

3.1. This section addresses the key issues of method for running such a large complex programme successfully. It builds on the learning we have in the organisation after the successful delivery of the One Council and SAP programmes in 2009.

3.2. *People*; selection to the Programme Office is complete and the resources are now in place. Many of these people are existing project managers with the

required skill and knowledge for the role. Those that require development will be given that training over the next 3 months.

3.3. *Process*; all projects, programmes and the overarching transformation programme will utilise a refined version of the existing Wiltshire Council project management methodology based on PRINCE2 and MSP – Managing Successful Programmes. Members might like to consider if they require some training in this area to better fulfil their scrutiny role?

3.4. *ICT*; all programme supporting documentation is standardised and will operate on Share -Point 2010 from October. This makes it transparent and open to review by all and facilitates programme reviews to be held on-line in real time. This is best practice. Future Scrutiny of individual projects and programmes could be undertaken on-line and the committee are requested to consider this.

3.5. *Reporting format*; standardised report formats will be used and these will be included in the Performance Scorecard quarterly report to Cabinet. At the high level review for members, these will include an assessment against the following criteria for each project and programme:

   3.5.1. Timing (to the approved work plan)
   3.5.2. Quality & performance (to the approved performance criteria)
   3.5.3. Budget (to the approved budget)
   3.5.4. Resources (are people, money and asset related resources in place?)
   3.5.5. Overall project or programme status

3.6. For each of the criteria above, the following "traffic light" assessment will be made:

   3.6.1. Green – on time, to quality/performance and budget
   3.6.2. Amber – major issue but resourced mitigation plan in place
   3.6.3. Red – major issue for escalation

3.7. For any programme of this size, it would usual to find a mixed reporting profile of green (60% of activity), Amber (30% of activity) and red (10% of activity). Key for overall success will be to achieve the cultural and behavioural patterns whereby officers can honestly and openly assess the performance of the projects and programme to ensure robust and reliable management of any yellow and red issues at the earliest opportunity. We must avoid any hiding of issues. This is best practice. The political implications of achieving this are significant and should be considered by the committee.

3.8. It is suggested that red issues and their associated recovery plans become the focus for scrutiny activity in the future. If accepted, this will influence the current review of overview and scrutiny arrangements in the council.

4. **Results**

4.1. **Appendix A** summarises the August status for the overall programme. Currently there are three red issues described in the paper. Development of mitigation plans for each is underway and at present does not impact on the

overarching Business Plan objectives. The detail status on the one yellow and one red programmes is:

4.1.1. *Procurement (yellow)*; two issues exist with the programme: (1)The Adults of Working Age project is experiencing resource & capacity constraints that if not addressed could affect the delivery timing. These are being resolved by the programme team and senior management. (2) A proposal to revise the organisation structure of procurement is under development and will be reported to CLT and members in the Autumn.

4.1.2. *Service reviews & systems thinking (red)*; **Appendix B** gives the detail position for the programme. The programme is at red status as the financial objectives cannot be achieved solely from activity addressed by the programme. Other actions will need to be identified as part of the budget setting process to secure the overall financial objectives. This work is in hand.

5. Conclusions

5.1. The above summary of how we plan to run the programme is in line with best practice Programme and Project Management (PPM) principles.

5.2. This approach has been reviewed, discussed and agreed separately by CLT and Cabinet.

5.3. The approach outlined in this paper is the same approach to governance and reporting that will be taken by the Officer and Member Transformation Board. Significant progress has been made by officers in developing, populating and deploying this approach and shortly a member of the Corporate Programme Office will sit on all of the major project boards across the authority. The commitment of the staff within the Corporate Programme Team is worthy of note.

6. Recommendations

6.1. Scrutiny are requested to review this plan, approach and methodology and scrutinise it as appropriate.

6.2. Scrutiny are also requested to review the initial programme status and feedback their views and recommendations.

Dr Carlton Brand
Corporate Director, Transformation & Resources
01225 718088

Attachments
1. Programme Status summary
2. Programme "fish bone" (Ishikawa) diagrams
3. Systems Thinking Programme paper