

# WIRRAL COUNCIL

## COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE

15 SEPTEMBER 2011

<b>SUBJECT:</b>	<b>STRATEGIC CHANGE PROGRAMME - UPDATE</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>Director of Technical Services / Programme Director (Strategic Change)</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR STEVE FOULKES</b>
<b>KEY DECISION?</b>	No

### 1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to provide an update on the Council's Strategic Change Programme.

### 2.0 RECOMMENDATION

2.1 Members note the progress and content of the Strategic Change Programme.

### 3.0 BACKGROUND AND KEY ISSUES

3.1 The Strategic Change Programme was restated during autumn 2010 and was reported to Council Excellence Overview & Scrutiny 28<sup>th</sup> October 2010. At the time the programme identified 35 projects at various stages of the project life cycle.

3.2 The financial benefits of all 35 projects were assessed in order to establish an accurate savings target and inform the budget setting process. This exercise further ensured no "double counting" of savings declared via other initiatives took place.

3.3 This process identified 12 projects to deliver £10.725m during 2011/12. These projects are listed in appendix 1, and have a savings target entered in the column entitled *SCP savings*. A forecast against this target is entered in the next column (Current forecast). Currently the programme is set to deliver £8.4m. Whilst some slippage has occurred this is not in addition to any pressures identified by Chief Officers as part of regular budget monitoring. Some additional efficiencies have been identified within projects, since the programme was re-stated. These are detailed in appendix 1 under the heading "other".

- 3.4 Of the remaining projects a number had identified savings that were realised through initiatives such as the EVR/VS exercise, two did not intend to achieve savings but sought to stabilise budgets, whilst the remainder had yet to determine financial benefits. Work has been ongoing on a number of these projects and efficiencies identified. This is demonstrated in the appendix 1, column “*additional to SCP*”.
- 3.5 Some projects require further work before being integrated into the programme and these are held at the conception stage. The Strategic Change Programme Board has requested Outline Business Cases are developed for these projects to allow further consideration before formal entry into the Strategic Change Programme. The Board will consider these at it’s October meeting.
- 3.6 Nine of the 35 projects have been closed. One closed following the Review of the Capital Programme in December, and the eight listed in paragraph 5.2 have closed as part of a recent cleansing exercise.
- 3.7 This summary of the number, status and current financial benefit of each project aims to provide an overview to members of the content and progress of the Strategic Change Programme. Detailed information on the objectives and progress of each project should be requested from the relevant Chief Officer and portfolio holder. It is not the role of the Strategic Change Programme Office to deliver individual projects but to co-ordinate the programme and monitor its delivery.

#### **4.0 GOVERNANCE AND DELIVERY ARRANGEMENTS**

- 4.1 The governance and delivery arrangements for the Strategic Change Programme are set out in full in appendix 2. The arrangements state that Chief Officers are ultimately accountable to SCPB for project delivery and ensuring that they have effective people, systems and processes in place to deliver the outcomes.
- 4.2 This guide explains each phase of a project’s life cycle and how the manager employs the Programme Control System and communicates with the Strategic Change Programme Office (SCPO) and the Board. Once the project is within the delivery phase of the project, the mechanism for reporting progress is through the status report (appendix 3).

- 4.3 The guide further provides managers with an outline of what is required at each phase of a project in order to successfully manage their projects. For example the guide deals with the examination of ideas for inclusion within the programme (pg 11).
- 4.4 Proposals from Chief Officers, direct from the public or staff are to be presented using the “Emerging Ideas” pro-forma and submitted to the Strategic Change Programme Office (SCPO). SCPO will review the submission and may discuss the idea with the submitter if clarification is required. Suitable suggestions will be entered onto the Programme Control Systems and be given a unique number that will be use throughout the life of this suggestion and any subsequent projects.
- 4.5 Progression beyond this conception stage will pass through the first decision gate. SCPO will compile details for the Programme Director who will decide whether the idea should be:-
- Dismissed,
  - Referred back for further information,
  - Is worthy of progression but will not be managed under SCP. In which case it is passed to a Chief Officer for that department’s management team to deliver without further recall to SCPB.
  - Is to be initially approved for potential inclusion in SCP and is to receive support and development into an Outline Business Case.
- 4.6 SCPO will communicate this decision as appropriate, update the system and monitor progress. The Programme Director will brief Executive Team at the next meeting.
- 4.7 SCPO will assist those assigned to develop the selected ideas into an Outline Business Case (OBC) for submission to SCPB. This assistance usually consists of providing research and intelligence, business analysis and managing change. The team will research best practice, gather data, establish costs, document processes – both before and after and develop change management plans. The specific roles and responsibilities of SCPO in terms of programme management are stated in the guide (pg 6).
- 4.8 Although work is ongoing in developing the Outline Business Case, this is purely a developmental stage of the project and it is not yet within the Strategic Change

Programme. Similar arrangements are in place for each decision gate. An overview is depicted on page 19 and is described in detail in on pages 11-16.

## 5.0 PROGRAMME CLEANSING: PROJECT CLOSURES

5.1 There are a number of projects within the current programme that have been running for some time. The Strategic Change Programme Board have agreed to close some of these projects. This is because the activities have been completed and benefits achieved or it is no longer feasible to continue with the original objectives.

5.2 SCPB have approved to close the following projects:

No	Project Name	Project Manager	Comment
02	DASS Assistive Technology	Angie Carter	No savings included in £10.725m.
07	DASS Transport	Christine Beyga	No savings included in £10.725m. Financial benefits realised through EVR/VS exercise.
10	CAS: Streetscene	Malcolm Flanagan	No savings included in £10.725m. Financial benefits realised through EVR/VS exercise.
17	CYPD Management Restructure	Andrew Roberts	No savings included in £10.725m. Financial benefits realised through EVR/VS exercise.
27	Traffic Management	Mark Smith	£150k savings within £10.725m – savings achieved.
28	Highways Asset Management System (HAMS)	Shaun Brady	£100k savings within £10.725m. System not procured but savings found within service area.
33	Personal Budgets	Paula Neate	No savings included in £10.725m.
34	DASS Early Intervention	Maura Noone	No savings included in £10.725m.

## 6.0 PROGRAMME CLEANSING: LESSONS LEARNT

6.1 The Gateway Framework (pg 19, appendix 2) adopted by SCPB requires the impact of the project and the key success factors to be evaluated and reported accurately to the Board. A closure report and lessons learnt report should be

produced, highlighting the outcomes achieved, any handover arrangements as well as findings from a post project review. The Strategic Change Programme Office (SCPO) has received documentation from all projects requesting closure, however the content and quality varies greatly.

- 6.2 These arrangements apply a process underpinned by robust project management techniques, to projects which in some cases were well into the delivery stage. This has presented difficulties at project closure when robust planning and delivery techniques have not been applied, making it almost impossible to provide effective evaluation of some projects. Any new projects initiated will be more rigorously planned and monitored to avoid project drift or a shift from the original project objectives.
- 6.3 Some projects have been proposed to the Strategic Change Programme because they are important areas of work for the department rather than because they make good projects. Other projects have been proposed at the wrong time, for example at the feasibility study stage rather than implementation or roll out. This has led to projects being included that did not have clear objectives or outcomes, and have drifted over time.
- 6.4 For future projects there will be more clarity in terms of savings to be achieved. Savings achieved as part of project delivery should be easily identifiable within departmental budgets. However, there has been some confusion amongst project managers about savings contributing to EVR/VS or other initiatives and those that make up the change programme. A robust approach towards benefits realisation will be taken with forthcoming projects, ensuring alignment with the budget setting process.
- 6.5 There have been some decisions taken outside the project environment which have affected the project for example at Cabinet, or Executive Team. This may have occasionally led to the project manager playing “catch up” to ensure the project reflects reality. For example Cabinet may decide to embark on a programme of home closures, which officers begin to implement, prior to the Board approving the relevant documentation and progressing through the necessary gate. As part of the governance arrangements SCPO are requesting documentation for activities well underway.

6.6 Some project managers have perceived the project management discipline and control as over and above the project – wanting to get on with it – rather than investing time planning and controlling the project. Project Managers are completing activities, leaving “the paperwork” to administrative or support colleagues, rather than using the documents as key tools for planning and control. The Programme Office will be working closely with project teams and senior managers to embed project management.

## **7.0 NEXT STEPS**

7.1 Some projects within the programme are scheduled to run beyond 2011/12. Indicative savings for 2012/13 are around £5-6m, the detail of which is captured in the column headed *Potential 2012/13* in appendix 1. The Board have not agreed these targets; but will consider them in further developing the programme. This will be alongside the work of overview and scrutiny committees to identify additional projects and activities to address the budget challenges faced by the Council.

## **8.0 RELEVANT RISKS**

8.1 The main risk is the non-delivery of benefits, particularly financial, of the Strategic Change Programme. This is mitigated by careful monitoring by the Strategic Change Programme Board, supported by the Strategic Change Programme Office. Independent assurance on project delivery is provided by the Director of Finance. Risks registers are maintained by project managers. Any risks managers can no longer control are escalated as issues.

## **9.0 OTHER OPTIONS CONSIDERED**

9.1 N/A

## **10.0 CONSULTATION**

10.1 N/A

## **11.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

11.1 Opportunities to involve voluntary, community and faith organisations will be considered within individual projects.

## **12.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

12.1 The resource requirements of the Strategic Change Programme are currently being met through existing staff resources. Individual projects may impact on staffing, assets and IT; any issues will be raised at Departmental Management Teams. If these are not resolved they will be escalated to the Executive Team for resolution and subsequently to SCPB.

## **13.0 LEGAL IMPLICATIONS**

13.1 Not applicable

## **14.0 EQUALITIES IMPLICATIONS**

14.1 Not applicable

14.2 Equality Impact Assessment (EIA)

- |                                       |    |
|---------------------------------------|----|
| (a) Is an EIA required?               | No |
| (b) If 'yes', has one been completed? | No |

## **15.0 CARBON REDUCTION IMPLICATIONS**

15.1 Not applicable

## **16.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

16.1 Not applicable

### **REPORT AUTHOR:**

**Michele Duerden**  
*Programme Manager (Strategic Change)*  
telephone: (0151 666 3256)  
email: [micheleduerden@wirral.gov.uk](mailto:micheleduerden@wirral.gov.uk)

## Appendix 1: Strategic Change Programme

Ref	Project	Project Manager	Project Stage	PM	SCPO	SCP Savings	Current Forecast	Additional to SCP	Other	Potential
				Assessment		2011/12				12/13
1	Procurement	Ray Williams	Delivery	Amber		2	2	0	0	2
3	Market Management	Steve Rowley	Delivery	N/A	Amber	5.37	3.54	0	0	0.847
5	Learning Disabilities	Jayne Marshall	Start up	Red	Red	0	0	0	0	0
6	Re-provision of in-house Care Services	Christine Beyga	Delivery	Green	Amber	1.476	1.476	0	0	0
9	Revenues & Benefits	Malcolm Flanagan	Delivery	Green	Green	0	0	0	0.9	1.2
11	ICT Strategic Review	Geoff Patterson	Delivery	Green	Amber	0	0	0.4	0	0.4
16	Looked After Children	Julia Hassall	Delivery	Green	Green	0	0	0	0	0.07
19	Disposal of Assets	Ian Brand	Delivery	Red	Red	0.481	0.22*	0	0	0.31
20	Office Rationalisation	Ian Brand	Delivery	Red	Red	0.368	0.184	0	0	0.123
24	PACSPE	Mark Smith	Delivery	Green	Green	0.2	0.2	0	0	TBD
26	Street Lighting	Kevin Ellis	Delivery	Amber		0.05	0.05	0	0	0.1
27	Traffic Management	Mark Smith	Closure	Project Closed		0.15	0.15	0	0	0
28	HAMS	Shaun Brady	Closure	Project Closed		0.1	0.1	0	0	0
31	Energy Efficiency	Ian Brand	Delivery	Red		0.08	0.03	0	0	TBD
39	Printing review	Geoff Patterson	Start up	Amber		0.25	0.25	0	0	0.25
42	Balances & Reserves	Tom Sault	Conception	Conception		0	0	0	2.2	TBD
43	VCF Contracts	Emma Degg	Conception	Conception		0	0	0	0	TBD



44	Contract Review	Ray Williams	Delivery	Amber		0	0	0	0.5	TBD
45	CAS wider project	Malcolm Flanagan	Conception	Conception		0	0	0	0	TBD
55	Review of Employee Pay Costs	Chris Hyams	Start up	Conception		0	0	0	0	TBD
57	Review of Fees & Charges	Tom Sault	Conception	Conception		0	0	0	0	TBD
58	Shared Services	David Green	Conception	Conception		0	0	0	0	TBD
59	Value for money profiles	Pete Molyneux	Conception	Conception		0	0	0	0	TBD
60	General Restructure	Chris Hyams	Conception	Conception		0	0	0	0	TBD
65	Facilities Management	Ian Brand	Delivery	Green	Amber	0	0	0	0	0.5 - 0.7
66	Transforming Business Support	Chris Hyams	Delivery	Amber	Amber	0	0	0.125	0	TBD
67	Procurement: Electronic Payments	Ray Williams	Start up	Red		0.2	0.2	0	0	TBD
						<b>10.725</b>	<b>8.4</b>	<b>0.525</b>	<b>3.6</b>	<b>5.8 - 6</b>

Appendix 2: Governance and Delivery Arrangements



**STRATEGIC CHANGE  
PROGRAMME**

**Governance  
and  
Delivery Guide**

DRAFT

05 May 2011

DRAFT

## **1 SUMMARY**

- 1.1 This guide details the control and delivery arrangements for the Strategic Change Programme (SCP).
- 1.2 Governance arrangements, system guides, this guide and templates to support the programme can be accessed on the Intranet by [clicking here](#), and selecting “Transformational Change”. You can then launch the required document from the library.
- 1.3 The programme is managed by the Strategic Change Programme Board (SCPB). SCPB is chaired by the Leader of the Council, the Deputy Leader of the Council, the Deputy Leader of the Conservative Group, the Deputy Leader of the Liberal Democrat Group, the Chief Executive and the Programme Director (Strategic Change).
- 1.4 A Programme Control System is to be used by all SCP project staff to manage all of the stages in the project lifecycle.
- 1.5 The approach adopts a gateway framework which proposals pass through to become a reality and concludes with benefits being measured. These gateways exist for each of the five stages in a project lifecycle;-
  - Concept,
  - Outline approval,
  - Start-up,
  - Delivery,
  - Closure.
- 1.6 The guide explains the governance arrangements at each phase of a project’s life and how the manager employs the Programme Control System and communicates with the Strategic Change Programme Office (SCPO) and the Board.
- 1.7 The guide further provides managers with an outline of what is required at each phase of a project in order to successfully manage their projects.
- 1.8 The processes outlined in this document will be reviewed on a six monthly basis. The review will identify lessons learnt, ensuring they are reflected within the Governance & Delivery arrangements.
- 1.9 The Strategic Change Programme Office (SCPO) offer advice, assistance and guidance on the topics set out in the guide. It is an aim of the Team to embed good practice across the Council. Please email the Team on [scprogrammeoffice@wirral.gov.uk](mailto:scprogrammeoffice@wirral.gov.uk).

## CONTENTS TABLE

	<b>Page</b>
<b>Introduction</b>	<b>5</b>
<b>Roles and Responsibilities</b>	<b>5</b>
<ul style="list-style-type: none"><li>• Chair of SCPB</li><li>• SCPB members</li><li>• Chief Executive</li><li>• Programme Director</li><li>• Strategic Change Programme Office</li><li>• Chief Officer Meetings</li><li>• Chief Officers</li><li>• Project Managers</li><li>• Risk Management</li><li>• Quality Assurance</li></ul>	
<b>Project Organisation</b>	<b>8</b>
<ul style="list-style-type: none"><li>• Portfolios, Programmes, Projects, Work Streams</li><li>• Boards and project groups</li><li>• Reporting hierarchy</li><li>• Risks, Issues and Assurance</li><li>• Standards and range of documents</li><li>• Communications</li></ul>	
<b>Project Development</b>	<b>10</b>
<ul style="list-style-type: none"><li>• Is an idea business as usual or a strategic project?</li></ul>	
<b>Business as Usual Activities.</b>	<b>11</b>
<ul style="list-style-type: none"><li>• Milestones and Reporting</li><li>• SCPO acting as proxy</li><li>• Handling slippages and issues</li></ul>	
<b>Strategic Change Projects</b>	<b>11</b>
<ul style="list-style-type: none"><li>• Definition</li></ul>	
<b>Project Concept</b>	<b>11</b>
<ul style="list-style-type: none"><li>• Process for channelling Emerging Ideas</li></ul>	
<b>Project Approval</b>	<b>12</b>

<ul style="list-style-type: none"> <li>• Developing an approved idea into an Outline Business Case</li> </ul>	
<b>Project Start Up</b>	<b>13</b>
<ul style="list-style-type: none"> <li>• Developing an approved Outline Business Case into a fully prepared, deliverable project using a Project Initiation Document.</li> </ul>	
<b>Project Delivery</b>	<b>15</b>
<ul style="list-style-type: none"> <li>• Project Managements and reporting</li> </ul>	
<b>Escalation and Change Control</b>	<b>15</b>
<ul style="list-style-type: none"> <li>• Reporting slippages</li> <li>• Change Control</li> </ul>	
<b>Project Closure</b>	<b>15</b>
<ul style="list-style-type: none"> <li>• Passing on experiences to improve future deliveries,</li> <li>• Demonstrating success.</li> </ul>	
<b>Project Evaluation &amp; Lessons Learnt</b>	<b>16</b>
<b>Benefits Realisation Procedures</b>	<b>17</b>
<ul style="list-style-type: none"> <li>• Financial</li> <li>• Non-Financial</li> </ul>	
<b>Project Life Cycle and Decision Gates diagram.</b>	<b>18</b>
<b>Programme Control System</b>	<b>19</b>
<b>Useful References</b>	<b>20</b>
<ul style="list-style-type: none"> <li>• Intranet Document Database for templates and copies of guides.</li> <li>• Change and project management materials</li> <li>• Risk Management</li> </ul>	

## **2 INTRODUCTION**

- 2.1 Governance is the control framework through which programmes deliver their change objectives whilst remaining within corporate visibility and control. It is defined as “the functions, responsibilities, process and procedures that define how a programme is set up, managed and controlled” [OGC, Managing Successful Programmes].
- 2.2 The Strategic Change Programme Board was established in July 2010 in response to a Cabinet resolution. The Cabinet paper summarised the function of the Board as directing and supervising the delivery of the Strategic Change Programme.
- 2.3 The Board is chaired by the Leader of the Council and other Board members are the Deputy Leader of the Council, Cabinet Member for Corporate Resources, the Chief Executive, and the Programme Director (Strategic Change).

## **3 ROLES AND RESPONSIBILITIES**

- 3.1 Chair of the Strategic Change Programme Board
- The Chair of the Strategic Programme Change Board is responsible to Council for ensuring that outcomes are delivered. The Chair shall direct the Board and through the Chief Executive, Council officers and partners to achieve these objectives.
- 3.2 Strategic Change Programme Board
- The Leader is the chair of the SCPB and has overall responsibility for the council’s Strategic Change Programme.
- 3.3 Chief Executive
- The Chief Executive in consultation with SCPB is to take all decisions relating to the Strategic Change Programme, including those relating to staffing and resourcing (so far as such decisions are not contrary to the Council’s budget).
- 3.4 Programme Director (Strategic Change)
- 3.4.1 The Programme Director (Strategic Change) has the following key responsibilities:-
- a To escalate issues to the SCPB as appropriate as part of the agreed reporting/Governance arrangements.
  - b To provide the formal link between SCPB, Executive Team, Strategic Change Programme Office (SCPO), project managers and those managing enabling functions.
  - c To manage all programme management communications and systems of governance as agreed with SCPB.

- d To conduct research, evaluate proposals; manage initiatives and other activities to develop the Council's capacity for determining and delivering the SCP. These aspects were detailed in the Cabinet Report 22 July.
- e To deal with SCPB's secretariat needs.
- f To organise and manage the Strategic Change Programme Office.

### 3.5 Strategic Change Programme Office (SCPO)

#### 3.5.1 SCPO's roles are summarised as follows:-

- a SCPO will service SCPB and assist the Programme Director (Strategic Change) in co-ordinating the delivery of the Strategic Change Programme.
- b SCPO will advise project sponsors and managers on the submission of appropriate documents to SCPB timetables. SCPO will receive these and compile progress and exception reports suitable for SCPB to monitor progress and manage issues.
- c SCPO will provide and maintain a Programme Control System that project managers populate with key SCP activities at a project level which will enable SCPB to manage the programme by exception. This will include milestones, key decisions, benefits, resources, risks and communications.
- d SCPO will gather, evaluate and compile summaries of emerging ideas from Chief Officers, staff and stakeholders for SCPB to review.
- e SCPO will assist in the co-ordination of resource planning as required.
- f SCPO will maintain suitable levels of SCPB documentation including project benefit logs, risk registers, issues log and similar. This will include maintaining the SCPB level Risk Register.
- g SCPO will assist project sponsors and managers in developing or improving proposals, evaluating benefits and costs, planning and managing projects.
- h SCPO will assist capacity building by supporting the Council's coaching and training of project managers and their teams as required.

#### 3.6 Executive Team

- a Chief Officers are to assist the Programme Director as appropriate and deal with issues raised by project managers. Those that cannot be dealt with will proceed to SCPB for resolution.
- b Chief Officers will ultimately be accountable to SCPB for project delivery and ensuring that they have effective people, systems and processes in place to deliver the outcomes.
- c Chief Officers are to promote and ensure that their project managers engage with SCPB processes and SCPO.



### 3.7 Project Managers

3.7.1 Project managers will continue to be responsible to their Chief Officer for maintaining project control including:-

- a Project planning
- b Project Team leadership
- c Manage the project in terms of time, quality and budget and achieve the planned outcomes
- d Advise on progress and seek assistance to correct any project slippage if this occurs
- e Ascertain, record and manage project risks. Escalate issues through the programme governance arrangements
- f Measure benefits realised and log them
- g Respond to requests from SCPB, the Programme Director or SCPO
- h Use the standard documents and Programme Control System to enter project details throughout the life of the project, including progress against milestones and outcomes achieved within the given timescales.

### 3.8 Risk management

Risk management will be undertaken in line with the corporate arrangements. The Programme Office will deal with Board level risks and project managers will deal with project level risks.

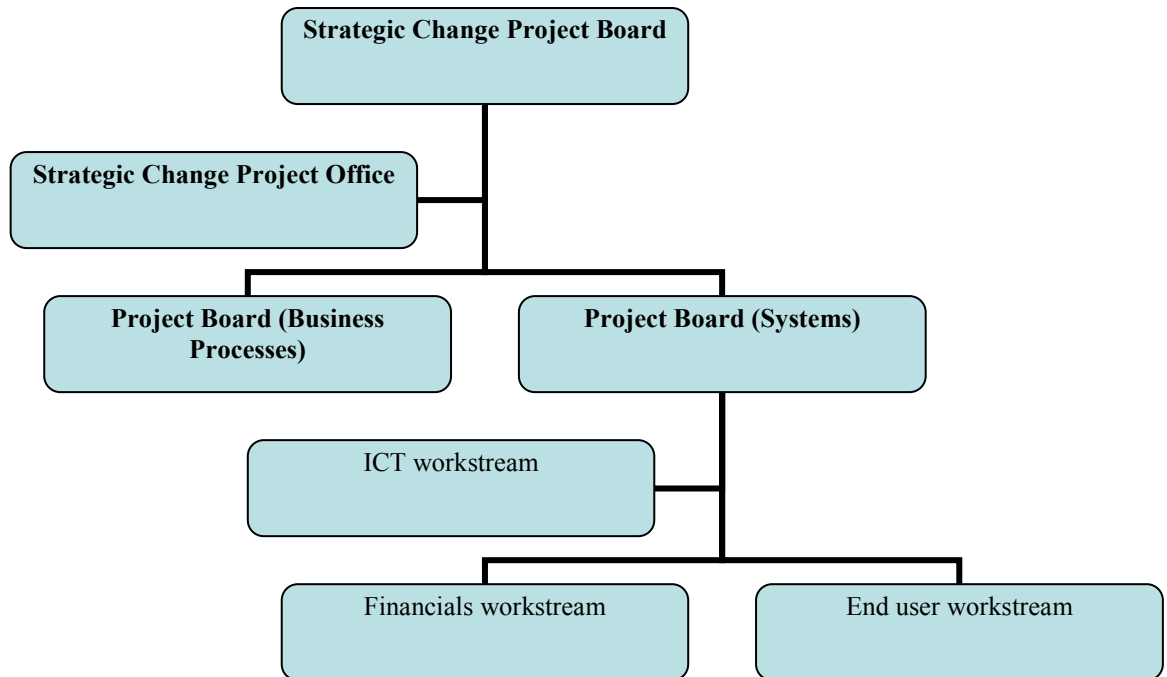
### 3.9 Programme assurance

Assurance to SCPB will be conducted by Internal Audit under the Director of Finance's direction.

Outcome reports from the assurance process will be circulated to the relevant Chief Officer and Programme Director (Strategic Change) in the first instance. The Programme Director will report a summary of findings to SCPB.

## **4 Project Organisation**

- 4.1.1 It is not unusual for confusion to arise when describing projects, programmes or portfolios. Wirral has adopted a common convention when referring to the organisation and governance of projects and this is set out below.
- 4.1.2 A portfolio is an assembly of projects, programmes and activities that express strategic aims and objectives and may encompass several organisations. This level is not currently used within Wirral.
- 4.1.3 A programme is the next level down from a portfolio and is made up of projects or activities from within the organisation. Wirral has a Strategic Change Programme with its own programme board (SCPB). Day to day management is undertaken by the Programme Director (Strategic Change).
- 4.1.4 A project is an element of a programme led by a project manager. The project manager may decide to establish separate activities divided into work streams, each managed by a work stream leader.
- 4.1.5 Activities that feed into the programme may be projects or activities delivered through existing managerial arrangements. These are classed as “business as usual”. If these activities are deemed significant, then milestones are set and monitored by SCPB.
- 4.2 Project Boards and Reporting Hierarchy
  - 4.2.1 Projects within the Strategic Change Programme is required to report to SCPB. The project manager must determine their arrangements for providing overall direction and management of their project. They may wish to establish a Project Board and/or other groups such as a Project Team, Task Group, Work Stream Group etc. They may prefer to manage their project through existing groups and forums such as departmental management teams. The formality of these arrangements will depend on the complexity of the project. SCPB are not prescriptive in relation to these arrangements – it is important to adopt a structure that fits with the tasks or the project rather than having a rigid framework.
  - 4.2.2 If we consider the example of a Business Improvement Project introducing a major change in business process and implementing a related IT system, the manager may decide to have the following structure for reporting:-



- 4.2.3 Each level of the reporting structure is led by a specific individual who is responsible for a range of tasks and managing those under them. Each level reports to the one above with progress, issues and risks relating to their tasks. In general these individuals will be project managers, but smaller work streams may be managed by team leaders closely supported by their manager. Work stream leaders are usually managers or supervisors in their own right and represent the service or functional aspects of the project.
- 4.2.4 Advice on establishing project level governance is available from the Strategic Change Programme Office. A list of useful references is also provided at the end of this guide.
- 4.3 Risks, Issues and Assurance
- 4.3.1 It is the responsibility of the project manager or work-stream leader to assess, record and provide counter measures for relevant risks that threaten the delivery of their tasks.
- 4.3.2 If a risk cannot be successfully managed and it threatens delivery of the task, then it is the responsibility of the manager to escalate this up the reporting structure. Issues may arise for reasons such as slippage, resource failure or external factors. The issue should be resolved by those in the reporting structure and may result in a project variation or change control – a formal agreement to redefine certain elements of the task or outcomes.
- 4.4 Assurance is defined as “Independent assessment and confirmation that the programme as a whole or any of its aspects are on track, applying relevant practices and procedures, and that the projects, activities and

business rationale remain aligned to the programme's objectives". SCPB have determined that the Assurance function will be undertaken by The Director of Finance.

#### 4.5 Range and standard of documents

4.5.1 The Strategic Change Programme Board is formally constituted by the Council and is administered accordingly.

4.5.2 Although project and other groups may be less formal and may last for short periods, it is good practice to have written records of progress, agreed actions and notes of meetings.

4.5.3 There are several key records that are required at a project level including an Outline Business Case, Project Initiation Document, Project Plan, Managers Status Report, Risk Register and Issues Log. These are held on the Programme Control System and are set out in detail later in this guide.

#### 4.6 Communications

4.6.1 It is required that a communications plan is developed for each project during the Project Start up stage. Assistance on developing this is available from the Corporate Communications Team.

4.6.2 Governance communications are slightly different and work to a set framework focusing on decision points, progress and achievements. In the case of the Strategic Change Programme, much is communicated through the Programme Control System using key documents and approval workflows.

4.6.3 The Programme Director (Strategic Change) is the link between SCPB and the Executive Team.

4.6.4 The Strategic Change Programme Office Team reports to the Programme Director (Strategic Change) and manage the Programme Control System. They can provide managers with advice and guidance and may serve on project teams. They can be approached at any time for help as regards the processes described in this document.

### **5 PROJECT DEVELOPMENT**

#### **Is an idea business as usual or a strategic project?**

5.1 In general, good ideas that have more significant impact and require special task groups to perform, are less likely to be delivered as part of normal business.

5.2 If the idea impacts on activities within a section or department then it may be of less interest strategically than something that has widespread effects throughout the offices or the public.

5.3 Whatever the scale or content of an idea, the process to be followed is outlined in the next section.

### **6 BUSINESS AS USUAL ACTIVITIES**

- 6.1 Some business as usual ideas will be seen by the Board as warranting their attention and the Board may wish to be assured of progress. This may be because the activity is seen as high risk in that it affects business continuity, the reputation of the authority, has authority wide implications, significant investment is required or significant efficiencies are expected. In such cases the Board will monitor the activity's milestones and receive progress on these milestones.
- 6.2 The manager may wish to develop a full project plan and run the activity through the Programme Control System but they are not obliged to. Instead, a member of the SCPO will act as their proxy and the manager will provide milestones at the start and advise SCPO, who will update the system.
- 6.3 If a business as usual activity experiences slippage or has issues, then the manager should advise SCPO who will enter these into the system and escalate them for resolution using the same process as for projects.

## **7 STRATEGIC CHANGE PROJECTS**

- 7.1 Strategic Change Projects are projects that fundamentally change the way service is delivered or the council undertakes its business. These projects critically examine:
- Working practices to ensure they are efficient
  - Skills, tools and support available to ensure staff can deliver in a joined up way
  - Access channels to ensure people can access services in ways that suit
  - Service design to ensure it meets individual needs.
- 7.2 Such projects should result in a step change in improvement, cost, quality or any combination. In certain circumstances the change may be beyond a departmental team to deliver either because of the nature of the change or skills required.
- 7.3 The following section examines the process how such projects enter the Strategic Change Programme.

## **8 PROJECT CONCEPT**

### **Examination of ideas**

- 8.1 Proposals from Chief Officers, direct from the public or staff are to be presented using the "Emerging Ideas" proforma and submitted to the Strategic Change Programme Office (SCPO) whenever these arise. [This template and others referred to in this guide can be obtained from SCPO or download directly from the Intranet Document Database as detailed in Section 1 at the start of this guide.]

- 8.2 Emerging Ideas and initial proposals from any other source should be presented directly to SCPO as they arise in any format if it is unreasonable to expect the template to be used.
- 8.3 SCPO will review the submission and may discuss the idea with the submitter if clarification is required. Suitable suggestions will be entered onto the Programme Control Systems and be given a unique number that will be use throughout the life of this suggestion and any subsequent projects.
- 8.4 **Progression beyond this stage will pass through the first decision gate.**
- 8.5 SCPO will compile details for the Programme Director who will decide whether the idea should be:-
- Dismissed,
  - Referred back for further information,
  - Is worthy of progression but will not be managed under SCP. In which case it is passed to a Chief Officer for that department's management team to deliver without further recall to SCPB.
  - Is to be initially approved for potential inclusion in SCP and is to receive support and development into an Outline Business Case.
- 8.6 SCPO will communicate this decision as appropriate, update the system and monitor progress.
- 8.7 The Programme Director will brief Executive Team at the next meeting.
- 8.8 SCPO will assist those assigned to develop the selected ideas into an Outline Business Case (OBC) for submission to SCPB.
- 8.9 This is purely a developmental stage of the project and it is not yet within the Strategic Change Programme.

## **9 PROJECT APPROVAL**

### **Examination of outline business case**

- 9.1 This is the development of an idea into an outline business case (OBC) which would enable the potential benefits, risks, resource requirements and similar to be evaluated. This will enable SCPB decide whether to proceed and formally include the project within the Strategic Change Programme.
- 9.2 The OBC will give an overview of resources, cost, benefits, risks, implications, timescales and likelihood of delivery and benefits realisation. The aim of an OBC is to validate or disprove the idea. The objective is to provide SCPB with enough information to enable a decision to be made whether to commit even more effort into developing the idea into a fully pledged project.

- 9.3 A template for the OBC is available from the SCPO or the intranet's document database.
- 9.4 The respective Chief Officer is to arrange for the Director of Finance to validate any financial implications and benefits claimed in any OBC prior to it being considered by SCPB.
- 9.5 OBCs are to be submitted to SCPO and a commentary may be provided regarding resource implications, etc, that the proposal may contain.
- 9.6 SCPO will review the submission and may contact the submitter to clarify any points concerning the OBC. SCPO will enter the details on the Programme Control System and attach the OBC.
- 9.7 The Programme Director will normally present this to SCPB; however SCPB may ask the relevant Chief Officer to present the idea.
- 9.8 **Progression beyond this stage will pass through the second decision gate.**
- 9.9 SCPB are decide whether the case is to be:-
- Dismissed,
  - Referred back for further information,
  - Is worthy of progression but will not be managed under SCP. In which case it is passed to a Chief Officer for that department's management team to deliver without further recall to SCPB.
  - Is approved for inclusion in SCP and is to be fully developed into a deliverable project in the form of a Project Initiation Document (PID) including a Project Plan and Milestones.
- 9.10 SCPO will communicate SCPB's decisions as appropriate, update the system and monitor progress.
- 9.11 The Programme Director will brief Executive Team at the next meeting.
- 9.12 The quality assurance process may subsequently test whether there is sufficient and realistic data for the Board to make a decision as to whether the project should be included in the Strategic Change Programme. This will include such things as key milestones, anticipated outcomes, indicative timescales, costs and resource implications.

## **10 PROJECT START UP**

### **Examination of project initiation document**

- 10.1 This stage represents the final planning that goes into the proposal. The proposal should be fully developed to enable a project manager to deliver the project given the defined resources. This planning process should expose any major flaws in the original proposal and give a high degree of confidence that the project will deliver the defined outcomes.
- 10.2 This stage marks the final point before committing the Council to starting the project. The PID should contain comprehensive details of the intended

approach, tasks to be undertaken presented in a project plan and resource requirements. Approval to proceed is dependent upon there being clarity about such matters.

- 10.3 The benefits of undertaking the project should be explicit. The approach to confirming benefits is
- Identify the benefits
  - Select objective measures that reliably prove the benefits
  - Collect the baseline measures (from which the improvements will be quantified)
  - Define how, when and by whom the benefits measures will be collected.
- 10.4 The Chief Officer is to arrange for the Director of Finance to validate any financial implications – including cost and benefits -outlined in PID prior to them being considered by SCPB.
- 10.5 PIDs should be entered onto the Programme Control System by the project manager or person assigned by the sponsoring Chief Officer. SCPO will assign ownership of the project record for the approved person to enter the PID and offer guidance as required.
- 10.6 The Programme Director (Strategic Change) will usually present PIDs to SCPB, however SCPB may request it is presented by the appropriate Chief Officer.
- 10.7 **Progression beyond this stage will pass through the third decision gate.**
- 10.8 SCPB are decide whether the PID is to be:-
- Dismissed,
  - Referred back for further information,
  - Is worthy of progression but will not be managed under SCP. In which case it is passed to a Chief Officer for that department's management team to deliver without further recall to SCPB.
  - Is approved for start and allocate or agree:-
    - The project manager,
    - The investment and budget as appropriate,
    - The resource plan.
    - The Milestones.
    - Key decision timetable.
- 10.9 SCPO will communicate SCPB's decisions as appropriate, maintain a log and monitor progress.
- 10.10 The Programme Director (Strategic Change) will brief Executive Team at the next meeting.
- 10.11 The relevant Chief Officer will advise the project manager of their appointment, duties and SCPO then will meet and brief the person.



- 10.12 The quality assurance process will examine the quality and existence of the formal documents and conclude whether there are any serious omissions which present a risk to the overall programme.

## **11 PROJECT DELIVERY**

### **Examination of achieving project milestones**

- 11.1 This is the stage when the project manager follows the plan and any project slippage or aspects that the manager cannot keep within control tolerances are escalated. This stage will be monitored using information extracted from the Programme Control System.
- 11.2 The project manager will keep the Programme Control System updated to facilitate monitoring. This includes using the status reports to highlight progress, update the risk register and issue logs. The manager is to assess the projects financial and schedule status and provide a Red/Amber/Green assessment within each update.
- 11.3 SCPB require certainty over the financial benefits that projects may or may not bring. Therefore the relevant Chief Officer must agree the financial impact of their projects jointly with the Director of Finance, throughout the project. This must be accurately maintained in the Programme Control System.
- 11.4 Executive Team and ultimately SCPB will resolve any issues that arise and agree to slippages through project variation. Key project documentation for this stage is regular project manager status reports with updated risk register, issues log and project plan.
- 11.5 SCPO will provide the Programme Director with reports for SCPB on exceptions, variations and change requests. SCPO will also monitor the timely updating of the system and liaise with project managers where his is not being achieved.
- 11.6 SCPO will advise on any mandatory timetables of updates and status reports.
- 11.7 The quality assurance process may examine such things as the programme manager submissions into the Programme Control System, evaluating these against the original project plans, the risk register, issues log, and benefits log and conclude whether the programme is as reported.

## **12 ESCALATION AND PROJECT VARIATION**

- 12.1 SCPO will evaluate highlight reports and Programme Control System to identify if a manager is experiencing slippage or has referred issues through the governance structure.
- 12.2 The Programme Director will take these to the next meeting of Executive Team for resolution.
- 12.3 Should there be project slippage in terms of investment, benefits or timing, the Chief Officer will submit a change request for project variation through the SCP change control process.

- 12.4 The Programme Director will take change requests and any un-resolved issues the next meeting of SCPB. SCPB may request that the Chief Officer and / or the project manager presents their own change requests and discuss un-resolved issues.

## **13 PROJECT CLOSURE**

### **Examination of outcomes and benefits log**

- 13.1 This is the final stage of the project and should represent the achievement of the objectives and benefits set out in the formal document such as the PID. The opportunity should also be taken to review what went well and what didn't, to inform and improve future delivery of projects.
- 13.2 This stage completes project delivery. Open documentations such as the risk register and issues log should be closed. Project closure documentation including end project report, lesson learnt report and benefits log should be entered on the Programme Control System.
- 13.3 The Programme Director (Strategic Change) will advise the next meeting of SCPB of project closures and benefits shown in logs.
- 13.4 **Closure of the project is the fourth and last decision gate.**
- 13.5 SCPB may either:-
- Agree to the closure of the project, or,
  - Request further information, or,
  - Give other instructions as appropriate.
- 13.6 SCPO will communicate the decision and formally close and lock down the project record. The system will permanently prevent any amendment to the records.

## **14 PROJECT EVALUATION & LESSONS LEARNT**

- 14.1 Organisations can learn from their experiences with projects. When evaluating a project the objective is to assess how successful or otherwise the project has been. The project evaluation and lessons learnt process should review the projects original intent as agreed in the initiation document (PID) including any agreed project variations.
- 14.2 An end project report should be produced which includes:
- The project manager's summary of how the project has performed
  - An assessment of the benefits of the project compared with the targets set out in the PID.
  - A review of the project's performance against timescales
  - A review of the project team
  - A review of the project's outcomes including any further recommendations.
  - If the project has been brought to a premature close the end project report should document the rationale for this.
- 14.3 The project management team should prepare a lessons learnt report which should include an overview of:

- What went well and what didn't
- Any recommendations to improve the Corporate Project Management processes
- An assessment of the metrics in terms of the baseline, task estimation, duration etc.

## **15 BENEFITS REALISATION PROCEDURES**

- 15.1 Clear ownership of benefits should be established. Each benefit should be owned by an appropriate individual who is accountable for its successful delivery.
- 15.2 Benefits should pass four critical validation tests:
- Description – what precisely is the benefit?
  - Observation – What verifiable differences should there be post implementation?
  - Attribution – Where will this benefit arise? Is the ownership of delivering the change clear?
  - Measurement – How and when will the achievement of the benefit be measured?
- 15.3 Financial benefits should be verified and captured by the Director of Finance.
- 15.4 Non-financial benefits should be titles with a change term such as increased, reduced, faster, slower, bigger etc. to clearly demonstrate what the impact of the project has been. They should be logged, measured and given assurance as part of project delivery.
- 15.5 The quality assurance process will establish whether there is an end project report, lessons learnt report, as well as a final statement of benefits and outcomes.

## **16 PROGRAMME CONTROL SYSTEM**

- 16.1 The Programme Control System will be administered by the Strategic Change Programme Office.
- 16.2 The system is configured to support SCPB's decision gate framework. Progress through the decision gates will be controlled by the SCPO in response to SCPB decisions.
- 16.3 Access to the specific projects will be arranged for Project Managers (or their proxy) by the Strategic Change Programme Office.
- 16.4 Project Manger's are required to update the system in accordance with the reporting timetable issued the SCPO.
- 16.5 The system will be the main source of information drawn upon to advise SCPB of the progress of projects, issues identified and risks logged. The

system should be used to identify benefits and report against achievement.

## PROJECT LIFECYCLE AND DECISION GATES

### STRATEGIC CHANGE PROGRAMME GATES

	Pre-inclusion - Gate 1	Gate 2	Gate 3	Gate 4	
	PROJECT CONCEPTION	PROJECT APPROVAL	PROJECT START UP	PROJECT DELIVERY	PROJECT CLOSURE
Key questions SCPB will consider	The project is outside of the SCP and the SCPB Gate framework does not apply at this stage	Is there sufficient definition of what the proposal is to enable the board to make an informed, prioritised decision?	Is the programme sufficiently well planned, resourced and evaluated?	Is the board being given sufficient and accurate advice as regards the progress and issues of the programme?	Has the impact of the programme and the key success factors been evaluated and reported accurately to the board?
Documents SCPB require to answer key questions	The project is outside of the SCP and the SCPB Gate framework does not apply at this stage	Outline Business Case.	Project Initiation Document. Full Business Case. Scope. Project Plan. Risk Register. Issues Log.	Updated Project Plans. Highlight Report. Updated Risk Register. Updated Issues Log.	Lessons Learnt. Report Benefits Log.
Documents should evidence	The project is outside of the SCP and the SCPB Gate framework does not apply at this stage	Overview. Key Milestones. Anticipated Outcomes. Resource Implications. Costs. Indicative Timescales. Funding.	Objectives. Scope. Outcomes. Exclusions. Constraints. Assumptions. Stake Holders. Communications Plan. Project Plan. Project Team. Resources.	Milestones achieved. Planned activities. Problems. Issues. Outcomes achieved.	Outcomes achieved. Handover arrangements. Post project review.

## PROJECT LIFECYCLE AND DECISION GATES

### 17 USEFUL REFERENCES

17.1 **Document Database:** Supporting documents, templates and guides can be accessed on the Intranet by [clicking here](#). Click on “Transformational Change” and then select the document from the library.

### 17.2 **Change and Project Management materials, advice and training:**

- Basic project management training is covered in the general managerial courses available from the Organisational Development Team.
- Formal accredited project management training can be provided by specific arrangement, but must be funded by the officer’s own budget centre.
- SCPO offers advice and will run facilitated workshops to assist project managers upon request.
- There are communities of practice that may be worthwhile joining and vast numbers of briefings produced. SCPO can give advice as to ones that may be most useful.
- The internet also offers free access to a wide range of project management material and guidance. An excellent selection is available at: [www.ogc.gov.uk](http://www.ogc.gov.uk).
- Managing Successful Projects with PRINCE2 and Managing Successful Programmes are both published by the OGC. They are a useful reference for project management standards and both have been used in the compilation of the guide.

17.3 **Risk Management:** The Councils approach to risk management is approved by Cabinet. This has been slightly adapted for the Strategic Change Programme and can also be found in the document database.

## Appendix 3: Project Manager's Status Report

### Status Report: *Project Name*

<b>Purpose of Document:</b>	To provide the Strategic Change Programme Board with a summary of the project status
<b>Date of report:</b>	
<b>Period covered:</b>	
<b>Budget/Savings status:</b>	<p><i>Assign a status (Red / Amber / Green) for financial implications which may include:</i>  <i>Savings</i>  <i>Project spend exceeding tolerance</i></p> <p><i>Provide appropriate counter measures or actions if Red or Amber</i></p>
<b>Schedule and outcome status:</b>	<p><i>Assign a status (Red / Amber / Green) for impact on agreed delivery. For example:</i>  <i>Slippage</i>  <i>Scope change</i>  <i>Resources</i>  <i>Outcomes not being realised</i></p> <p><i>Provide appropriate counter measures or actions if Red or Amber</i></p>
<b>Planned Activities Underway or Completed this Period</b>	<i>Provide bullet points on activities to be delivered this period. This should be taken from the current project plan and milestones.</i>
<b>Actual Problems:</b>	<i>Events occurring that may impact upon the project but are being managed within the project. Anything that cannot be managed within the project is an issue and should be document in the section below.</i>
<b>Potential Problems:</b>	<i>Events that may occur and are being dealt with under risk management.</i>
<b>Planned Activities for next Period</b>	<i>Provide bullet points on activities to be delivered next period. This should be taken from the current project plan and milestones.</i>
<b>Project Issues</b>	<i>Programme should use this section to refer any items that they require action from SCPB to resolve.</i>
<b>Key Project Risk</b>	<i>Pertinent extracts from the risk register which the programme managers believe SCPB ought appraised of.</i>

RAG Key:

**Red** – project schedule, outcomes or financial parameters have or are going to be exceeded and cannot be managed within the projects.

**Amber** - project schedule, outcomes or financial parameters have or are going to be exceeded but can resolved within the projects.

**Green** - project schedule, outcomes or financial parameters are within agreed tolerance.

## REFERENCE MATERIAL

Review of Strategic Change Programme, Cabinet, 22 July 2010  
Governance & Delivery Arrangements (attached)

## SUBJECT HISTORY (last 3 years)

<b>Council Meeting</b>	<b>Date</b>
Cabinet	07 February 2008
Cabinet	10 December 2008
Cabinet	23 April 2009
Cabinet	15 October 2009
Cabinet	14 January 2010
Cabinet	24 June 2010
Cabinet	22 July 2010
Council Excellence Overview & Scrutiny	28 October 2010
Council Excellence Overview & Scrutiny	31 January 2011
Cabinet	03 February 2011

DRAFT