

Wiltshire Council

Cabinet Transformation Committee

22 October 2013

Subject: **Principles of the Transformation Programme**

Cabinet member: **Cllr Jonathon Seed, communities, campuses, area boards, leisure, libraries and flooding**

Key Decision: **No**

Background

In May of this year the Programme Office was part of the wider restructuring of the Transformation Service. The restructure involved:

- Taking on the project managers and service delivery responsibility for Wiltshire Police
- Increasing the capacity of the team from 32 to 58 staff, the final appointment to the structure was made on the 18th June and she joined the team on 16th September.

The Corporate Directors used the restructure as an opportunity to re-launch the Programme Office, focussing upon:

- A data capture of all programmes and projects across the council
- A clear and consistent model of support and governance
- A review of how progress is reported
- A clearer process for agreeing new programmes and projects

The deadline for the review's outcomes to be presented to the Corporate Directors was set for the end of September and is on course to be achieved.

Interim outcomes

Portfolio of Programmes and Projects

A full list of all projects to be managed by the Programme Office has now been completed; this comprises 103 'live' projects managed by the Programme Office. There are a further 21 projects are either at initiation stage, on hold or at completion. The Police portfolio of projects totals 71 with a further 12 having business cases prepared. Approximately 300 projects are listed on SharePoint, these are not currently fully managed by the Programme Office; the status of these is under review to understand if they are active and if so their progress. As an example 34 are

school-based capital programmes. Responsibility for these will transfer to Sarah Ward's team as part of the completion of the restructure of this area of the transformation team over the next two months and the voluntary redundancy process for existing DCE staff.

The phased transfer of projects from adult care to the programme office is currently underway. This will significantly improve our ability to integrate activity across the council and ensure we phase the requirements placed on key support areas such as Finance, HR and IT, across the entire programme and business plan period. This process will also happen over the next two to four months for a number of projects that have historically sat within Economy and Regeneration thus ensuring increased corporate visibility of this key area as identified in the business plan.

As part of the Medium Term Financial Strategy (MTFS) project, the wider list of programmes and projects is being actively reviewed by the Service Directors with advice and support from the Programme Office. The full list will be presented to the Corporate Directors at the end of September for final review and sign-off.

Reporting of Progress

A review of the current reporting process for all programmes and projects to the Corporate Leadership Team (CLT) and Corporate Directors is nearly complete. The draft proposal will be to provide a single highlight report that focuses upon key risks and issues associated with major projects that are being monitored at a corporate level. All projects and their current status will be accessible through SharePoint.

The Programme Office Risk Register has now been completed and will be reviewed monthly with the Director for Transformation and the Interim Service Director-Executive Services to ensure linkage to the corporate risk register. The same process will be followed with the Police through the Police transformation Board and the Deputy Chief Constable.

Programme and Project Support

Through discussion with services and teams across the council the Programme Office is developing three tiers of project management, with the working titles of 'skinny', 'half-fat' and 'full-fat' processes. The 'skinny' approach details the basic process and tools that must be used when undertaking a small-scale project. This will also cover the use of SharePoint's basic functionality, including document storage and reporting tools. The 'full-fat' version specifies the full end to end process along with a suite of templates for large scale projects and programmes. There will be a clear resource management requirement between the three levels of project management and the draw upon resourcing from other teams across the council. The basic support will involve that projects using the 'skinny' approach and that they should be self-contained and meet the gateway requirements.

Governance

The Officers' Transformation Board is likely to become the gateway for new programmes and projects. Agreement is needed around the criteria for approval of programmes and projects along with threshold for receiving and / or initiating new work. A small working group will be established to determine the gateway criteria. The draft criteria are:

Approval criteria:

- Must support the delivery of the council's Business Plan / OPCC Plan or is Government or legislative lead
- Is cost neutral or represents a cost reduction or has funding (capital and revenue)
- Is critical to the success of other activities

Projects that require less than 10 days of project management support and are under £30,000 would not need to be considered by the Officers' Transformation Board. Projects of this size or under would still need to meet the above criteria and outline business case.

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