

THE OVERVIEW AND SCRUTINY COMMITTEE

20 JUNE 2011

THE LEADER PORTFOLIO (KEY PROJECTS/PROGRAMMES) – FOURTH  
QUARTER PERFORMANCE MONITORING 2010/11

REPORT OF CORPORATE DIRECTOR (GOVERNANCE)

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RECENT REFERENCES:

[PS438](#) Leader Portfolio (Key Projects/Programmes) – Third Quarter 2010/11  
Performance Monitoring Update

[PS425](#) Leader Portfolio (Key Projects/Programmes) – Second Quarter 2010/11  
Performance Monitoring

EXECUTIVE SUMMARY:

This report reviews the progress made against the key projects and programmes that fall within the portfolio of the former Leader over the fourth quarter of the 2010/11 financial year.

Fourth quarter progress against those actions that were seen as 'business as usual' and included within 2010/11 team business plans that also fall within the former Leader's Portfolio are included elsewhere on this Committee's agenda (OS006 refers).

It should be noted that this report relates to the Leader Portfolio before the change in administration and portfolios following Council elections held on 5 May 2011.

RECOMMENDATION:

That the Committee raises any issues arising from the performance information in this report and considers whether any items of significance need to be drawn to the attention of Cabinet.

## THE OVERVIEW AND SCRUTINY COMMITTEE

20 JUNE 2011

### THE LEADER PORTFOLIO (KEY PROJECTS/PROGRAMMES) – FOURTH QUARTER PERFORMANCE MONITORING 2010/11

#### REPORT OF CORPORATE DIRECTOR (GOVERNANCE)

##### Introduction

- 1.1 This report provides an update on progress made against the key projects and programmes that fall within the responsibility of the former Leader's portfolio over the fourth quarter of 2010/11.
- 1.2 The key projects and programmes that fall within the Leader's Portfolio are:
  - Transforming Winchester
    - 1team / Flexible Resource Management
    - Collaborative Working
    - Customer Excellence
    - Business Planning
    - Organisational Culture
  - Silver Hill
  - All IT projects
  - Corporate Accounting
- 1.3 The appendix to the report has been drawn from the Council's performance management system on an exception basis. Any actions which are approaching their due date, not yet complete and passed their due date, not started or are overdue have been included in this report.
- 1.4 A report that gives details of fourth quarter progress against those actions that are seen as 'business as usual' and included within 2010/11 team business plans that also fall within the responsibility of the former Leader's Portfolio is elsewhere on this Committee's agenda (Report OS006, refers).

##### OTHER CONSIDERATIONS:

#### 2. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

- 2.1 This report forms part of the quarterly performance and financial monitoring processes, designed to check progress being made against agreed targets. The programmes and projects included in this report predominately support the Council's own outcome to be an efficient and effective Council which is seen alongside the outcomes included in the Sustainable Community Strategy.

3. RESOURCE IMPLICATIONS:

3.1 As referred to within the appendices to the report.

4. RISK MANAGEMENT ISSUES

4.1 This report is for information purposes only and provides Members with an update on the progress that has been made against the projects and programmes that fall within the Leader's portfolio; therefore the Council's Risk Management approach does not need to be included. However, as part of the process to deliver each of the projects and programmes included in the appendix, a full evaluation of the risks involved would have been assessed by the responsible Head of Team or senior manager.

BACKGROUND DOCUMENTS:

Working papers held by officers in the relevant teams.

APPENDICES:




Appendix 1 Leader Portfolio (Key Projects/Programmes) Q4 2010/11 Monitoring Report.


# Leader Portfolio (Key Projects/Programmes) Performance Monitoring Quarter 4 2010/11










Report Type: Actions Report  
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## Key to Project Status icons



	"Normal level of attention". No material slippage against project schedule. No additional attention needed.
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place.
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements.

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Project Status	Action Progress	Action Due Date	Latest Status Update
<b>TRANSFORMING WINCHESTER</b>								
<b>Customer Service Excellence Standard</b> – CSE accreditation project CSC/PROG/001	Improved service for customers	Individual milestones for each team/division held on Covalent	Various	Yes		71%	30 Nov 2013	Access & Infrastructure and Building Control recently gained CSE accreditation. Project on track with Financial Services, Estates, Organisational Development, Planning Management, Strategic Housing and Strategic Planning to be assessed by September and the Corporate assessment to




Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Project Status	Action Progress	Action Due Date	Latest Status Update
								be carried out by December 2011.
<b>Organisational Culture / Development</b> <i>OD/OD/013</i>		Implement new structure to include Assistant Directors.	01 Apr 2010	Yes		100 %	31 Mar 2011	Complete.
		Staff survey results feedback	30 Apr 2010	Yes				Results of 2010 survey completed and fed back to Heads of Teams. Action plans developed for each team area. Overall cultural change work ongoing.
		IDEA review & change support	31 May 2010	Yes				
		Stress survey feedback	31 May 2010	Yes				
		Develop Change Plan	01 Jun 2010	Yes				
		Implementation of Plan linked to key activities	31 Mar 2011	Yes				
<b>1Team / Flexible Resource Management</b> <i>OD/PROJ/003</i>	To develop and recruit staff to meet changing priorities whilst achieving efficiencies	Establish project board and work streams	30 Apr 2010	Yes		84%	30 Sep 2011	Admin workshops held and recommendations being presented to the Project Board.
		Work stream project plans developed	30 Sept 2010	Yes				
		Resources prioritisation process to be agreed with CMT	26 Oct 2010	Yes				
		Launch of process to SMT	02 Nov 2011	Yes				
		1team goes live with first board meeting	09 Nov 2011	Yes				


Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Project Status	Action Progress	Action Due Date	Latest Status Update
		Analyse skills survey	17 Dec 2010	Yes				
<b>Collaborative Working</b> Shared Service - IT Service Desk <i>IMT/PROJ/010</i>	Shared service desk across two councils (TVBC and WCC)	Functional specification written	16 Aug 2010	Yes		100 %	31 Mar 2011	Complete.
		Test System available for testing and training	01 Oct 2010	Yes				
		System live for key users	01 Nov 2011	Yes				
		System live for all users	01 Dec 2010	Yes				
	Shared Head of IT to be appointed	Interviews to be held	6 Jan 2011	Yes				
<b>Collaborative Working</b> – Four Authority project Team developing Business Cases for Regulatory Services	Options for joint approach to service provision are explored	Project Plan being agreed with partner authorities, to include milestones	TBA			0%	31 Mar 2014	
<b>Collaborative Working</b> Shared Organisational Development Shared Service Projects including - Recruitment - Employment Law advice - Learning & Development	Services delivered at lower costs and/or improved quality.	Occupational Health Services				50%	31 January 2012	PQQ has been completed as well as the Method Statement. The project is on target for completion by January 2012. The contract will also cover Surrey.
		Recruitment				40%	31 Jul 2011	The contract is due to go out for retender. The recruitment selection process is being streamlined, and application

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Project Status	Action Progress	Action Due Date	Latest Status Update
services - Occupational health services								forms and reference forms are being standardised to gain further efficiencies.
		Employment Law advice				0%	31 Jul 2011	Specification being developed (HCC).
		Learning & Development Services				50%	31 Jul 2011	Training needs are currently being pooled across Districts which will lead to joint procurement of training.
<b>Collaborative Working</b> Shared Services Project – Strategic Housing <i>STH/PROJ/001</i>	TVBC admitted to HHC partnership, shared working opportunities investigated, plus cost savings and efficiencies achieved	Process mapping completed	16 Jun 2010	Yes		33 %	02 Jan 2012	This is ongoing with progress being monitored and a report being prepared for the continuation of Strategic Housing Options.
		TVBC member of HHC completed	02 Aug 2010	Yes				
		Next steps report complete	01 Apr 2011	No				
		Strategy & Enabling Partners formal sign off	11 May 2011	No				
		Private Sector partner formal sign off	17 Aug 2011	Not yet due				
		Homelessness & Advice Partner formal sign off	10 Nov 2011	Not yet due				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Project Status	Action Progress	Action Due Date	Latest Status Update
<b>BUSINESS PLANNING</b>								
Review of business planning process and business plan content <i>TRANS/IMP/017</i>	Change plans for each of the corporate outcomes developed and approved.	Change plans dispatched to Scrutiny Panels for comment	03 Nov 2010	Yes		100%	31 Mar 2011	Complete.
		Change plans considered by Scrutiny Panels for comment	Nov 2010	Yes				
		Paper presented to CMT for approval of 2011/12 business planning process	14 Dec 2010	Yes				
		Cabinet approval of change plans	9 Feb 2011	Yes				
<b>SILVER HILL</b>								
Improve the vitality of Winchester city centre <i>EST/PROJ/001</i>	Restart of development process with new development partner	Milestone to be agreed.				20 %	Ongoing	Report to Cabinet on 15 June 2011 (report <a href="#">CAB2183</a> refers) to update on progress and restart CPO process.



Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Project Status	Action Progress	Action Due Date	Latest Status Update
<b>CORPORATE ACCOUNTING</b>								
<b>Financial system</b> Upgrade or replace core system (including e-procurement) <i>FIN/PROJ/001</i>	Project completed to time and within budget – including Business Process re-engineering for “procure to pay”, and debtors.	Go live	01 Oct 2010	Yes		100 %	2010/11 financial year	The new system and new procedures were implemented on 1 October. Development of procedures and the use of the system will be ongoing.
<b>IT PROJECTS</b>								
<b>Thin Client -</b> Continued implementation and roll-out <i>IMT/PROJ/002</i>	Easier support, less power usage with Thin Client devices, the ability for staff to work from any location with the same desktop	Enforce Internet Explorer as a published application	29 Apr 2011	No		92 %	30 Dec 2011	The redesign and new build of a new Citrix environment has been initiated. Key services will be migrated to the new platform one-by-one and be closely monitored to ensure that benefit is being obtained.
		Utilise Appsense Performance Manager software	29 Apr 2011	No				
<b>Orchard Housing system - upgrade</b> <i>LAN/PROJ/003</i>	Improved service delivery Improved functionality of Housing system	Decision on modules to be purchased	30 Jul 2010	Yes		57 %	30 Mar 2011	Project led by Landlord Services - All testing and initial training complete. “Go live” date for new system is now 20 June. Final update training planned for completion by 1 July 2011.  Progress with project has been delayed partly by supplier and also by problems with Citrix, which are now being resolved.
		Place order for software	20 Aug 2010	Yes				
		Build virtual server for test environment	24 Sept 2010	Yes				
		Install software	15 Oct 2010	Yes				
		Implement elements live	31 Jan 2011	No				
		Test application	31 Jan 2011	No				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Project Status	Action Progress	Action Due Date	Latest Status Update
		Final modules implemented	30 Mar 2011	Not yet due				
<b>Parkeon Server/Parking system</b> – upgrade <i>AIN/PROJ/003</i>	Purchase of a new server for parking service.	Specification completed	27 Dec 2010	Yes		27 %	10 Mar 2012	Capital budget approved and project now set up with agreed milestones.
		PQQ Sign off	18 Apr 2011	Yes				
		PQQ Evaluation completed	08 Jul 2011	Not yet due				
		Tender sent out	02 Sep 2011	Not yet due				
		Tender evaluation completed	20 Oct 2011	Not yet due				
		Contract awarded	04 Nov 2011	Not yet due				
		Supplier set up completed	18 Jan 2012	Not yet due				
		End Project Review complete	10 Apr 2012	Not yet due				