DECISION-MAKER:		Governance Committee		
SUBJECT:		Programme and Projects Overview		
DATE OF DECISION:		12 November 2018		
REPORT OF:		Director Finance and Commercialisation		
CONTACT DETAILS				
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STATEMENT OF CONFIDENTIALITY

Not applicable.

BRIEF SUMMARY

The Governance Committee requested a report on major projects underway in the council. This report and its appendices give an overview of the programmes and projects that are currently underway, the stage they are at and an overview of the project governance lifecycle.

RECOMMENDATIONS:

	(i)	That the Governance Committee note this report.

REASONS FOR REPORT RECOMMENDATIONS

1.	The Governance Committee requested this report at its meeting on 11th June 2018.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2.	None

DETAIL (Including consultation carried out)

3.	The Strategic Programmes and Change (SPC) team, formerly PMO team, have developed the council's project lifecycle and a suite of project documentation templates that should be adopted by projects across the organisation.
4.	The governance lifecycle has been shared with CMT and the Leadership group and will shortly be on the intranet with additional support documentation. A short video has been produced by the SCP team to help explain project roles to the wider organisation.
5.	SPC are responsible for delivering a suite of prioritised projects and programmes that involve significant change and/or are cross cutting in their nature. The Capital Assets team are responsible for delivering capital building projects and are aligning their project management to the governance lifecycle in appendix 1. Other service areas may deliver projects specific to their service areas but should use the same methodology, governance and processes from now on.

6.	Appendix 1 shows the councils project lifecycle. The intention is that all projects will follow this lifecycle to ensure consistency in approach and effective project decision making. The lifecycle includes
7.	The CMT Programme Board meets every two months to oversee programmes and key projects across the council. The Board receives an overview and highlight reports of the key projects. The highlight reports presented to the CMT Programme Board can be found in appendix 2 and give an overview of the key projects as at 8 October 2018.
8.	As at 8 October 2018 there were: • 3 at opportunity proposal stage • 10 at Justify stage • 6 in Design • 1 in Delivery Projects are reported in more detail once they have reached the design stage of the governance lifecycle (earlier by exception). These are summarised below. The status of the projects and the latest highlight report are based on the position at 8 October, the highlight report can be found in appendix 2;
9.	• Business World (Delivery) - Streamlining processes and reducing the number of IT systems needed for back office activities via the expansion of Business World to include HR, payroll, e-recruitment and more. Progressing towards a single view of debt and one version of the truth for core data.
10.	• Adults Strengths Based Approach (Justify/Design) – Reviewing and designing the implementation of the agreed approach (focusing on client independence and appropriate care decisions rather than historical dependency culture) to support successful embedding both internally and externally. Overall, successful implementation of the strengths based approach promotes independent living for longer and gives individuals more choice and control. Making better use of community and family networks can help people stay at home for longer and reduce the need for more costly care packages.
11.	• Sage/ STEP (Design) – programme to insource service provision from Capita to the council. Services that will transfer back to the council include customer services, HR and payroll, IT, procurement, revenues & benefits. The contract will end on 22 July 2019 and all services must transfer back to the council by that point.
12.	• Smarter Ways of Working (Design) – Change in culture to enable a more flexible and dynamic approach to service delivery and use of the Civic Centre. Redesign and implementation of accommodation, IT and policies to support success of the approach.
13.	• Residential Homes (Justify) – budget consultation underway on closure of two council owned residential care homes for older people, enabling the council to focus on the development of extra care and community-based services, with the local home care market providing residential care where this is needed.
14.	• Client Case Management (CCM) (Design) - Review and streamline the approach to client case management in adults and children's social care. Implementation of a new case management system to replace

	Paris that will support streamlined ways of working and facilitate better mobile working capability.
15.	• Clean Air Zone (Design) - Review of options to improve air quality within Southampton and New Forest District Council areas to meet legislative requirements.
16.	• Housing Improvement (Design) – the programme aims to review and improve efficiency and the customer journey across a number of different project areas: Rent collection and arrears management, voids and repairs. The outcomes of the projects include reduced delays, improved repairs responsiveness, enhanced interactivity of IT systems to create streamlining and efficiency, and improvements in materials availability, staff allocation to jobs and speed of service response to customer issues.
17.	Going forwards it has been agreed that key projects from the Capital Assets team will also be included in the report to CMT Programme Board.

RESOURCE IMPLICATIONS

Capital/Revenue

18.	Individual projects may have financial and resource implications. These are understood and addressed on a project basis. All projects should adhere to the governance lifecycle which includes review points to understand the business case and determine whether a project is justified before proceeding to the next stage (see appendix 1).

Property/Other

19.	Not applicable.

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

20.	Not applicable.

Other Legal Implications:

21.	Not applicable.

RISK MANAGEMENT IMPLICATIONS

22.	All projects should follow the council's project risk management process. In its suite of project templates, the SPC team have developed a template RAID (risks, assumptions, issues, dependencies) log that will be used by project teams throughout the lifecycle of a project.

POLICY FRAMEWORK IMPLICATIONS

23.	Not applicable

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	NA

<div align="center">SUPPORTING DOCUMENTATION</div>

Appendices	
1.	Project Governance Lifecycle
2.	CMT Programme Board highlight report

Documents In Members' Rooms

1.	None

Equality Impact Assessment	
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out.	**No**

Data Protection Impact Assessment	
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out.	**No**

Other Background Documents
Other Background documents available for inspection at:

Title of Background Paper(s)	**Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)**
1.	None	