Overview of major projects and programmes in change portfolios

# Corporate Assurance Quarterly Report:

## January to March 2016

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# A: Key facts

| 16 | 65 | 58% |
|---|---|---|
| Tier 1 projects/ programmes (March 2016) | Total Number of current projects/ programmes across the four Portfolios (March 2016) | Projects scheduled to complete within 2016-17 financial year |

**5**      Tier 1 projects added to the portfolios during this quarter.

**10**      Projects have stopped or completed this quarter.

**33**      Potential projects in March 2016 (have either not yet been formally approved or started yet, and may or may not progress into the Portfolios).

**50%**      Current Tier 1 Activity that is in the 'Analyse' or 'Plan' stages.

**44%**      Current Tier 1 activity that is in the 'Do' stage.

**6%**      Current Tier 1 Activity is in 'Review' stage.

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# B: Key findings

## General findings
- The majority of portfolio activity remains projects to transform the way that public services are delivered (50% of current Tier 1 projects, 65% all current projects within portfolios and 51% of potential projects).
- As we explore opportunities to use new technology, the volume of emerging major infrastructure and systems projects is increasing (12% of all current projects in January but by March 2016 this had increased to 44% of current Tier 1 projects and 21% of all potential projects).
- Although the overall trend is that the number of current portfolio projects is reducing, there are a growing number of potential projects emerging from 2016-17 (33 reported in March 2016).

## Achievements this quarter
- Portfolios are prioritising the most critical projects that will to help achieve our strategic outcomes, with a stabilising number of Tier 1 (business critical) projects.
- The portfolio management approach is evidencing improvements in performance and delivering projects more efficiently and effectively.
- Changes to portfolio governance are helping to improve oversight of change activity with a stronger focus on priority projects and evidence of proactively targeting risks and issues.
- Early engagement and a more informal style of corporate assurance has given project managers the opportunity to respond to feedback and helped to enhance the quality of business case development.
  - Early checkpoint findings indicate the strategic case for change, options development/appraisal and equality impacts for projects are robust.
  - Future of In-House Provision project (to explore options for four care homes) has demonstrated strong project planning and has since developed robust project documentation to respond to feedback.
  - Portfolio assurance and consistent corporate input has helped to strengthen the EYPS Systems Transformation business case.
- A better awareness and understanding of projects has informed the Directorate Business Planning process.
- Continuous professional development opportunities offered at the Project & Programme Management Network has achieved positive feedback with growing regular attendance (25-40 attendees per session).
- There have been over 1935 hits on the online Project & Programme Management Toolkit on KNet since its launch in October 2015.

## Areas for development

- The quality and consistency of financial information for projects remains a priority for improvement – this was identified as an issue in the recent Internal Audit of Programme & Project Management.
- In particular, cost/benefits for Tier 1 projects need to be defined in accordance with the 'golden rules' agreed by Corporate Directors in September 2015.
- Currently, the lack of consistency in financial information means that the overall investment and benefit of all the change activity within Portfolios cannot be accurately calculated.
- Indicative cost/benefits need to be defined earlier in the Analyse stage, to ensure that we are starting the right projects that will help to achieve better outcomes, but are also affordable and represent value for money.
- Business cases are still sometimes perceived as a burden or additional product, rather than a necessary process to bring together evidence to support informed decision making.
- Early checkpoint findings indicate that analysis to evidence affordability and value for money, and detailed contract mobilisation/project planning remains an area for improvement.
- Improving the understanding of cross-Portfolio dependencies was identified as an area for improvement in the Internal Audit.

## Areas for consideration

- With a large volume of potential major projects emerging, the capacity and capability to support both the current and future volume of project activity needs to be considered.
- In particular demand and capacity for corporate services to support a wide range of substantial change activity remains an issue.
- The 'tiering' of projects (by financial value) may need to be reconsidered to support the new governance arrangements which will consider all major commissioning and service redesign activity over £1m and/or requiring a key decision.

# C: Portfolios Summary - March 2016

Number of Tier 1 Projects/Programmes
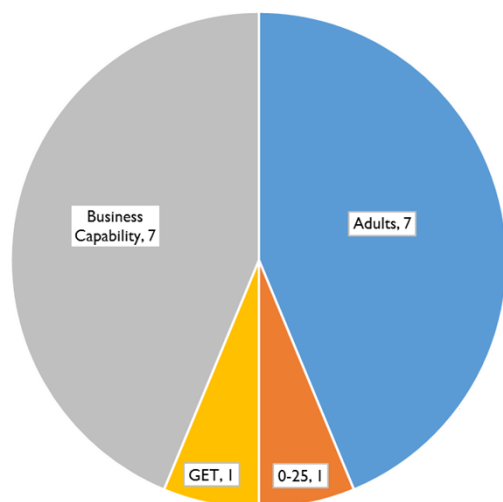


| | Tier 1 |
|---|---|
| Adults | 7 |
| 0-25 | 1 |
| BC | 7 |
| GET | 1 |
| TOTAL | 16 |

## Adults
### 38 Total

| | |
|---|---|
| 7 | Tier 1 |
| 16 | Tier 2 |
| 15 | Tier 3 |
| 0 | TBC |
| 5 | Potential |
| 0 | Stopped/ Completed |

## 0-25
### 5 Total

| | |
|---|---|
| 1 | Tier 1 |
| 3 | Tier 2 |
| 0 | Tier 3 |
| 1 | TBC |
| 13 | Potential |
| 0 | Stopped/ Completed |

## BC
### 10 Total

| | |
|---|---|
| 7 | Tier 1 |
| 2 | Tier 2 |
| 1 | Tier 3 |
| 0 | TBC |
| 1 | Potential |
| 2 | Stopped/ Completed |

## GET
### 12 Total

| | |
|---|---|
| 1 | Tier 1 |
| 4 | Tier 2 |
| 7 | Tier 3 |
| 0 | TBC |
| 12 | Potential |
| 0 | Stopped/ Completed |

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# D: Overall volumes by month

| Month | Total Activity | Total Tier 1 Activity | Potential | Stops/Exits | Current change activity identified within Portfolios | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Adults | 0-25 | BC | GET |
| MAY | 69 | 11 | N/A | N/A | 47 | 9 | 8 | 13 |
| JUN | 81 | 28 | 6 | N/A | 53 | 8 | 8 | 12 |
| JUL | 113 | 38 | 11 | 10 | 53 | 41 | 7 | 12 |
| AUG | 94 | 25 | 10 | 23 | 40 | 35 | 7 | 12 |
| SEPT | 115 | 31 | 14 | 13 | 44 | 52 | 7 | 12 |
| OCT | 96 | 21 | 7 | 4 | 43 | 33 | 7 | 13 |
| NOV | 68 | 16 | 22 | 8 | 39 | 10 | 7 | 14 |
| DEC | 67 | 18 | 10 | 4 | 36 | 7 | 7 | 17 |
| JAN 16 | 70 | 20 | 10 | 7 | 35 | 14 | 8 | 13 |
| FEB | 63 | 15 | 35 | 1 | 38 | 4 | 9 | 12 |
| MAR | 65 | 16 | 33 | 2 | 38 | 5 | 10 | 12 |

Since May 2015, Corporate Assurance has tracked the overall number of projects and programmes across the four change portfolios on a monthly basis.

Since September 2015, the overall trend has been that the number of projects has reduced, as portfolios successfully prioritise business critical projects.

The volume of projects in each portfolio is becoming more stable and consistent, particularly in the Adults, GET and Business Capability portfolios.

The largest fluctuation has been in 0-25 Portfolio, with a marked reduction in the number of projects this quarter, as high priority cross-cutting projects between Education & Young People's Services and Specialist Children's Services have been prioritised, and activity is reported at a programme rather than project level.

As relationships have developed and we have gained a better awareness of change activity, the number of potential projects is increasing from 10 in Jan to 33 in March.

The number of stopped/completed projects (paused, stopped prematurely or fully completed) has reduced this quarter, indicating that prioritisation is helping ensure only the right projects are initiated.

# E: Summary of Major Tier 1 Projects & Programmes - March 2016

| T1 Projects by Portfolio | Stage | Cost | Benefit | Variation to Costs/Benefits | Next Key Milestones | End Date |
|---|---|---|---|---|---|---|
| **Adults** | | | | | | |
| Review of Housing Related Support | Analyse | £38k | £2m | Projected costs have now been confirmed | Review findings – Mar 16 | Mar 2016 |
| **Future of In-House Provision** | Plan | £1.651m | £1.790m | | Business Cases to be approved Mar 16 | Mar 2017 |
| **Your Life Your Home** | Do | £2.387m | £3.74m (Target) | | Internal review – Apr 16 | Aug 2018 |
| **Acute Pathways** | Do | £1.095 | £2.34m (Target) | | Sustainability approved – Jan 16 | Mar 2016 |
| **Kent Pathways Service** | Do | £1.15m | £1.29m (Target) | | No key milestones within the next 3 months | Aug 2016 |
| **Enablement** | Do | £1.224m | £5m (Target) | | Sustainability approved – Feb 16 | Mar 2016 |
| **Community Equipment Retender** | Review | £1.18m | £300k (MTFP 16/17) | | Sustainability approved – Mar 16 | Apr 2016 |
| **0-25** | | | | | | |
| 0-25 Unified Programme | Do | £5.58m* | £15.07m (Target) | | External Spend Fostering changes sustained – Mar 16 | May 2016 |
| **Business Capability** | | | | | | |
| **Asset Review** | Analyse | TBC | TBC | | TBC | TBC |
| **ICT Infrastructure Programme** | Analyse | TBC | TBC | | Storage Replacement procurement commences – May 16 | Mar 2017 |
| **User Access Programme** | Plan | TBC | TBC | | User Access Devices contract award – Apr 16 | Mar 2017 |
| **Gateway Implementation** | Plan | £12.5k | £2.884m (over 3yrs) | | Dover Consultation Commences - Mar 16 | Dec 2018 |
| **Agilisys Transformation** | Plan | TBC | TBC | | 2 Core Products to be implemented – Apr 16 | Feb 2018 |
| **New Ways of Working** | Do | £34.772m | £20.363m | | Programme closure & handover to BAU – Mar 16 | Apr 2016 |
| **Property LATCO** | Do | £225k | £6.9m (over 3yrs) | | Transfer of staff – Apr 16 | Apr 2016 |
| **GET** | | | | | | |
| LED Streetlighting | Plan | £40m | £5.249m | | Start of Conversion – Mar 16 | May 2019 |

*NE costs for all 3 projects – figure of £5.58m covers assessment, design & implementation (if target achieved on all projects). These 3 NE supported projects have some additional KCC costs as KCC are delivering some elements of the projects, this also means there are additional benefits to be realised - these costs and benefits are TBC. Some of the target programme benefit will be reinvested into services and/or to eliminate cost avoidance.

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# F: Tier 1 by Theme

To support the business planning process, change activity is now being analysed by both portfolio and by theme.

50% of current Tier 1 projects (8 of 16 projects) are Service Redesign activity.

During January 2016, an analysis of all 57 projects within the portfolios at that time indicated that 65% (37 of 57) of projects were Service Redesign activity.

The number of major Infrastructure/Systems projects has recently increased from 33% (5 of 15) in February to 44% (7 of 16) in March 2016.
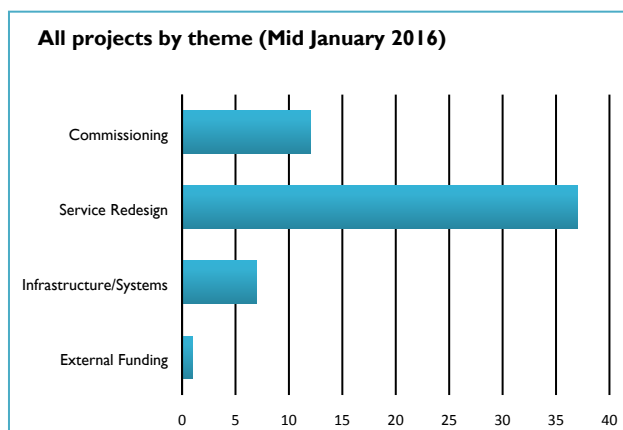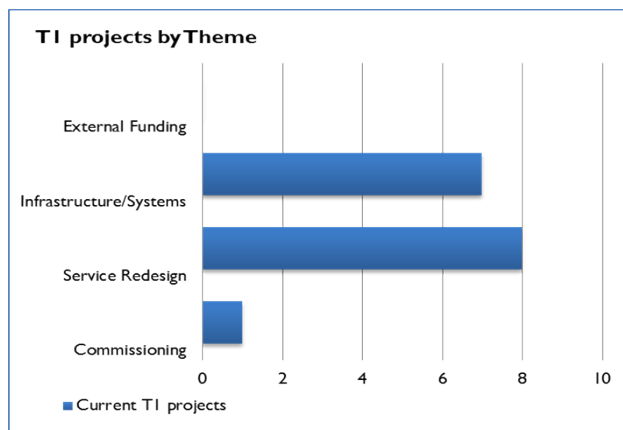
# G: Tier 1 by Project Stage

Activity within the Analyse and Plan stages has increased by 17% this month (33% in February to 50% in March) which will increase the opportunity for more corporate assurance checkpoint reviews to be undertaken next quarter.

For information, all new Tier 1 projects this quarter are summarised in Section L.

The majority of projects (44%) are within the Do stage. Of these, 3 projects (19% of all Tier 1 projects) will be completed this financial year (2015-16). 58% of projects will complete in 2016-17 financial year. Cost and benefit information for these projects has been confirmed which should help with the tracking of benefits.

Closure/Lessons Learned Reports for projects in the Review stage are being collated, to analyse key learning points and opportunities to share with other project managers.



## Tier1 Activity by Project Stage - March 2016
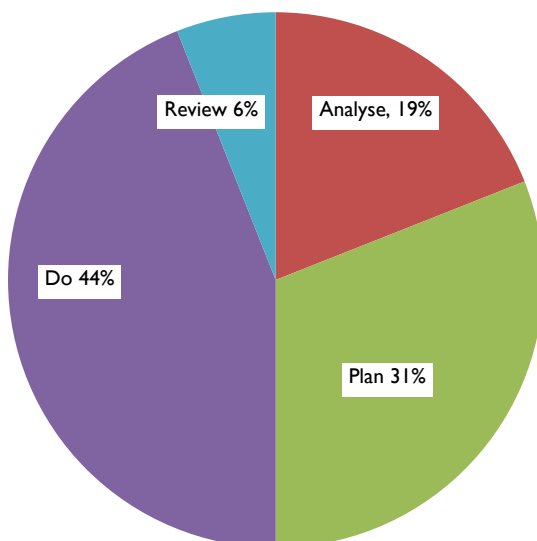


| Analyse | 19% |
| Plan | 31% |
| Do | 44% |
| Review | 6% |

# H: Corporate assurance this quarter

## Future of In-House Provision

Formal checkpoint feedback was presented to TAG 17th December 2015. In February, latest project documentation evidenced improvements as a result of earlier checkpoint feedback. Due to key decisions for 2 care homes due in March, those business cases now expected to be finalised in April.

## EDMS

Informal feedback provided on early vision paper to Project Manager and Director, working jointly with the PDM. Project no longer required as Data Storage will be picked up in the forthcoming ICT Infrastructure Programme.

## EYPS Systems Transformation

Informal advice given to Project Manager with relevant PDM's on updated business case which was discussed at TAG 9th Feb 2016. Further corporate assurance will be considered following Strategic Commissioning Board discussion on 10th March.

## Public Health Projects

Public health transformation programmes and project activity identified with commissioners, for consideration in new governance arrangements.

## VDI/Thin Client

Informal feedback on options paper provided to Director, working jointly with the PDM. Key Decision in December on the User Access Devices procurement means this project has been superseded by the User Access Programme. Project closed in March 2016.

## LD Internal Day Care

Initial research and engagement with Project Manager undertaken. Following meeting with Director due to change in costs and milestones no further checkpoint activity required. Assurance will instead focus at a transformation programme level.

## Other

Initial assurance research was undertaken, but anticipated checkpoints on 3 Adults Portfolio projects (Wheelchair Accessible Housing, SKC Thanet ICO Integration and Transforming Care) were not required due to change of Tier (inaccurate cost/benefits) or project prematurely closing.

## Business Planning

Major project activity shared to inform Directorate Business Plans to drive forward agenda planning for new governance arrangements.

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# I: Portfolio by Portfolio: March 2016

## Adults Portfolio

One new Tier1 project (Review of Housing Related Support) has entered the portfolio this quarter (see Section L).

In February, a previous Tier1 project – Internal Day Care (LD) has been reclassified as a Tier 2 project due to a change in costs. This activity will now be considered more collectively at a programme level, increasing opportunities for assurance and reducing the risk of looking at projects in isolation.

The accuracy in the reporting of costs and benefits has increased within the portfolio this quarter, following the Internal Audit recommendation. Whilst this has caused some projects to fluctuate Tiers over the last couple of months, the financial information is now a more accurate reflection and double-counting has reduced.

In February, specific cost figures for four Tier 1 projects supported by Newton Europe were identified which had previously calculated within a 'range', causing a variation in reported costs and benefits. The financial information is now more accurate and consistent with Financial & Performance Monitoring Group (FPMG) reporting.
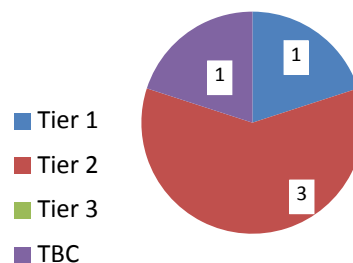


Tier 1 — 7
Tier 2 — 16
Tier 3 — 15
TBC
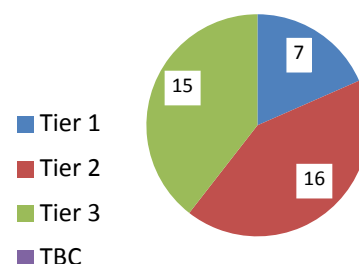
## 0-25 Portfolio

The 0-25 Portfolio has prioritised the scope down from 14 projects in January to 5 cross-cutting programmes between Education & Young People's Services and Specialist Children's Services in March 2016.

This reduction is partly due to portfolio activity now being reported consistently at a programme level rather than as individual projects. As a result, the number of Tier 1 programmes within the Portfolio has reduced from 6 in January, to 1 in March 2016.

The Children's Public Health Programme entered the portfolio in March and is awaiting Tier TBC, until the scope is confirmed at 0-25 Portfolio Board. This is likely to become a Tier 1.



Tier 1 — 1
Tier 2 — 3
Tier 3
TBC — 1

# I: Portfolio by Portfolio: March 2016

## Business Capability Portfolio

In February, the benefits for the Gateway Implementation programme reduced by £2.627m due to a change in reporting from target to confirmed benefit.

Four new Tier 1 programmes have entered the portfolio this quarter (see Section L).

- Agilisys Transformation
- Asset Review
- User Access Programme
- ICT Infrastructure Programme

The User Access Programme and ICT Infrastructure Programmes will include a range of projects, with assurance to be undertaken at both programme and project level.

The Thin Client/VDI (T1) stopped prematurely this quarter, but was formally closed in March 2016. The activity will be taken forward within the new User Access Programme.

Following a successful transition after contract award in December 2015, the Agilisys Mobilisation project has been completed and formally closed in March 2016. The work will now be taken forward within the Agilisys Transformation Programme.
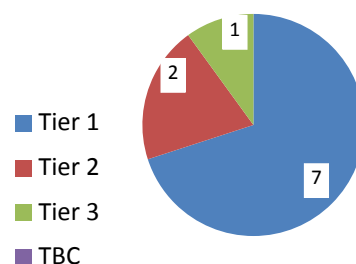


## GET Portfolio

The WTFD Contract project was confirmed as a Tier 2 project in March 2016, having previously been reported as Tier TBC whilst market engagement and intelligence took place. As the procurement progresses, this may become a Tier 1 project.

The Customer Services Programme has entered the portfolio as a Tier 3 (previously reported as Tier TBC with unknown costs or benefits, as in early stages of Analyse and still defining the scope of the programme). This programme has dependencies with the Agilisys Transformation Programme in the Business Capability Portfolio.
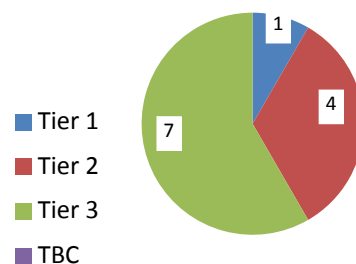
# J: Potential Project Activity

Corporate Assurance tracks potential projects which are not yet formally approved or started yet, and may or may not progress into the Portfolios.

It is an important indication of change activity 'coming over the hill' which may have an impact on demand for corporate support, or need to be considered in the new governance arrangements.

## 33

Potential projects
reported March 2016

## 12

Of these may be
potentially
significant
projects

As relationships have developed, the understanding of forthcoming project activity has improved. This is evidenced by the increase in the number of potential projects from 10 in January to 33 in March 2016.

The majority of potential projects appear to be Service Redesign. However, there is a growing volume of Infrastructure/Systems projects emerging in the 2016-17 financial year.



Potential projects by theme (all Tiers)
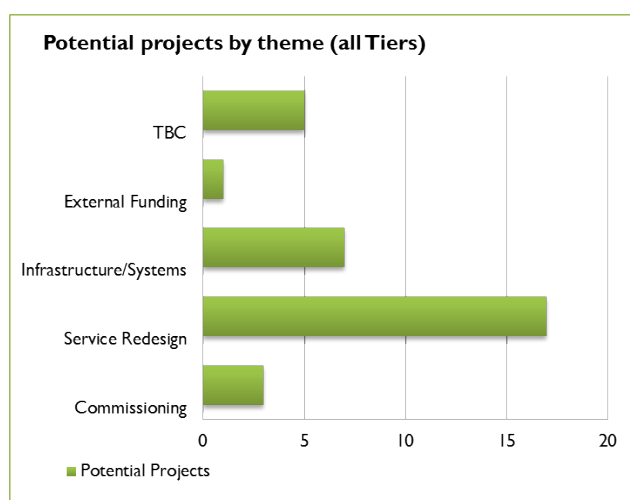
# K: Corporate assurance next quarter

| | |
|---|---|
| Gateway Implementation | As this project is in advanced planning stages, a light touch checkpoint is planned with the Project Manager and PDM. |
| User Access Programme and ICT Infrastructure Programme | Informal checkpoints at programme and project level with PDM, reporting to Director of Infrastructure and ICT Board. |
| Asset Review | Checkpoint approach to be agreed with Director, PDM and Project Manager. |
| Agilisys Transformation Programme | Checkpoint is planned with the Programme Manager and PDM to provide assurance on business cases for additional product opportunities. |
| WTFD Waste Contracts | Depending on market response may become a Tier 1 project. Good practice example of contract mobilisation and management in remit of Budget & Programme Delivery Board. |
| EYPS Systems Transformation | Further corporate assurance approach will be considered with Programme Manager and PDM following Strategic Commissioning Board discussion. |
| Children's Public Health Programme | Assurance approach to be discussed with Public Health and PDM's to support new governance arrangements. Dependency mapping to be undertaken with PDM's. |
| Future of In-House Provision | Additional assurance on project business cases to support decision making and detailed project plans. |
| Housing Related Support Review | Assurance approach to be confirmed following Task & Finish Group and Strategic Commissioning Board recommendations in March 2016. |

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# L: New Tier 1 projects this quarter

## Housing Related Support Review

| Portfolio: | End Date: | Start Date: | Stage: |
|---|---|---|---|
| Adults | Mar 2016 | Jan 2016 | Analyse |

### What will the project deliver?
The project will provide:
- Improved preventative services.
- Opportunities to reshape and reconfigure provision to support the council's transformation ambitions and save money in the longer term.
- Options appraisal with a cost benefit analysis and associated risks to assist decision making.

### Background
From 2003, housing related support (formerly Supporting People) has been a preventative service relating to the specialist support given to vulnerable people who did not meet the former statutory eligibility thresholds. The provision is commissioned from a range of providers including the voluntary & charitable sector to enable vulnerable people to achieve and maintain independence.  It does not include any property related costs e.g. rent or service charges.

These services are provided to the following cohorts of people: Older People; Young People at Risk; People with Mental Health Problems; People with Learning Disability and Socially Excluded Adults (including Domestic Abuse, Homelessness, Offenders, Substance Misuse and Gypsy Travellers).

### Where do we want to be?
As part of the MTFP cycle and specifically assessing and identifying savings for the 2016-17 budget, the Transformation Advisory Group requested that the budget for the Housing Related Support Services are reviewed to investigate whether functions within the service are effective, demonstrating value for money and contributing to the KCC strategic objectives.

Using the commissioning cycle as a guide, this review will determine the requirements for the service and demonstrate the outcomes that we are trying to achieve.

### How will we get there?
The project will be split into two phases:
- Phase 1 – will focus on delivering in year efficiencies.
- Phase 2 – undertake a deep dive analysis to identify any further redesign requirements.

# L: New Tier 1 projects this quarter

## Agilisys Transformation Programme

| Portfolio: | End Date: | Start Date: | Stage: |
|---|---|---|---|
| Business Capability | Dec 2016 | Dec 2015 | Plan |

### What will the programme deliver?
The programme will provide:
- Improved web channel, providing our customers with a choice to do business with us on-line.
- Improved customer service, with the implementation of a customer management platform.
- Ability to deliver enhanced customer service through improved insight and the ability to target improvements.

### Background
KCC's new strategic partnership with Agilisys is a key part of delivering our commissioning aim of putting the customer at the heart of everything we do. The contract provides the opportunity to implement a number of products that will transform the way KCC serves its customers. The transformation programme is spilt into 2 key phases: Core Products and Business/Service Transformation. Each phase gives KCC the opportunity to provide customers with an enhanced consistent service, and to continue to improve its digital channel.

### Where do we want to be?
We want to reduce the number of telephone calls we receive and increase the use of the web, thereby reducing the cost of serving our customers. By continuing to develop our digital offer and adopting the approach of digital by *choice* (as opposed to by digital by *design* or by digital by *default*), we will improve the customer experience (while reducing call volumes) and make it easier for customers to transact with us and to find the information they require.

### How will we get there?
The Transformation is divided into 2 phases:
- Core Products – these products provide a baseline which will allow us to identify where we need to make improvements to our digital offering, and support the development of improved content for our website, as well as implement core customer management technology to support improved customer service.
- Business/Service Transformation – to implement new technology to support our on line offering, giving customers further choice and allowing KCC to provide excellent customer service.

# L: New Tier 1 projects this quarter

## ICT Infrastructure Programme

| Portfolio: | End Date: | Start Date: | Stage: |
|---|---|---|---|
| Business Capability | Dec 2016 | Jan 2016 | Analyse |

### What will the programme deliver?
The programme will provide:
- Resilient and scalable infrastructure that meets the needs (and the future needs) of our business.
- Infrastructure to support our mobile workforce, and service transformation programmes.

### Background
The ICT Infrastructure Programme brings together a number of projects delivering infrastructure to provide a robust and resilient platform underpinning the delivery of our services. The projects will directly support the new ICT strategy, moving us towards cloud services and providing an infrastructure to support mobile working, and replacing our existing platforms that are out of date and out of support.

The projects within this programme include:

- KPSN
- PSN Roam
- Cloud Services
- Data Centre Review
- Storage replacement

### Where do we want to be?
ICT want to provide an infrastructure that is scalable and meets the increasing needs of our services. Our current infrastructure is ageing and will require updating to ensure that we are keeping in line with technology changes.

### How will we get there?
- The programme is in the Analyse phase of delivery.
- All the key projects above are in the Analyse phase, with options and recommendations being developed over Q1 (2016-17).

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# L: New Tier 1 projects this quarter

## User Access Programme

| Portfolio: | End Date: | Start Date: | Stage: |
|---|---|---|---|
| Business Capability | Dec 2016 | Jan 2016 | Plan |

### What will the programme deliver?
The programme will provide:
- Robust solution to replace the existing telephony – including both Unified Communications and mobile devices.
- A like for like replacement in terms of key functionality for all projects, and in some examples enhanced functionality.
- Alignment to our ICT strategy, providing robust resilient solutions.

### Background
The User Access Programme brings together a number of projects, delivering new technology to our user base to support the new ways of working and business transformation. The new solution compliments the Microsoft product set that supports KCC, and will offer improved service to our increasingly mobile workforce.

The projects within this programme include:
- Office 365
- User Access Devices
- Smartphones
- Unified Communications replacement

### Where do we want to be?
The projects will deliver over 2016 and will result in KCC staff being able to access systems and telephony from any site. By bringing the projects together into a single programme, users will have a clear understanding of how ICT is supporting their requirement as well as delivering modern flexible methods of access. By implementing Office 365, we will move towards a cloud based solution.

### How will we get there?
- The programme is in the Plan phase of delivery.
- Office 365 is planned to be rolled out over the next quarter.
- Smartphones are also due to be delivered by the end of Q1.
- Unified Communications replacement is currently being planned, with implementation expected from Q3 (2016-17).

# L: New Tier 1 projects this quarter

## Asset Review Programme

| Portfolio: | End Date: | Start Date: | Stage: |
|---|---|---|---|
| Business Capability | Mar 2018 | Jan 2016 | Analyse |

### What will the programme deliver?
The programme will provide:
- A number of projects to deliver the outcomes identified in the review.
- An efficient use of our assets, maximising opportunities where possible (e.g. property running cost savings, income generation, sharing accommodation).

### Background
As part of the medium term financial plan £1.68m of savings have been allocated against rationalisation of the non-office operational estate. In July 2015, a review was commissioned of the assets base, and the Infrastructure Team have been working with services to review assets and to identify opportunity to use our assets in a more efficient way. This programme is in the Analyse stage, with scope of projects still to be determined.

### Where do we want to be?
KCC want to ensure that any reviews explore opportunities that can be presented through One Public Estate (integration with other public sector partners) as well as exploring multi-service buildings and creating opportunity for co-location of services. The outcome of the review and the implementation of its associated projects will result in an estate that is fit for purpose, continues to meet the needs of our residents and provides value for money.

### How will we get there?
- Working with Service Directors, identifying principles for asset usage and opportunities.
- Develop proposals to analyse the viability of any opportunities.
- Implement viable opportunities through a series of projects.

# M: Corporate Assurance – Our Approach

**Our Objective**

Creating an overview of all major change activity and providing assurance that the business critical projects and programmes are on track to successfully deliver KCC's strategic outcomes and objectives.

**How this will be achieved**

Working as a virtual team with Portfolio Delivery Managers to collate Project information and provide corporate assurance 'checkpoint' advice for business critical projects at the Analyse and Plan stages.

**Reporting**

Regular updates to the Director for Strategy, Policy, Relationships & Corporate Assurance, Corporate Directors, Cabinet and Strategic Commissioning Board with Quarterly Reporting to Policy & Resources Cabinet Committee.

**Our Process**

| Monthly Snapshot | Quarterly Overview | Checkpoints |
|---|---|---|

**Our Evidence**

| Monthly Snapshot | Quarterly Overview | Checkpoints |
|---|---|---|
| We keep track of variations on major projects on a monthly basis:<br>• overall volume of activity across 4 Portfolios;<br>• Cost/benefit and milestones for Tier 1 projects;<br>• projects which close or prematurely stop (including closure/lessons learned reports);<br>• potential new project activity to engage at an early stage. | We build the picture of change activity across KCC:<br>• summary descriptions for all change projects;<br>• high level stage, cost/benefit and milestone information for all projects;<br>• cross-cutting risks, dependencies, impacts and relationships between projects and portfolios. | We influence business critical projects:<br>• providing information, advice and support on building better business cases;<br>• collaborative checkpoint reviews with PDM and Project Manager;<br>• Reviewing a wide range of project documentation and dialogue with project managers. |

**Outcomes**

- Accurate and live overview of all change activity
- Better understanding of collective investment and impact of change activity
- Better understanding of relationships and impacts between Portfolios
- Better understanding of risks and dependencies between Portfolios and Business as Usual
- Escalation and problem solving with Portfolios
- Early warning on projects with significant variations which may impact delivery
- Driving improvements in consistency and quality of financial information
- Building better business cases to inform decision making

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