From:	Paul Carter, Leader and Cabinet Member for Business Strategy, Audit and Transformation
	David Cockburn, Corporate Director, Strategic and Corporate Services
To:	Policy & Resources Cabinet Committee, 8th September 2016
Subject:	Corporate Assurance Analysis Bi-annual Report
Classification:	Unrestricted

Summary: This report outlines the key findings from Corporate Assurance on major change projects and programmes in the period April to September 2016.

Recommendations:

The Committee is asked to:

(1) **Note** the Corporate Assurance analysis bi-annual report.

1. INTRODUCTION

1.1 The Policy & Resources Cabinet Committee receives regular Corporate Assurance reports to keep Elected Members informed on developments within major change projects and programmes.

1.2 This report continues to provide an overview of change activity within KCC's change portfolios, in addition to analysis on variances to costs, benefits and milestones for major 'Tier 1' (business critical) projects and potential project activity.

2. BACKGROUND

2.1 In September 2013, KCC published "*Facing the Challenge: Delivering Better Outcomes*" which introduced four change portfolios to help manage an unprecedented level of complex change across the organisation.

2.2 The Corporate Assurance function was established in May 2015 to provide oversight, transparency and assurance of major change activity, providing confidence we are 'doing the right thing', as well as delivering things well.

2.3 Corporate Assurance uses a collaborative, constructive and relationship based approach. It liaises with colleagues who also offer advice, support and assurance for major change activity e.g. the Finance Special Projects

Team; Internal Audit; and Strategic Business Development and Intelligence.

2.4 It is important, as the recent informal governance arrangements introduced in April 2016 become established, that the Corporate Assurance function continues to evolve to remain relevant, and in particular contribute to both the Strategic Commissioning Board and Budget & Programme Delivery Board in a way that adds value.

2.5 As part of the effort to improve project / programme management skills and knowledge across the Authority, the Corporate Assurance Team and Portfolio Delivery Managers from the four change portfolios have been working with colleagues in the Engagement, Organisation Design & Development (EODD) Division to develop a Project and Programme Manager (PPM) Network. This is a monthly forum, facilitated by an independent industry expert, covering core competences such as scheduling, business case development and cost/benefit articulation.

2.6 There is also work-in-progress focusing on the critical leadership role of the project, programme and portfolio Senior Responsible Owners (SRO) and Sponsors in ensuring the successful delivery of benefits.

2.7 The current 'tiering' of projects by financial value provides helpful and objective criteria for prioritisation. However, alternative methods are being explored to take other factors into consideration such as complexity of the delivery environment, including reputational and political considerations for example.

3. KEY FINDINGS – APRIL TO SEPTEMBER 2016

3.1 The key findings are taken from the analysis within the Corporate Assurance Report (**Appendix 1**):

a. 6 new Tier 1 projects have been introduced during the past six months. There are currently 13 Tier 1 projects, with 65 projects within the portfolios overall. 27 projects have stopped or completed this period. Of those 27, 8 are Tier 1 projects that have completed during this period.

b. As we explore opportunities to use new technology, a significant proportion of projects and programmes still relate to major infrastructure and systems. They currently account for 54% of Tier 1 projects.

c. The majority of portfolio activity continues to be projects predominantly involving service redesign (e.g. the "Your Life Your Home" project, designing a future service model to support both existing and future Learning Disability users to live in the way they want through a range of new housing options), which account for 38% of current Tier 1 projects, 65% of all current projects within portfolios (Tiers 1 to 3) and 47% of potential projects. There are 19% of potential projects awaiting the project type to be confirmed.

d. The overall volume of current portfolio projects has remained stable during this period, with a growing number of potential projects emerging for 2016-17 (36 identified this month). It is important that further work is carried out across portfolios in the coming months to effectively prioritise the right projects to support KCC's strategic outcomes.

3.2 Over the past few months, a number of Tier 1 projects and programmes have been in the 'Do' or 'Review' project stages rather than the earlier stages of 'Analyse' and 'Plan'. The Corporate Assurance function conducts its 'Checkpoint' activity at these earlier stages in order to draw out critical issues for consideration to help strengthen proposals and business cases. Therefore this has limited the amount of formal assurance activity conducted.

3.3 However, early informal assurance has been given on several projects, allowing project managers the opportunity to respond to feedback, which has helped to enhance the quality of business case development. The impact of this informal assurance is being monitored both to aid continuous improvement in the Corporate Assurance approach and for audit purposes.

3.4 In the next few months, the Corporate Assurance function is planning to conduct 'checkpoint' or informal assurance on several Tier 1 projects / programmes, including:

- Adults 'Phase 3' Transformation assessment work
- Asset Utilisation Programme
- EYPS Systems Transformation
- The 4 projects resulting from the Future of In-house Provision review (relating to care homes)
- Projects within the User Access and ICT Infrastructure Programmes.

3.5 Key risks and issues during this period include:

a. The capacity and capability to support the volume of current projects, in addition to numerous potential projects, in the context of significant operational and financial pressures. Given these pressures,

consideration needs to be given on the robustness of the business cases to ensure the right projects are being started and are deliverable.

b. The quality and consistency of project information – particularly cost/benefit accuracy, continues to be an issue, although there have been signs of improvement in recent months where projects link to the Medium Term Financial Plan (MTFP). Several Project / Programme Manager Network sessions have already been held to support this area to increase understanding and improve capability, and future sessions will include exploration of how we can practically cost non-financial benefits bearing in mind that a significant number of benefits KCC aims to achieve are of a non-financial nature.

c. There is still further work to be undertaken to ensure cross-portfolio dependencies are identified, assessed and evaluated in sufficient detail in order to avoid resource duplication and aid successful delivery.   This is being taken forward jointly by the Corporate Assurance Team and Portfolio Delivery Managers.

4.   NEXT STEPS

4.1 Corporate Assurance reports will continue to be regularly provided to the Policy & Resources Cabinet Committee, providing insight and analysis on trends. Elected Members are welcome to provide feedback to ensure the reports add value.

4.2 We will regularly reflect and review the most appropriate future arrangements for the Corporate Assurance function, to support the Council's governance arrangements and ensure it stays relevant to the organisation.

5.   RECOMMENDATIONS

5.1 The Committee is asked to:

(1) **Note** the Corporate Assurance analysis bi-annual Report.

Appendices:
Appendix 1: Corporate Assurance Quarterly Report

Background Documents:
Corporate Assurance Analysis Report, Policy & Resources Cabinet Committee, 11th December 2015

Corporate Assurance Analysis Report, Policy & Resource Cabinet Committee, 14th March 2016

Author:
Mark Scrivener, Corporate Risk & Assurance Manager
mark.scrivener@kent.gov.uk, 03000 416660

Relevant Director:
David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance
david.whittle@kent.gov.uk, 03000 416833

Overview of major projects and programmes in change portfolios

Corporate Assurance Bi-annual Report:

April to September 2016

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A: Key facts

13	65	52%
Tier 1 projects/ programmes (September 2016)	Total Number of current projects/ programmes across the four Portfolios (September 2016)	Projects scheduled to complete within 2016-17 financial year

6	Tier 1 projects added to the portfolios during this period.
8	Tier 1 projects have completed during this period.
27	Projects in total have stopped or completed this period.
36	Potential projects in September 2016 (have either not yet been formally approved or started yet, and may or may not progress into the Portfolios).
54%	Current Tier 1 Activity that is in the 'Analyse' or 'Plan' stages.
38%	Current Tier 1 activity that is in the 'Do' stage.
8%	Current Tier 1 Activity is in 'Review' stage.

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B: Key findings

General findings

- The majority of portfolio activity continues to be projects to transform the way that public services are delivered (38% of current Tier 1 projects, 65% all current projects within portfolios and 47% of potential projects, with 19% of potential projects awaiting the project type to be confirmed).
- As we explore opportunities to use new technology, the volume of emerging major infrastructure and systems projects is increasing (44% of current Tier 1 projects in March but by September 2016 this had increased to 54% of current Tier 1 projects and 22% of all potential projects with 19% of potential projects awaiting the type of project to be confirmed).
- The number of current and potential portfolio projects has remained stable since the last report in March 2016.

Achievements this period

- Portfolios continue to prioritise the most critical projects that will help to achieve our strategic outcomes, with a stabilising number of Tier 1 (business critical) projects.
- Changes to governance with the introduction of the Strategic Commissioning Board (SCB) and Budget and Programme Delivery Board (B&PDB) are helping to improve oversight of change activity with a stronger focus on projects at the 'Analyse and Plan' stages and 'Do and Review' stages, proactively targeting strategic alignment, dependencies, risks, issues and sustainability.
- 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. For example:
    - Future of In-House Provision (care homes) – Wayfarers project has directly responded to Corporate Assurance feedback, to aid project scoping.
    - Early Assurance was provided on the Education and Young People's Service (EYPS) Systems Transformation business case, with further assurance activity planned in September to help inform decision making.
- Continuous Professional Development (CPD) is still being offered at the Project & Programme Management Network. Recent sessions have focused on key areas of project costing and benefits.
- There have been over 1831 hits on the online Project & Programme Management Toolkit on KNet this period and 3766 hits since its launch in October 2015.

Areas for development

- The quality and consistency of financial information for projects still remains a priority for improvement. In particular, costs and benefits for Tier 1 projects need to be better defined. A Finance projects team has been established to offer financial advice and support for key projects to aid improvement in this area.
- Currently, the continuing 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.
- Cross-Portfolio dependencies are discussed, although this could be improved by more in-depth analysis.

Areas for consideration

- With the 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 current 'tiering' of projects by financial value provides helpful and objective criteria for prioritisation. However, alternative methods are being explored to take other factors into consideration such as complexity of the delivery environment, including the extent of change required and likely dependencies.

C: Portfolios Summary – September 2016

Number of Tier1Projects/Programmes
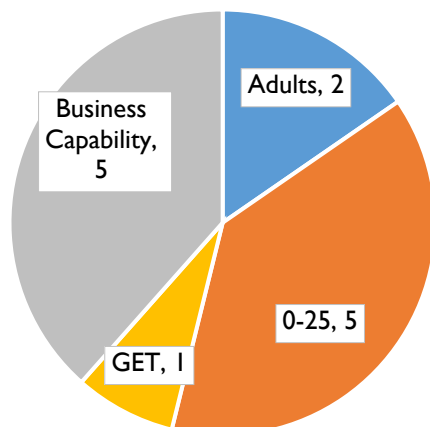
	Tier1
Adults	**2**
0-25	**5**
BC	**5**
GET	**1**
TOTAL	**13**

Adults
35 Total

2	Tier 1
16	Tier 2
11	Tier 3
6	TBC
18	Potential
2	Stopped/ Completed

0-25
12 Total

5	Tier 1
5	Tier 2
2	Tier 3
0	TBC
1	Potential
0	Stopped/ Completed

BC
7 Total

5	Tier 1
0	Tier 2
2	Tier 3
0	TBC
0	Potential
1	Stopped/ Completed

GET
11 Total

1	Tier 1
1	Tier 2
8	Tier 3
1	TBC
17	Potential
1	Stopped/ Completed

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D: Overall volumes by month

Month	Total Activity	Total Tier 1 Activity	Potential	Stopped/ Completed	Current change activity identified within Portfolios			
					Adults	0-25	BC	GET
SEPT 15	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
APR	66	17	31	2	37	5	10	14
MAY	62	20	27	13	31	9	10	12
JUN	64	17	26	4	36	9	9	10
JUL	66	15	18	6	35	11	8	12
AUG	65	13	36	4	35	12	7	11

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

The volume of projects in each portfolio is becoming more stable and consistent, across all portfolios.

The number of potential projects has increased slightly from 33 in March to 36 in September.

The number of stopped/completed projects (paused, stopped prematurely or fully completed) has increased this period, from 10 reported in March to 27 in September of which 30% are projects completed.

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E: 'Snapshot' summary of Major Tier 1 Projects & Programmes (as at August 2016)

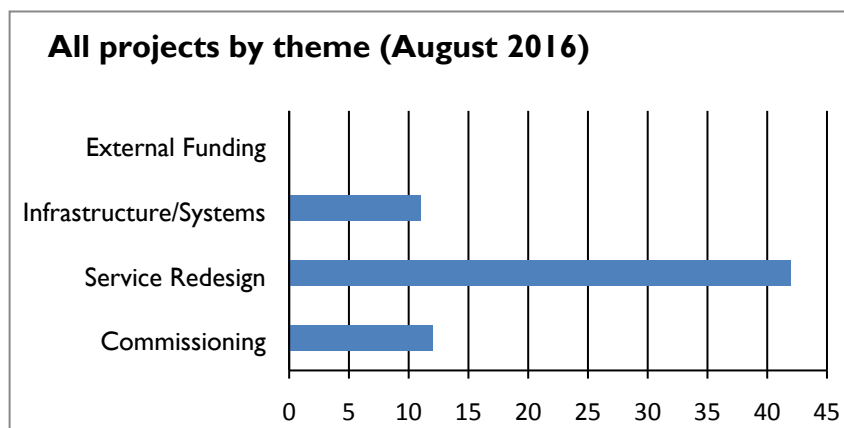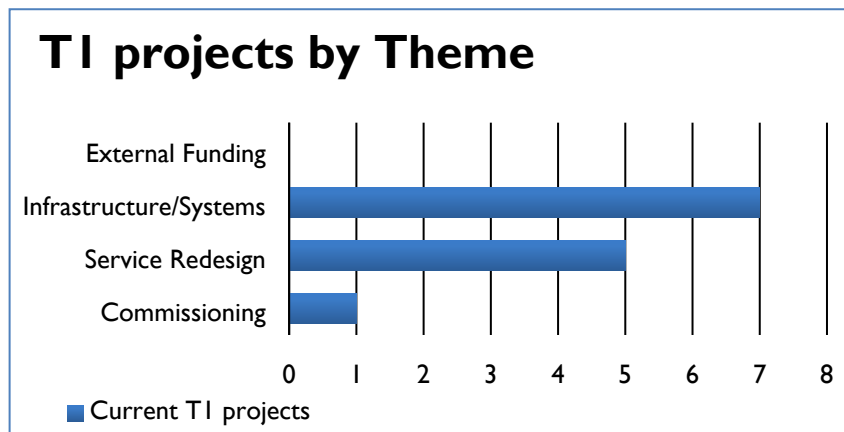| T1 Projects by Portfolio	Stage	Project Cost	Project Benefit	Variation to Costs/Benefits	Next Key Milestones	End Date
Adults						
Your Life Your Home	Do	£2.387m	£3.74m (Target)		Internal review – Nov 16	Aug 18
Kent Pathways Service	Do	£1.15m	£1.29m (Target)		Implementation complete – Sept 16	Sept 16
0-25						
Education Alternative Service Delivery Vehicle (ASDV)	Analyse	£113k+	TBC		Options evaluation – Aug/Sept 16	Jul 17
EYPS Systems Refresh	Plan	£1.8m	£0 – Benefits are non-financial		Contract Award – Oct 16	Feb 18
Headstart Phase 3	Plan	£11m (£10m external funding)	£0 – Benefits are non-financial		Developing the plan – Aug/Sept 16	Aug 21
ContrOCC	Do	£1.3m	£0 – Benefits are non-financial		Disabled Children's Team go-live – Oct 16	Apr 17
Early Help Module	Do	£1.2m			Phase 4 complete – Sep 16	Dec 16
Business Capability						
Asset Utilisation	Analyse	Various mini projects	£1.688m(Target)		PID produced – Aug 16	Mar 18
ICT Infrastructure Programme	Analyse	£1.8m*	Cost avoidance		Storage Replacement proposal – Sept 16	Sept 17
User Access Programme	Plan	£852k**	Business continuity and performance upgrade.		Closure report for Smartphones – Sept 16	Mar 17
Legal Services Transformation	Do	£3.8m	£11.4m (over 10yrs)		Move into new premises – Nov 16	May 17
New Ways of Working	Review	£37.172m	£5.46m revenue pa. £15m cap. receipts		Programme closure & handover to BAU – Aug 16	Aug 16
GET						
SEN Transport Phase 2	Analyse	TBC	£2m		Contract live – Sept 16	Dec 18

+Costs to date and forecast costs to end of July 16
* Further costs to be defined – costs showing relate to the mass storage project – costs to the other projects are being developed.
**Further costs to be defined – costs showing are actual costs to date for the smartphones project.

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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.

38% of current Tier 1 projects (5 of 13 projects) are Service Redesign activity a decrease of 12% since March 2016.

During August 2016, an analysis of all 65 projects within the portfolios at that time indicated that 65% (42 of 65) of projects were Service Redesign activity.

T1 projects by Theme

Theme	Current T1 projects
External Funding	0
Infrastructure/Systems	7
Service Redesign	5
Commissioning	1

Legend: ■ Current T1 projects

All projects by theme (August 2016)

Theme	Projects
External Funding	0
Infrastructure/Systems	11
Service Redesign	42
Commissioning	12

G: Tier 1 by Project Stage

Activity within the Analyse and Plan stages has recently increased by 7% (47% in July to 54% in August), which will increase the opportunity for more corporate assurance checkpoint reviews to be undertaken during the next period.

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

38% of projects are within the 'Do' stage, a decrease of 2% from July 2016. Of these, 2 projects will be completed this financial year (2016-17). 62% of projects will complete in 2017-18 financial year.

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 - September 2016
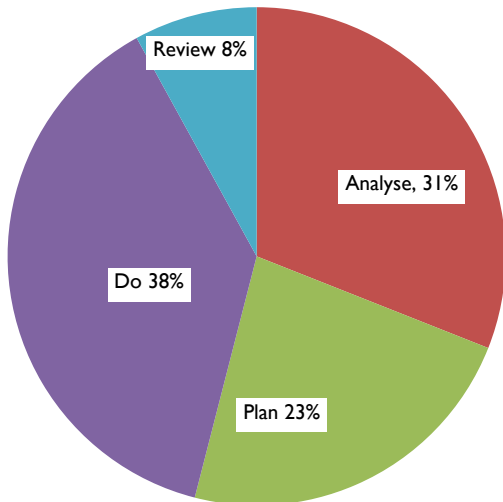
Analyse	**31%**
Plan	**23%**
Do	**38%**
Review	**8%**

H: Corporate assurance activity this period

Governance & Decision Making

New tools and guidance have been developed with key officers on KNet to support the new governance arrangements (i.e. Strategic Commissioning Board and Budget & Programme Delivery Board) and to make better connections with Democratic Services information on Decision Making.

Lessons Learned Log

Lessons learned log has been populated from completed projects across all 4 portfolios to draw out key lessons learned and will be shared at a future PPM Community meeting.

Customer Feedback Project

Troubleshooting has taken place to help move the Customer Feedback project forward. Working directly with the Adults and Children's complaints teams to agree a specification to go out to tender on.

Informal Assurance

Informal assurance carried out on the Future of In House Provision – Wayfarers project and the Southborough Hub project. Feedback given has had a direct influence on the scoping document and business case development.

EYPS Systems Transformation

Following the informal advice previously given to this project, the Corporate Assurance function and Portfolio Delivery Manager have been liaising with the project manager, with further assurance activity due in autumn 2016.

Project Management Support

Weekly project management support is being provided to the Kent Graduate Project Management strand to ensure best practice and delivery is achieved.

Other

Assurance had been planned for the Unified Communications Replacement, Adults Phase 3 and Public Health Transformation Programmes. These projects have not entered or only just entered the portfolios and therefore checkpoint reviews are planned for the next period of activity.

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1: Portfolio by Portfolio: September 2016

Adults Portfolio

Since March, 19 projects have completed and 2 projects have been stopped. Out of the 19 completed 5 of these were Tier 1 projects – Acute Pathways, Enablement, Community Equipment Retender, Future of In House Provision Review and the Housing Related Support Review.

Acute Pathways and Enablement are now being managed and monitored under business as usual activity. Four Tier 2 projects came out of the Future of In House Provision Review one for each of the care homes proposals that were reviewed. A number of projects with tier to be confirmed have emerged from the Housing Related Support Review.

Activity across all tiers is likely to fluctuate in the coming months due to prioritisation as well as aligning existing projects to the Adults Phase 3 programme.

Tier 1
Tier 2
Tier 3
TBC
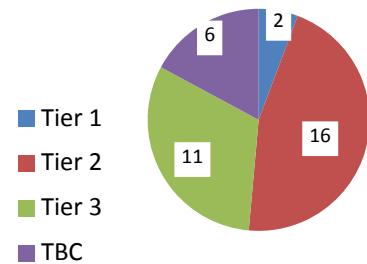
0-25 Portfolio

The 0-25 Portfolio has increased from 5 projects in March 2016 to 12 projects in August. The Tier 1 0-25 Unified Programme completed in June having gone through a successful 3-month 'sustainability' period. A further five Tier 1 projects entering the portfolio in May and June.

The increase in Tier 1 projects from 1 project in March to 5 projects in August is due to portfolio activity that has a direct correlation to both Education & Young People's Services and Specialist Children's Services being included.

Tier 1
Tier 2
Tier 3
TBC
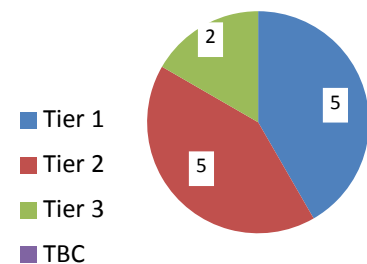
# 1: Portfolio by Portfolio: September 2016

Business Capability Portfolio

A number of projects have either changed tier or been incorporated in to another programme.

In May the Gateway Implementation Programme was incorporated into the Tier1 Asset Utilisation Programme. In June the only Tier 2 project, 'Managed Print' was incorporated into the Tier 1 ICT Infrastructure Programme.

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

Agilisys Transformation is no longer being reported as a Tier 1 project and was reclassified as a Tier 3 project in June. This project was initially categorised as a Tier 1 project due to the strategic oversight required of a new contract which has now embedded sufficiently.

Property LATCO, a Tier 1 project, completed in July and exited the portfolio.
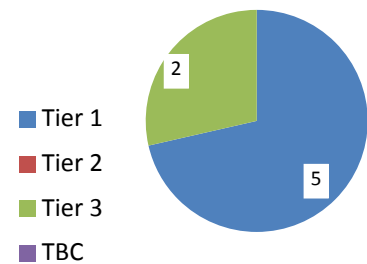
GET Portfolio

Activity within the portfolio has been consistent over this reporting period.

A new Tier 1 project has entered the portfolio – SEN Transport Phase 2.

Four projects have completed or been transferred out of the portfolio during this reporting period, one of which was a Tier 1 project - LED Street lighting. This has been transferred out of the portfolio and oversight for this project going forward will be managed by the Divisional Management Team.

This portfolio has a large count of potential projects.
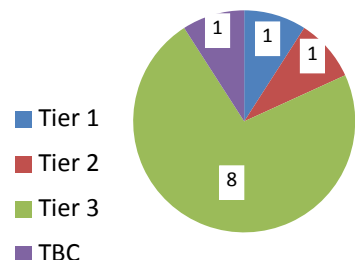
J: Potential Project Activity

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.

36

Potential projects
reported September
2016

6

Of these may be
potentially
significant
projects

As relationships have developed, the understanding of forthcoming project activity has continued to improve. A number of potential projects have entered the portfolios over previous months increasing the number of potential projects from 33 in March to 36 in September 2016.

The majority of potential projects appear to be Service Redesign with 19% of potential projects still waiting for the theme to be confirmed.

Potential projects by theme (all Tiers)

Theme	Potential Projects
TBC	7
External Funding	0
Infrastructure/Systems	8
Service Redesign	17
Commissioning	4
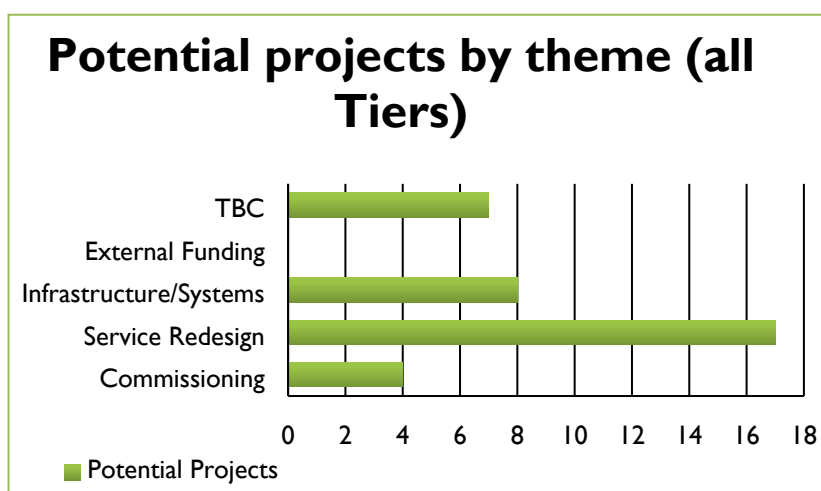
K: Corporate assurance activity next period

User Access Programme and ICT Infrastructure Programme	Projects within the programme will be selected for checkpoints which will be planned collaboratively with the PDM and ICT Assurance. Findings and recommendations will be reported to the Director of Infrastructure and ICT Board.
Adults Phase 3	Checkpoint approach being discussed with PDM and key stakeholders as work evolves. CA checkpoint to be conducted before completion of 'assessment' phase in the Autumn.
Asset Utilisation	Checkpoint timing and approach is being discussed with the PDM. Likely to be undertaken early Autumn 2016.
EYPS Systems Transformation	Further corporate assurance is planned for September.
Public Health Transformation Programmes	The Assurance approach for both the Children's and Adults Health Improvement Transformation Programmes is being discussed with Public Health. The main transformation activity has dependencies with 0-25 and Adults portfolios and will be explored further with relevant PDMs to see if there are gaps in assurance.
Future of In-House Provision	Additional informal assurance on project business cases to support decision making and detailed project plans.
Housing Related Support Review projects	Assurance approach to be confirmed with the PDM for the projects that have come out of the review.

L: Current Tier 1 projects

Asset Utilisation Programme

Portfolio:	End Date:	Start Date:	Stage:
Business Capability	March 2018	January 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
As part of the medium term financial plan £1.68 million of savings have been allocated against rationalisation of the non-office operational estate. In July 2015 a review was commissioned of the asset base, and the Infrastructure Team started working with services to review assets and to identify opportunity to use our assets in a more efficient way. This Programme is now being managed by GEN[2] who continue to work with the services to review assets. Some elements of the Programme are in delivery, with the implementation of the Gateway Services review in progress.

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 value for money.

How will we get there?
The project will provide:
- A number of projects to deliver the outcomes identified in the review.
- An efficient use of our assets, maximizing opportunities where possible (e.g. property running costs savings, income generation, sharing accommodation).

L: Current Tier 1 projects

Legal Services Transformation – Legal ABS

Portfolio:	End Date:	Start Date:	Stage:
Business Capability	May 2017	September 2013	Do

What will the project deliver?

When the project is delivered the end product will be a legal service that is better, cheaper and more profitable than the current successful in-house team. Benefits will include:

- A modern, effective, legal service able to undertake KCC's work to a consistently high standard
- Increased value for money for KCC and other clients
- A sustained and increasing shareholder dividend for KCC
- The formation of a valuable capital asset for KCC

Background

This project originated from 'Facing the Challenge' Programme, as part of the Phase 1 Service Reviews. The aim of this review was to:

- evaluate the current service offer
- consider alternative delivery models and
- assess how the service can best meet the continuing needs of the Council and the financial challenges over the medium to long term as central government funding reduces.

A Cabinet decision was taken on 21 March 2016 to proceed with the formation of an Alternative Business Structure (ABS) for the delivery of legal services.

Where do we want to be?

- New premises by November 2016
- Infrastructure in place
- Staff TUPE transfer to new Alternative Business Structure (ABS)
- Solicitors Regulation Authority (SRA) licence granted to enable trading by April 2017

By April 2017, a new ABS for the delivery of legal services to KCC and other public sector and commercial organisations will be established, with all mobilisation and transition planning in place.

How will we get there?

A project team has been set up to deliver the following work streams: Company set up; SRA application; Recruitment; Marketing and branding; Culture change; HR, Finance and ICT; Process review and redesign; Communications; Commissioning and governance arrangements; financial controls.

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L: Current Tier 1 projects

New Ways of Working

Portfolio:	End Date:	Start Date:	Stage:
Business Capability	August 2016	November 2010	Review

What will the programme deliver?
The programme will provide:
- New Ways of Working spaces created.
- Relinquishing of leases.
- Creation of new public access facilities.
- Improved client contact areas.

Background
The New Ways of Working Programme forms part of the 'Doing Things Differently' agenda. This is about transforming the way KCC operates, saving money and examining what we do and how we do it by:
- Putting the customer at the heart of how we design and deliver services.
- Having integrated services that are packaged around client groups and resident lifecycles.
- Adopting a new approach to how and where we work.
- Streamlining systems and processes, so we are all more self-sufficient.
- People are empowered, trained, accountable and equipped to face the future.

The New Ways of Working Programme puts in place property and technology solutions to facilitate culture change. It supports front-line service transformation through improvements and efficiencies in working practices and business processes.

Where do we want to be?
- We want to create an organisation that is fit for the future, providing flexible working to allow us to flex to meet the needs of the business and our customers.
- We want to create a working environment that allows us to work smarter by reviewing all our building spaces and reconfiguring where necessary to provide flexible spaces.
- Work with ICT to provide technology solutions to support smarter, flexible working

How will we get there?
- Phase 1 of the programme has delivered appropriate modern working spaces that have supported collaborative working within Mid and West Kent.
- Phase 2 of the programme is now completing the delivery of the East Kent Accommodation Strategy. Completion of this programme scheduled for August 2016 once all property moves and refurbishments have been completed.

L: Current Tier 1 projects

Portfolio:	End Date:	Start Date:	Stage:
Business Capability	September 2017	January 2016	Analyse/ Plan

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:

- Managed Print – supporting flexible working and reducing our waste. Implementing secure printing, not requiring being linked to a specific printer.
- Mass Storage Strategy – defining our preferred option for long term storage strategy, to ensure a scalable secure way of holding our data in the most efficient way possible.
- Cloud Navigator – working with our strategic partner, Microsoft to completely review our ICT estate, defining the roadmap to support us in delivering our ICT strategy

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/ Plan phase of delivery
- Managed Print is in the Do stage, with over 280 printers already deployed across the KCC estate.

L: Current Tier 1 projects

User Access Programme

Portfolio:	End Date:	Start Date:	Stage:
Business Capability	March 2017	January 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
- Blackberry replacement to Smartphones
- Unified Communications replacement
- Windows 10
- Remote Working

Where do we want to be?
The projects 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/Do phase of delivery.
- Office 365 is being piloted.
- Blackberry replacement has now completed.
- Unified Communications replacement is currently being planned, with implementation expected to being in the latter half of 2016-17..

L: Current Tier 1 projects (New)

HeadStart

Portfolio:	End Date:	Start Date:	Stage:
0-25	August 2021	June 2014	Plan

What will the project deliver?

The project will:
- Enable young people to have the skills and confidence to better manage adversity and be able to access and negotiate support should they need it.
- Promote the importance of resilience in young people, and providing early support to prevent problems getting worse;
- Develop and test approaches that ensure timely and accessible support, including direct access in appropriate settings;
- Transform the skills and understanding of the wider workforce so they better engage and respond to young people's emotional and health needs;

Background

In Kent, 18,795 young people aged 10 to 16 will have mild to moderate emotional wellbeing and mental illness that would benefit from additional interventions alongside their parents and carers. HeadStart will ensure these young people are well supported in their journey and helped to prevent the onset of mental illness.

Kent has been successful in securing £9.89m Big Lottery funding and will be focusing on setting up a countywide 'resilience hub' which will provide resources and expertise for schools and communities to tap into; transforming and improving all services to support young people in the priority groupings; providing bespoke support to young people to build their resilience, recover from trauma or adversity and improve their emotional health and wellbeing.

Where do we want to be?

By 2020 Kent young people and their families will have improved resilience, by developing their knowledge and lifelong skills to maximise their own and their peers' emotional health and wellbeing; so to navigate their way to support when needed in ways which work for them.

How will we get there?

Young people have equal status within the governance in HeadStart. There will be 3 levels of approach and each intervention has completed a TIDieR sheet which contributes to an overarching Theory of Change.

- Universal: development of a resilience hub, with a setting resilience toolkit, menu of support and expert guidance that will be available across Kent during year 1.
- Universal Plus: a geographically phased approach to offering settings resources to ensure they implement specific emotional health and resilience into settings, including online counselling
- Additional support: a geographically phased approach to offer young people support who have experienced domestic abuse.

Co-production, digital and social marketing will be at the core of the work of all the approaches.

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L: Current Tier 1 projects (New)

ContrOCC

Portfolio:	End Date:	Start Date:	Stage:
0-25	April 2017	December 2014	Do

What will the programme deliver?
The programme will provide:
- Streamlined processes to provide a more efficient system for both KCC and Kent's foster carers and fostering agencies;
- Improved financial management, thereby reducing the risk of overpayments;
- Replacement of outdated software to ensure it is able to cope with current and future changes in legislation;
- Ability to view a comprehensive picture of the total service cost for each child in social care;
- Ability to give budget managers direct access to the cost of a child in care and their budget.

Background
Following the implementation of Liberi (the Children's Social Care database), it was decided to replace Foster Payment System (FPS) which had become outmoded and therefore unsupportable in the long term. ContrOCC provides a contract and financial management system that integrates with Liberi and makes payments to Kent foster carers and fostering agencies.

Where do we want to be?
The objective is to introduce new software which is fit for purpose for both now and the future and that will enable foster payments to be paid effectively and efficiently.

How will we get there?
- Phase 1 of the implementation replaced the existing Foster Payment System (FPS) and took over the payments to in-house foster carers, and those families receiving a court ordered allowance. This will went live in July 2015.
- Phase 2 implemented the integration with Oracle Purchasing and allowed ContrOCC to be used for paying external providers (e.g. Independent Fostering Agencies, Care Homes etc.) from April 2016. External fostering providers no longer submit paper invoices; providers will instead access the ContrOCC provider portal to review KCC's commitments with them and raise electronic invoices via the portal.
- Phase 3 broadens the scope of the external foster care providers to include block contracts and 18+.
- Phase 4 will incorporate the payments for the Disabled Children's Team. Functionality for 0-18 teams is currently planned to go live from the start of December 2016 and for 18-25 teams from April 17.

L: Current Tier 1 projects

EYPS Systems Refresh

Portfolio:	End Date:	Start Date:	Stage:
0-25	February 2018	April 2015	Plan

What will the project deliver?
The project will:
- Reduce the number of ICT systems used within EYPS.
- Reduce the costs associated with running those systems.
- Reduce inefficiencies and duplication.

The project will develop an ICT environment to provide:
- A single view of the child/family which will better enable services to target support to children, young people, their families, schools and communities.
- The ability to produce high quality analytical reports in a timely manner.

Background
Education and Young People's Services currently uses multiple IT systems and spreadsheets to manage service and customer information.

An opportunity was identified to introduce a more integrated and effective solution to reduce maintenance support costs and better respond to information requirements necessary to support the current and future delivery of children's services.

Where do we want to be?
The EYPS Systems project is an opportunity to rationalise our systems so that multiple business areas can be supported by a shared system.

This will help to achieve:
- Improved efficiencies in data input.
- A 'single view' of the customer information.
- Produce more effective information reports.
- Achieve best value by reducing support and maintenance costs.

How will we get there?
Work has been undertaken to map the current systems and identify the future systems requirements of the business. This has been used to develop a specification and tender for the procurement of a future solution.

L: Current Tier 1 projects (New)

Education Alternative Service Delivery Vehicle (ASDV)

Portfolio:	End Date:	Start Date:	Stage:
0-25	July 2017	January 2016	Analyse

What will the project deliver?
As this work is at an early stage (options analysis) it is not yet clear what measurable outcomes can be delivered. The intended outcomes are a more sustainable model for education services, more capacity to trade and generate income for educational purposes, and a stronger partnership model with schools that will continue to drive improvement and collaboration. This work will follow on from a decision on whether to proceed with one of the options in the business case.

Background
In an environment of changing national policy and budget pressures it is clear that KCC will need to continue to change the way it delivers and funds its services, as well as adapting the way it works with the education sector. Our aim is to continue to have a coherent and sustainable approach to working in close partnership with schools and to delivering services that are fundamental to supporting schools, children, young people and families.

Where do we want to be?
- The council is looking through this potential alternative delivery vehicle to work in partnership with schools, and strengthen the relationship further with the local authority in a changing landscape where the local authority's role is changing and more schools become academies;
- Ensure that schools continue to have access to quality cost effective services from KCC that are both statutory core and traded, to support improving educational attainment and standards and a support network which allows our schools to focus on continued school improvement;
- To maintain and maximise the opportunities to grow the income from traded services by expanding the offer within Kent and beyond the county to other local authority areas and their schools, to reinvest in supporting KCC service delivery. As part of this the Council also wishes to ensure that the operating model provides a sustainable approach to income from traded services which is resilient should there be changes in the educational sector.

How will we get there?
We believe that this can be best delivered by developing options for a new partnership arrangement with schools, embodied in a new education services company, including traded services. The council is therefore exploring further the options for the development of an Educational Services Company which will provide joint governance with schools and a strong, commercial, sustainable entity to deliver high quality school support services.

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L: Current Tier 1 projects (New)

Early Help Module

Portfolio:	End Date:	Start Date:	Stage:
0-25	December 2016	January 2015	Do

What will the project deliver?

The project will:

- Support all agencies using the same assessment process.
- Support Kent Safeguarding Children Board to identify safeguarding concerns early on.
- Help to ensure targeted support is being delivered in a timely way, supports the identification of cases early on that are drifting and where management action is required.
- Support the secure sharing of information across partner agencies.
- Increase ability to pull the required data to inform the 'Annex A' Ofsted Criteria.
- Help to capture outcome/impact data across partner agencies e.g. Troubled Families and to ascertain what support is working.
- Facilitate cross partner reporting e.g. number of Common Assessment Framework assessments completed, outcomes achieved by each partner agency.
- Allow partner agencies to inform the configuration of the system and hence have more buy-in to use it.
- Provide great intelligence at a multi-agency level that shall support effective decision making on an area by area basis.

Background

In response to a previous OFSTED inspection it was decided to implement an early help case management system to support the growing number of early help assessments being undertaken in Early Help. The 'Early Help Module' was procured from Liquid Logic and designed to support the new Early Years and Preventative Services (EYPS) division, as well as changes to Early Help processes which have been delivered in partnership with Newton Europe.

Where do we want to be?

The system will provide effective tracking and reporting for the all Early Help & Troubled Families Assessment processes.

This will be achieved by configuring, installing and rolling out a new web based solution that will enable the sharing of child related data across Liberi and the Early Help Module (Single View).

How will we get there?

Phase 1	Help Notes functionality - January 2015
Phase 2	Full roll out of Early Help Module - April 2015
Phase 3	Single View Implementation - February 2016
Phase 4	Commissioned Services Implementation - September 2016

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L: Current Tier 1 projects

Your Life Your Home

Portfolio:
Adults

End Date:
August 2018

Start Date:
January 2015

Stage:
Do

What will the project deliver?
The aim of Your Life Your Home is to increase the options of independent living for adults with learning disabilities through Supported Living or Shared Lives placements and reduce the number of residential placements by designing a future service model to support both existing and future service users to live in the way they want through a range of new accommodation options.

Background
The Adults Phase 2 Transformation programme has been reviewing four key areas in Learning Disability (LD) and Older People and Physical Disability (OPPD), supported by our Strategic Efficiency Partner Newton Europe.

The 'Your Life Your Home' project is reviewing the opportunity for a number of adults with a learning disability currently in residential care, who may wish to live in alternative settings that will allow them to lead more independent lives if they choose to.

Where do we want to be?
There are currently over 1200 adults with a learning disability in residential care. Approximately 350-550 of these service users' needs can be met in alternative settings that will allow them to lead more independent lives. Alternative accommodation that may be more suitable includes a flat with shared communal areas with other service users, shared housing or Shared Lives (living with a family).

How will we get there?
The pilot phase reviewed a number of people currently living in residential care, primarily to see if the service users can see the benefits and wish to move from residential care to alternative accommodation. As part of this process, the project team is involved in ensuring sufficient alternative accommodation is made available.

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L: Current Tier 1 projects

Kent Pathways Service

Portfolio:	End Date:	Start Date:	Stage:
Adults	September 2016	November 2014	Do

What will the project deliver?
The project will provide the following benefits:
- Updated Kent Pathways Service review process and tracking.
- Sustainable service established across Kent.

Background
The Adults Phase 2 Transformation programme has reviewed four key areas in Learning Disability (LD) and Older People and Physical Disability (OPPD), supported by our Strategic Efficiency Partner Newton Europe.

The aim of the Kent Pathways Service is to lead on supporting improvements for independence and outcomes for service users, leading to a change of weekly packages for clients.

Where do we want to be?
The Kent Pathways Service project focuses on rolling out the new Kent Pathways Service, which aims to improve service user's independence and reduce their care requirements. This is achieved through 6-12 weeks of intensive training, by helping service users to learn new or re-learn skills after a change in their circumstances.

How will we get there?
Following a successful 12 month pilot programme in 'sandbox offices' in Dover and Thanet, the new Kent Pathways Service was created to respond to demand from both existing service users and potential demand for future referrals to a new sustained service. A 'sandbox office' is a contained site where the revised model can be developed in a live environment before it gets rolled out across the county.

The pilot programme found that over 500 service users were suitable for such a service, furthermore that there would be ongoing demand for new service users who have had a change in circumstance.

L: Current Tier 1 projects (New)

Special Educational Needs (SEN) Transport Phase 2

Portfolio:	End Date:	Start Date:	Stage:
GET	December 2018	April 2016	Analyse

What will the project deliver?
The project will:
- Implement a new approach to the commissioning of SEN Transport, utilising a mixture of individual route tenders and contract combinations (bulk), depending on school need and catchment.
- Implement a new procurement platform for SEN transport, from Nov 2016, moving from an approved list to a dynamic purchasing system.
- Introduce a two year plan for the re-tendering of SEN transport across Kent.

Background
The SEN Transport service aims to ensure children with special educational needs are transported to school in safe manner and in a fit state to learn. Phase 1 of the SEN Transport Project focused on analysing and testing new models and approaches. It completed in April 2016, the results of which and lessons learned have informed the approach, design and plan for Phase 2.

In undertaking Phase 1, route optimisation and procurement activities incorporated a small number of schools and the review provided a robust basis on which to implement the remainder of the schools' transport routes across Kent. Phase 2 is exclusively concerned with the activities delivered by the Highways, Transport and Waste division.

Where do we want to be?
To roll out the new approach resulting from Phase 1 to all schools across Kent over a 2 year period. Through more effective and targeted redesign and procurement, the provision of a fit for purpose transportation service to SEN children which meet their needs as well as those of the schools. In turn, customer needs will be meet and financial efficiencies will be made.

How will we get there?
This will be delivered through a series of procurements using different models as appropriate to the individual areas and requirements present for the transportation of children with SEN. Phase 2 will be run as a project until the initial procurements have come through before reverting to business as usual activity.

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M: Corporate Assurance – Our Approach

Corporate Assurance 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 Bi-annual Reporting to Policy & Resources Cabinet Committee.

Our Process

| Monthly Snapshot | Quarterly Overview | Checkpoints |

Our Evidence

We keep track of variations on major projects on a monthly basis:
- overall volume of activity across 4 Portfolios;
- Cost/benefit and milestones for Tier 1 projects;
- projects which close or prematurely stop (including closure/lessons learned reports);
- potential new project activity to engage at an early stage.

We build the picture of change activity across KCC:
- summary descriptions for all change projects;
- high level stage, cost/benefit and milestone information for all projects;
- cross-cutting risks, dependencies, impacts and relationships between projects and portfolios.

We influence business critical projects:
- providing information, advice and support on building better business cases;
- collaborative checkpoint reviews with PDM and Project Manager;
- 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