

Report of the Chief Executive

Project management update

Summary

1. The purpose of this report is to provide an update on the approach to the management of programmes and projects.

Background

2. As part of the delivery of the council's 5 priorities, transformational work and infrastructure projects, the council have a large number of programmes and projects. These vary in scale from multi-million pound programmes that operate at a corporate level, e.g. Rewiring, major infrastructure projects, to small scale projects within directorates.
3. This paper is intended as an update off the back of two previous reports that have been to the Audit and Governance committee. The first, in November 2013, described the council's approach to programme and project management, namely operating the Managing Successful Programmes (MSP) and Prince2 methodologies and several specific key areas that have been strengthened to ensure a robust approach (including strong programme/project leadership, consistent documentation and the implementation of systems to assist with the organisation of projects and programmes). The second, in April 2014, described how project boards are set up and what elected members' roles are on project boards.
4. The focus of this report will be the general progress in terms of embedding sound project management practices in the organisation. It will then provide an example of where these practices have been implemented in the Rewiring Transformation programme.

General progress and strengthening of project management

5. The council operates the MSP and Prince2 methodologies as standard in programme and project management respectively and these provide a

framework within which programmes and projects operate. However, in order to ensure that projects and programmes are delivered most efficiently other methodologies are being investigated and employed where appropriate. An example of this is the adoption of Agile in ICT, for development projects.

6. Agile offers a more flexible approach to delivery of ICT work packages within a project. The focus is on the outcome and, rather than provide detailed specifications early on in the project, the products and solutions develop iteratively in shorter stages or “sprints”. This ensures that the product of the project stays relevant throughout the lifecycle of the project, as technology or priority changes the products can be amended. The methodology also encourages more regular, more focused collaboration (daily “scrum” meetings), which again ensures better quality engagement between the project team and the customer.
7. Another example is the adoption of Lean across the council to support change management. The principles of Lean are to focus on the customer, challenging the way things are done, to eliminate waste in processes and ensure work moves smoothly through to completion without hindrance. The principles apply to both how the workforce is set up to work and to the actual approach to work.
8. The adoption of these approaches fit within the wider framework of MSP and Prince2.

Training

9. In order to strengthen the up-skilling of the organisation in areas of project management, a programme of training for staff has been developed and is now being deployed. This is led by the council’s workforce development unit and the goal is to ensure that officers working on projects are provided with the right level of training to develop their skills in project management and wider Lean principles. The courses have been designed by senior project managers, the workforce development unit, the innovation team and partners. Where appropriate, project managers are provided with Prince2 and Agile training and examination to gain accreditation.

Systems

10. A major step in ensuring a quality, consistent approach to programme and project management is the move to an ICT system that acts as a central point for all projects. This is the Verto system (a cloud based ICT

system) that allows easy access and easy management of projects. Each phase of a programme or project is managed within the system and the system provides gateways for the project manager to ensure that all requirements are met before moving to the next phase. All project work from planning to risk management is controlled in the system and all involved in the projects have access to update and view where appropriate. This allows a wide sight for all interested parties involved in the projects and those involved in the quality assurance of the systems in place (such as internal audit).

11. The Verto system is preset with best practice templates, controls exist to ensure information integrity is retained and logs who makes amends to the system. Importantly it forces effective risk management that is scrutinised by internal audit who have direct and open access to the system.
12. Documents, such as highlight reports and risk reports, are produced by the system to provide information to project boards, DMTs, CMT and cabinet. The system controls document versions and the publication of documents.
13. The Verto system provides a virtual project management office, which is important to maintain consistency and control within projects and across different projects. It also removes the risk of working in silos on projects and prompts the project manager to follow the correct process.
14. Verto is currently used for all the Rewiring transformation work and other programmes and in the next 12 months all programmes, projects and service planning will be managed in the system.

Programme and projects

15. The two major areas that are dependent on good practice in programme and project management are:
 - The Rewiring programme
 - The Brownfield and Infrastructure project
16. Since the Brownfield and Infrastructure project is also an item that Audit and Governance are considering separately, this report concentrates on the structures in the Rewiring programme.

Rewiring transformation programme

17. The Rewiring programme is a major programme that is designed to:

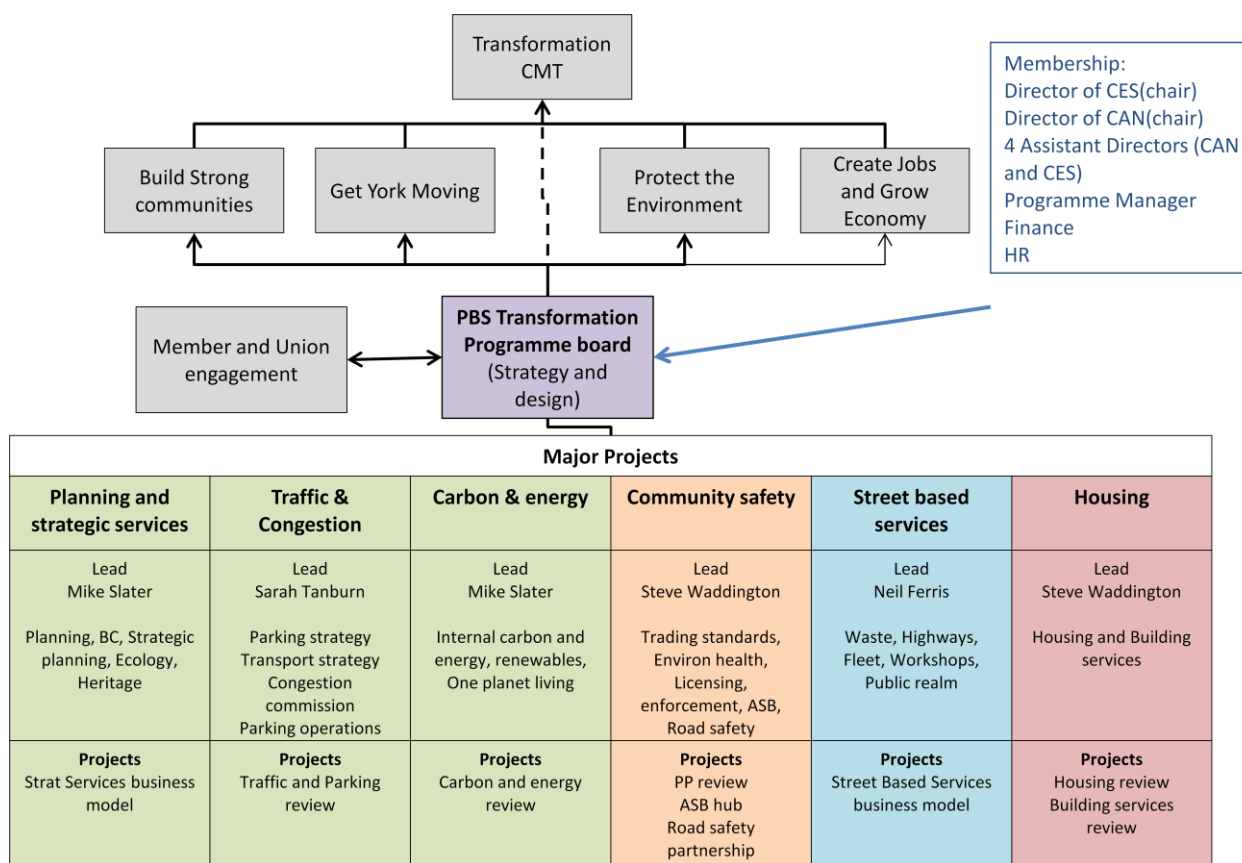
- Put residents and communities at the centre of everything the council does. This includes working with residents, communities and partners to re-design and delivering services.
- Develop a better understanding of the needs and aspirations of local communities and businesses
- Focus our resources on these needs and commissioning outcomes more efficiently
- Empower residents and assisting those in need of help to enjoy a better quality of life

18. Structurally the programme is divided into 5 sub-programmes:

- Community and Resident Engagement
- Place Based Services and Public Realm
- Children's Services
- Adults Social Care and Integrated Public Health
- Business Consolidation and Efficiency

19. In terms of governance each of the programmes has its own programme board. As an example of this, **Diagram 1** (below) shows the governance structure for the Place Based Services programme. The other sub programmes have structures similar to this. The Rewiring programme board is a monthly Council Management Team meeting and this meeting feeds through to Cabinet. The Programme boards for each programme are led by the Director(s) whose services are relevant in that Programme. In the Place based services programme that is the Directors of Communities and Neighbourhoods (CAN) and City and Environmental Services (CES).

Diagram 1: Place Based Services governance structure



20. Each sub programme is assigned a programme manager who looks after the day to day work on the programme (including Programme control, business case management, risk management and stakeholder management). The sub programmes have several projects (see again **Diagram 1**) with a senior lead for each project. Each project also has a project manager who is responsible for managing the day to day work in the project.
21. The Rewiring programmes and projects are all managed using the MSP and Prince2 frameworks in the Verto system. This is where the programme and project managers update elements of work and the system produces reports for the scrutiny of the sub programme boards and the main transformation board (CMT). Programme and project managers and other staff involved in the processes in Verto are given technical training in the system.
22. In terms of quality assurance of the programme and project management, the programme managers regularly review progress and the risk register as a team and there is also a team of wider support functions (ICT, procurement, finance, HR, community and voluntary sector). The internal audit team also have access to the system to review programme and project management practices.

Recommendations

23. Audit and Governance are asked to :-
- a) Note the progress on embedding programme and project management across service areas.
 - b) Note that in April 2015 the Transformation programme will run a specific gateway review of Year 1 progress, deliverables and lessons learned that will be shared with this committee.

Reason: To ensure Members are updated on the council's approach to the management of programmes and projects.

Contact Details

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Additional Papers

None

Annex of abbreviations

MSP – Managing Successful Programmes

Prince2 – Project management methodology

Agile – Project management approach

Lean – an approach to running an organisation that supports continuous improvement, focuses on the customer and ensures efficiency and quality.

Verto – Cloud based ICT system for managing programmes and projects.

PMO – Project Management Office

CAN – Communities and Neighbourhoods (directorate)

CES – City and Environmental Services (directorate)