From:	Eric Hotson, Cabinet Member for Corporate and Democratic Services
	David Cockburn, Corporate Director, Strategic and Corporate Services and Head of Paid Service
To:	Policy & Resources Cabinet Committee, 15th September 2017
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 March 2017 to August 2017.

Recommendations:

The Committee is asked to:

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

(2) **Consider** the frequency and type of report required for future updates.

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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 provides 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. The Authority operates a devolved model for its major change activity, with the Corporate Assurance function situated in the Strategic & Corporate Services directorate working in partnership with Portfolio Delivery Managers / Portfolio Management Officers in each change portfolio.

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. Internal Audit and the Strategic Business Development and Intelligence function.

2.4 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 established a Project and Programme Manager (PPM) Network with colleagues in the Engagement, Organisation Design & Development (EODD) Division. This is a bi-monthly forum, covering core competences such as scheduling, business case development (including options appraisals), cost/benefit articulation and stakeholder management. Portfolio Delivery Managers have been facilitating workshops with project managers in each portfolio to complement the broader agenda covered at the PPM network.

2.5 The PPM Forum is one part of a wider Project and Programme Management workforce development strategy, from which new initiatives are being developed such as a tailored competency framework for project and programme managers, as well as work to ensure a consistent understanding of the Senior Responsible Owner and Project Sponsor roles across the Authority.

2.6 Previously the projects in change portfolios were 'tiered' according to the significance of expected costs and benefits in order to aid objective prioritisation, which has proved useful. However, an alternative method has been implemented based on a National Audit Office tool (Delivery Environment Complexity Analytics) that takes a range of other factors into consideration such as stakeholders; clarity of objectives; range of disciplines and skills required to deliver; to give a more holistic picture of the level of complexity and risk associated with a project or programme while in its early stages. This then guides the level of assurance attributed to each one to ensure a proportionate approach.

To date, all but four projects / programmes in portfolios have been put through this process and this has led to a reduction in the number of 'Tier 1' projects where the Corporate Assurance function is the assurance lead.

2.7 The projects and programmes previously featured in the Business Capability Portfolio are being built in to an overarching Business Change Programme that aims to integrate infrastructure programmes for ICT and New Ways of Working; further develop connections with service change and transformation programmes such as those running in Adult Social Care and Children's Services; and to clarify the 'must do' elements of change across the organisation. This new programme will be reflected in future reports.

3.   KEY FINDINGS – MARCH 2017 TO AUGUST 2017

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

a. There are currently 50 projects / programmes within the four change portfolios, which is 16 less than March 2017. Nine of these are designated as Tier 1 projects (this means high risk-based, complex projects), compared to 20 Tier 1 reported in March 2017.

b. There have been several significant variations to costs, benefits and end dates to Tier 1 projects during this reporting period (outlined in section F). The reduction in number of Tier 1 projects will enable greater focus on these areas and consequent improvement of quality and consistency.

c. As we explore opportunities to use new technology, a third of projects and programmes still relate to major infrastructure and systems. They currently account for 33% of Tier 1 projects.

d. The majority of portfolio activity continues to be projects and programmes predominantly involving service redesign (e.g. the "Your Life Your Wellbeing" programme, embedding improved outcomes and providing a stable platform for further change, improvement and integration, which account for 56% of current Tier 1 projects, 34% of all current projects within portfolios (Tiers 1 to 3) and 27% of potential projects.

e.   The overall volume of current portfolio projects has reduced slightly during this period, with potential projects emerging remaining stable as we head into the next reporting period (16 identified as at February 2017 compared with 15 identified in August 2017).

3.2   Since February 2017 the Corporate Assurance function has conducted assurance activity on several Tier 1 projects / programmes, including the Business Services Centre project; Education Services Company; Javelin Way Development and Turner Contemporary. Feedback has been given to relevant members of the project / programme teams and / or Strategic Commissioning Board as appropriate.

3.3   There are some key points emerging from assurance activity and oversight of major projects over the past six months, including:

- There is evidence of wider adoption of the 'Better Business Cases' approach, based on the HM Treasury Green Book: appraisal and evaluation. This uses a 'five-case' model covering the following areas:

    o   The Strategic Case: why are we doing this and what do we want to achieve?
    o   The Economic Case: does this provide value for money?
    o   The Commercial Case: Are there any procurement implications?
    o   The Financial Case: is it affordable and do we have the resources we need?
    o   The Management case: Is the project deliverable – how will we manage change?

- To reinforce the approach Corporate Assurance 'checkpoint' reviews cover these areas in their feedback, while Portfolio Delivery Managers promote it when working directly with project and programme managers.
- Corporate Assurance advice is seen as timely, supportive and pragmatic, particularly where there has been the opportunity to build direct, trusted relationships with project managers.
- Project and programme management maturity is improving, with Portfolio Management Office / Portfolio Delivery Managers providing advice and guidance to project managers and helping to embed project and programme management approaches.
- Several projects have been stopped where they are no longer deemed to be meeting strategic needs or where there is insufficient evidence to

demonstrate achievability of planned benefits. This shows a disciplined and mature approach.

- There has been an improvement in numbers of project closure reports being completed, which include lessons learnt. This will now enable the development of a lessons learnt library that can be accessed by the project management community across KCC.
- The strategic case for change in business cases is well made, with good alignment to KCC's Strategic Outcomes, strategies and objectives.
- There has been an improvement in the evidencing of equality analysis in the early project stages.
- Risks, assumptions and dependencies are being defined at a high level, but require further detail in some cases to give assurance that they are / will be managed effectively.
- As part of the costing and benefit articulation process, there is still a need in some cases to provide a more explicit view of total cost versus total benefit (taking into consideration the challenges of quantifying non-financial benefits).

3.4 A follow-up audit of Corporate Assurance and Programme and Project Management is in progress and key findings will be fed back to this Committee as part of the next update. Early indications are that the findings will be similar to those highlighted above.

4. NEXT STEPS

4.1 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 bi-annual report.

(2) **Consider** the frequency and type of report required for future updates.

Appendices:
Appendix 1: Corporate Assurance Bi-annual Report

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Overview of major projects and programmes in change portfolios

Corporate Assurance Bi-annual Report:

March 2017 to August 2017

A: Key facts

9	50	48%
Tier 1 projects/ programmes (August 2017)	Total Number of current projects/ programmes across the four Portfolios (August 2017)	Projects scheduled to complete within 2017-18 financial year.

5	Tier 1 projects added to the portfolios during this period.
2	Tier 1 projects have completed during this period
31	Projects in total have stopped, completed or transferred to 'business as usual' this period.
15	Potential projects in August 2017 (have either not yet been formally approved or started yet, and may or may not progress into the Portfolios).
67%	Current Tier 1 Activity that is in the 'Analyse' or 'Plan' stages (i.e. pre-implementation).
33%	Current Tier 1 Activity that is in the 'Do' stage.
0%	Current Tier 1 Activity is in 'Review' stage as at 09/08/17.

B: Key findings

Achievements this period

- The current 'tiering' system was reviewed and consequently changed in June 2017 to incorporate a more risk-based approach to oversight, focusing on the complexity of projects and their delivery environment, as opposed to based entirely on cost/benefit values. This has resulted in some projects changing tiers and a transitional period whereby several projects are classified as 'Tier to Be Confirmed' whilst waiting for the assessment to be carried out.
- Portfolios continue to prioritise the most critical projects that will help to achieve our strategic outcomes. Under the new 'tiering' system the number of Tier 1 (business critical) projects has reduced.
- Early engagement and a more informal style of corporate assurance continue to give project managers the opportunity to respond to feedback and helped to enhance the quality of business case development. For example:
  - Education Services Company – Regular assurance of the business case was carried out working with the Project Manager to aid the development of the business case in order to inform decision making.
  - Business Services Centre – Assurance carried out on full business case, feedback was provided to the Project Manager who shared the findings with all commissioners and used to strengthen the business case.
  - Turner Contemporary - Assurance carried out on the feasibility study and outline business case. Feedback and findings presented to the Portfolio Delivery Manager and Project Manager to aid the development of the full business case.
  - Javelin Way Development – Assurance carried out on outline business case to strengthen it prior to being presented at SCB.
- Corporate Assurance and the Portfolio Delivery Managers have taken over the responsibility for running the Project & Programme Managers Network where continuous professional development (CPD) is offered. Recent sessions have focused on: Business Case - Better Behaviours; the new Project tiering system and Stakeholder Engagement.
- Equality analysis for projects is being captured and evidenced more promptly to ensure that projects are considering the potential impacts of equalities as the earliest stages in the project life cycle.
- There is evidence of wider adoption of 'Better Business Cases' guidance across the change portfolios.

Areas for development

- The quality and consistency of financial information for projects still remains a priority for development, although there has been some recent improvement.
- Indicative cost/benefits including any non-financial benefits still need to be defined earlier, making the case for change clearer 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.
- Perhaps due to an eagerness to get on and deliver, 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 and help aid successful implementation.

Areas for consideration

- The capacity and capability to support both the current and future volume of project activity needs to be considered and monitored carefully. The volume has reduced but there is still more to do.
- In particular demand and capacity for corporate services to support a wide range of substantial change activity could be a potential issue.
- While interdependencies between project activities are monitored, further work to analyse broader impacts and relationships between projects would help to identify risks and issues.

C: Portfolios Summary – August 2017

Number of Tier1Projects/Programmes
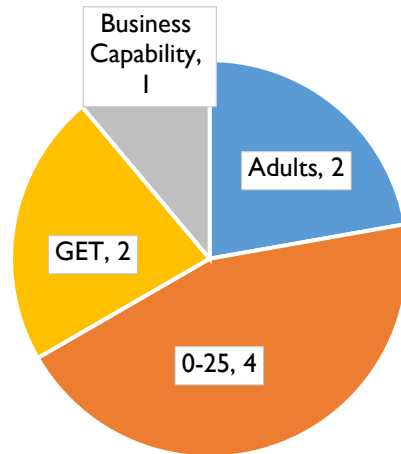
	Tier1
Adults	**2**
0-25	**4**
BC	**1**
GET	**2**
TOTAL	**9**

Adults
15 Total

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

0-25
14 Total

4	Tier 1
4	Tier 2
6	Tier 3
0	TBC
1	Potential
1	Stopped/ Completed

BC
6 Total

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

GET
15 Total

2	Tier 1
9	Tier 2
4	Tier 3
0	TBC
11	Potential
0	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
SEPT16	77	28	18	4	43	13	7	14
OCT	73	27	23	7	41	13	6	13
NOV	73	29	21	5	40	15	6	12
DEC	64	17	21	14	31	15	5	13
JAN 17	62	16	21	4	28	16	5	13
FEB	66	20	16	5	30	16	5	15
MAR	62	20	20	7	28	14	7	13
APR	57	20	18	6	25	12	7	13
MAY	51	20	16	8	19	13	7	12
JUN	52	7	15	4	16	15	7	14
JUL	54	9	14	1	18	15	7	14
AUG	50	9	15	5	15	14	6	15

The overall trend

The trend has been that the numbers of projects have decreased slightly as portfolios have prioritised business critical projects. 62 projects being reported in March 2017 compared with 50 projects reported during the last period.

The volume of projects in each portfolio has continued to be stable and consistent, across all portfolios. Tier 1 projects reduced in June 2017 due to the change in 'tiering' system to incorporate a more risk-based approach to oversight, focusing on the complexity of projects and their delivery environment, regardless of how they are funded.

The number of potential projects has decreased from 20 in March 2017 to 15 in August 2017.

The number of stopped/completed projects (paused, stopped prematurely, transferred to divisional management or fully completed) has decreased this period, from 39 reported in February 2017 to 31 in August 2017 of which 77% are projects completed.
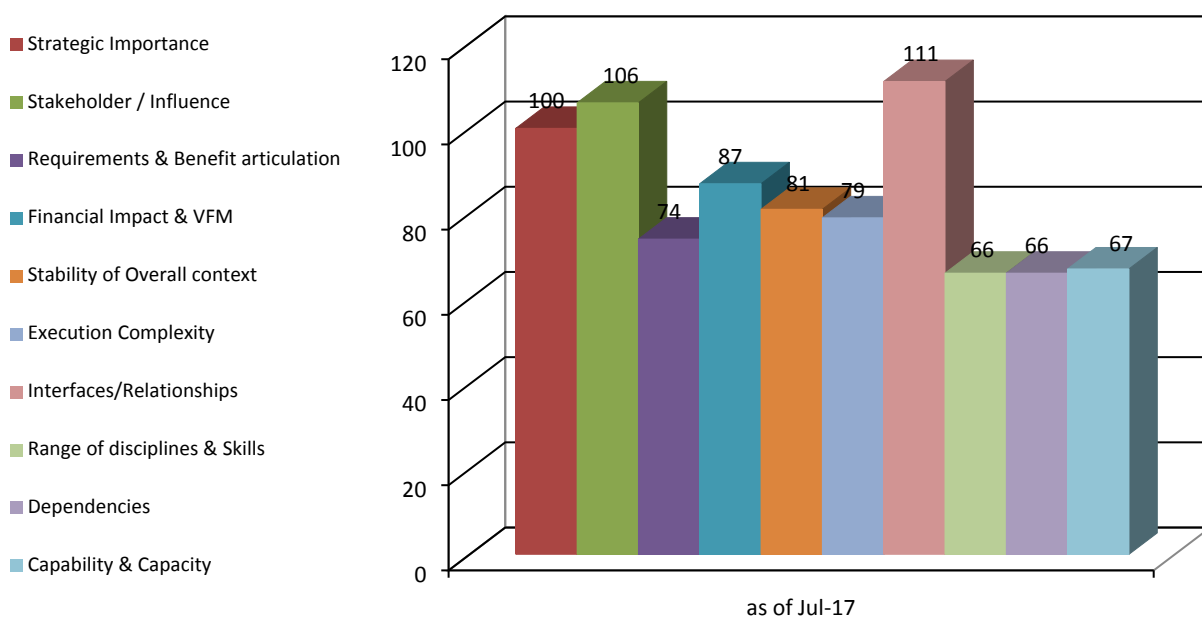
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E: Project Complexity and Risk

This then guides the level of assurance attributed to each one to ensure a proportionate approach. To date, all but four projects / programmes in portfolios have been put through this process and this has led to a reduction in the number of 'Tier 1' projects where the Corporate Assurance function is the assurance lead.

The diagram below shows the main areas of complexity for projects / programmes currently within the portfolios from assessments completed so far. Further work is being undertaken to understand these areas of complexity, but it demonstrates how important it is for project teams to engage and manage stakeholders as well as interfaces and relationships across the Organisation and beyond. Interestingly, for the majority of projects it is felt that there is appropriate capacity and capability to deliver, although this is dependent on external project / programme resource being available.

All Tiers - Portfolio Projects and Programmes

Legend:
- Strategic Importance
- Stakeholder / Influence
- Requirements & Benefit articulation
- Financial Impact & VFM
- Stability of Overall context
- Execution Complexity
- Interfaces/Relationships
- Range of disciplines & Skills
- Dependencies
- Capability & Capacity

Values: 100, 106, 74, 87, 81, 79, 111, 66, 66, 67

as of Jul-17

F: 'Snapshot' summary of Major Tier 1 Projects & Programmes (as at August 2017)

T1 Projects by Portfolio	Stage	Forecast Project Cost	Financial Project Benefit	Variation to Costs/Benefits/End Dates (Mar 17 – Aug 17)	Next Key Milestones	End Date
Adults TEC Systems Replacement Project	Plan	£2.43m	£0 – Benefits are non-financial	• Costs have increased by £1.18m due to the resource plan being updated following the appointment of a Programme Manager.	Design complete – Nov 17	Jan 19
Your Life Your Wellbeing Transformation Programme	Plan	£2.166m	£8.4m		Full Business Case consideration – Nov 17	Sept 18
0-25 Children and Young People's Service Integrated Programme	Analyse	£642K*	TBC	• Costs reduced by £107k in July (from £624k to £517k) as project was paused. • Costs increased in Aug (from £517k to £642k) as the project was extended by 1 month for due diligence.	Development of options	Apr 18
Education Services Company	Do	£2.5m	£4m	• Cost figure amended by £2m to take in to account KCC resources which are covered by base budget. • Benefit of £4m added as per approved business case. • End date slipped by 4 months during this period.	Company set up – ongoing Go Live – Apr 18	May 18
HeadStart Phase 3	Do	£11m (£10m external funding)	£0 – Benefits are non-financial		Commissioning completed – Aug 17	Aug 21
Front Door Integration	Do	£174k	£1.3m (cost avoidance)	• Costs increased by £40k as end date has been extended in total by 7 months in part due to Ofsted inspection.	New structure in place – Dec 17	Mar 18

*NE and Programme Manager costs to end of Analyse phase.

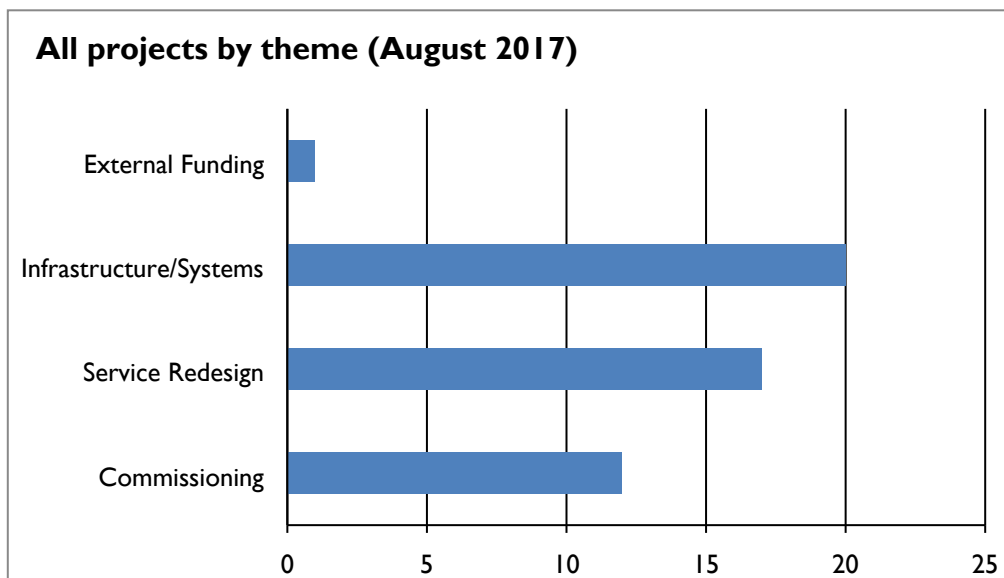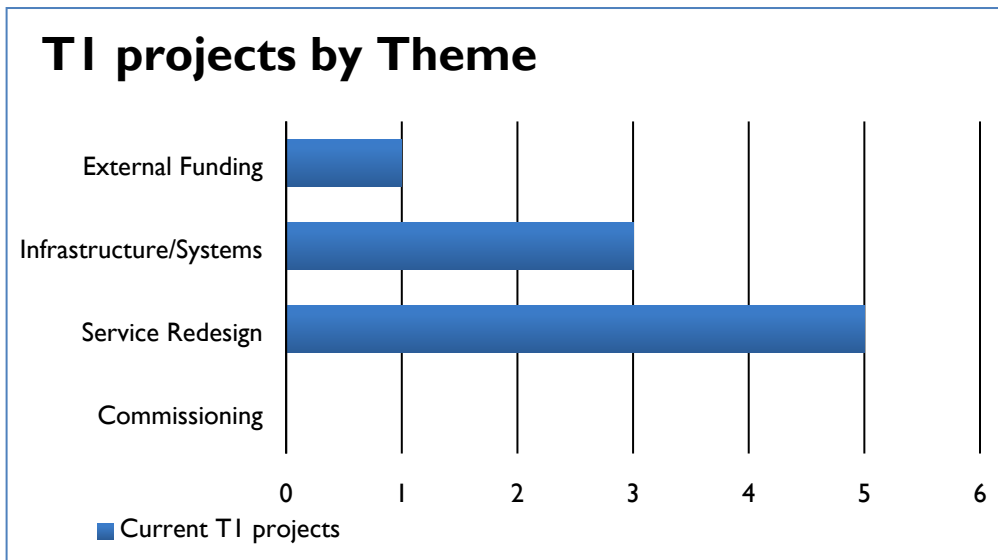| T1 Projects by Portfolio	Stage	Forecast Project Costs	Financial Project Benefit	Variation to Costs/Benefits/End Dates (Sept 16 – Feb 17)	Next key Milestones	End Date
Business Capability Asset Utilisation	Analyse	Various mini projects	£1.123m (Target)	• Project benefit has reduced by £565k due to re-phasing of actual benefit that will be realised in the MTFP.	Projects ongoing	Mar 18
GET						
Turner Contemporary	Analyse	£5.3m (£2.65m is external funding)	TBC		Strategic Commissioning Board Update - Sep 17	Apr 21
Javelin Way Development	Plan	£6m (£3m is external funding)	TBC		Milestones being defined following consideration and approval of full business case.	Mar 19

G: Tier 1 by Theme

Change activity is now being analysed by both portfolio and by theme.

56% of current Tier 1 projects (5 of 9 projects) are predominantly Service Redesign activity, an increase of 16% since February 2017.

During July 2017, an analysis of all 50 projects within the portfolios at that time indicated that 34% (17 of 50) of projects were predominantly Service Redesign activity. However, a number of projects will fit more than one category.

T1 projects by Theme

Theme	Current T1 projects
External Funding	1
Infrastructure/Systems	3
Service Redesign	5
Commissioning	0

Legend: ■ Current T1 projects

All projects by theme (August 2017)

Theme	Projects
External Funding	1
Infrastructure/Systems	20
Service Redesign	17
Commissioning	12

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H: Tier 1 by Project Stage

Activity within the Analyse and Plan stages has remained stable meaning the opportunity for same level of corporate assurance activity can be undertaken during the next period.

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

33% of Tier 1 projects are within the 'Do' stage, an increase of 3% from February 2017. Of these, 2 projects will be completed this financial year (2017-18). 34% all of projects (17 out of 50) will complete in 2018-19 financial year.

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

Tier1 Activity by Project Stage - August 2017
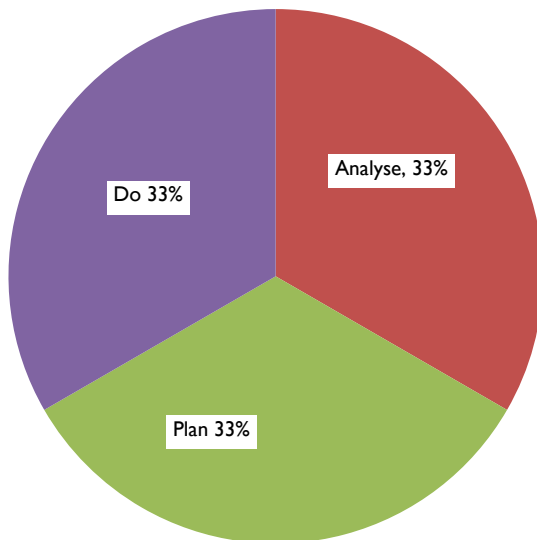
Analyse	**33%**
Plan	**33%**
Do	**33%**
Review	**0%**

I: Corporate Assurance activity this period

Business Services Centre
Checkpoint review carried out on the full business case. Feedback and findings presented to the Project Manager and Transformation Director. Feedback was shared with all commissioners and used to strengthen the business case prior to presentation at Strategic Commissioning Board and Policy & Resources Cabinet Committee.

Education Services Company
Regular assurance has been carried out on the draft business case. Feedback provided was incorporated into the full business case.

Informal Assurance
Corporate Assurance representation at the Children and Young People's Service Integrated Programme 0-25 Delivery Group meetings to gather context ahead of any checkpoint review.

Spend and Costs Analytics Project
Corporate Assurance provided independent assistance in structuring and writing of the full business case which has been approved and the project now in implementation.

Project and Programme Managers Forum:
Corporate Assurance has taken over the responsibility for running the Project and Programme Managers Forum where continuous professional development (CPD) is offered.

Adults Your Life, Your Wellbeing Transformation Programme
Feedback has been provided on the structure and process for the development of the programme business case and subsequent project business cases.

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

Project Prioritisation Tool
Alternative methods to the current 'tiering' system have been investigated. A National Audit Office tool that takes a risk-based approach to oversight, focussing on the complexity of projects and their delivery environment, regardless of how they are funded was implemented in June and is being applied to all projects across all portfolios.

Javelin Way Development Project Turner Contemporary Project
Checkpoint assurance carried out on each of the projects and feedback provided to the Project Manager and/or the Portfolio Delivery Manager, to inform the development of the full business case.

Other
Assurance is being scheduled for the 'Design' Phase of the Adults Your Life, Your Wellbeing Transformation programme.
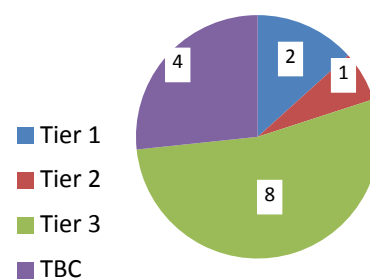
J: Portfolio by Portfolio: August 2017

Adults Portfolio

Since February 2017, 14 projects have completed and 6 projects have been stopped. Out of the 14 completed no projects were a Tier 1 project.

Six projects have been stopped due to either insufficient evidence to back up the savings, no longer meets strategic needs or to be re-scoped and to re-enter the portfolio in due course.

Of the 36 projects stopped, completed or transferred across all four portfolios the majority of this activity has been within the Adults portfolio totalling 56% (20 out of 36).

- Tier 1
- Tier 2
- Tier 3
- TBC

0-25 Portfolio

The 0-25 Portfolio has continued to be stable with a slight increase in projects of 14 being reported in March 2017 to 16 in August 2017. No new Tier 1 projects have entered the portfolio during this period.

Five projects have completed during this period – Controcc (a contract and financial management system for Kent foster carers and fostering agencies), Early Help Commissioning Intentions Programme, KCC All Age Neuro Development Pathway Project, Integrated Children's Commissioning and Review of Children in Care & Care Leavers Accommodation. No projects have been stopped during this period.

- Tier 1
- Tier 2
- Tier 3
- TBC

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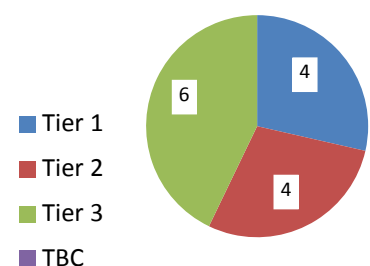
J: Portfolio by Portfolio: August 2017

Business Capability Portfolio

In March the Business Services Centre project entered the portfolio as a Tier 1 project, however after being assessed under the new 'tiering' system this has moved to a Tier 2 project. Due to the nature of this project it will remain under Corporate Assurance oversight.

Legal Services Transformation project completed and exited the portfolio in August 2017, with Invicta Law now trading.

As of August 2017 the projects and programmes in the Business Capability portfolio have been replaced by one overarching business change programme.
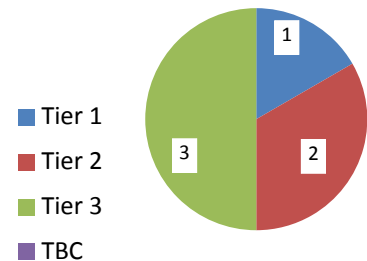
GET Portfolio

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

The Tier 1 project Coroners Service and Medical Examiners Modernisation was split in to two projects in August, Coroners Service now a Tier 3 project and Medical Examiners and Courts now a Tier 2 project.

Three projects have completed during this reporting period – Customer Service Programme Phase 1; Libraries, Registration & Archives(LRA) Transformation Programme (now broadened in scope with the LRA Improvement and Development Programme currently in the portfolio); and Waste Strategy project. Grosvenor Bridge has been transferred out of the portfolio; with oversight for this project going forward is being managed by the Divisional Management Team.

Of the 15 potential projects across all four portfolios the majority of this activity is within the GET portfolio totalling 73% (11 out of 15).
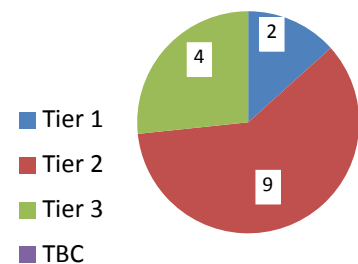
K: Potential Project Activity

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.

15

Potential projects
reported August 2017

The understanding of forthcoming project activity has continued to improve and remained stable during this period with 16 being reported in February 2017 to 15 in March 2017.

The majority of potential projects this period have changed from Service Redesign to Infrastructure/Systems 40% (6 out of 15).

Potential projects by theme (all Tiers)

Theme	Potential Projects
TBC	0
External Funding	0
Infrastructure/Systems	6
Service Redesign	4
Commissioning	4
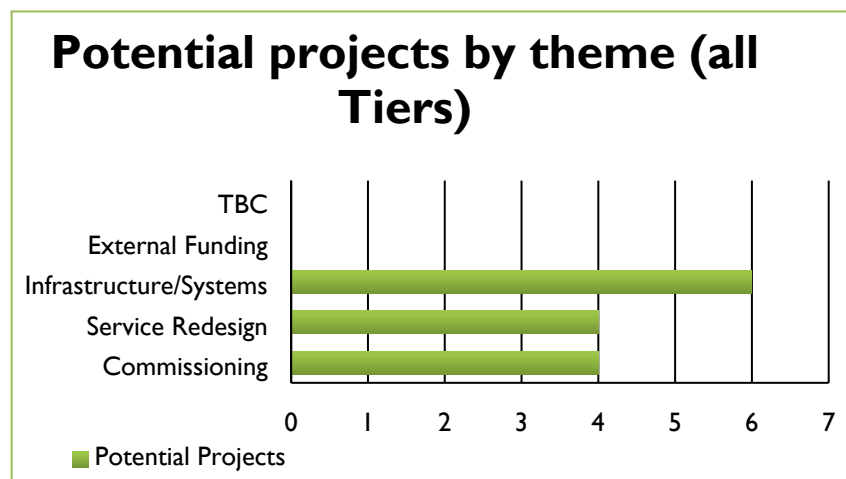
L: Corporate assurance activity next period

ICT Transformation 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 Your Life, Your Wellbeing Transformation Programme	Assurance 'checkpoint' reviews to be carried out on the programme business case and the most material individual project business cases.
Education Services Company	The main assurance activity took place pre-decision to form a company. However, some oversight activity will still be provided as this project progresses through implementation.
Childrens and Young People's Service Integration Programme	Assurance will be provided once findings from initial research has been analysed and a business case for change developed.
Turner Contemporary phase 2	Further checkpoint reviews will be carried out as the full business case develops.
Javelin Way Development	Further checkpoint reviews will be carried out as the full business case develops.
Business Services Centre	Assurance oversight will remain as this project moves into implementation.
Highways Term Maintenance Programme	Assurance review of outline business case in progress.

M: 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 (now amended to £1.123m). 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 an integral part of the Asset Management Plan and 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).

M: Current Tier 1 projects

Children and Young People's Service Integrated Programme

Portfolio:
0-25

End Date:
TBC

Start Date:
October 2016

Stage:
Analyse

What will the programme deliver?
This programme will improve outcomes for children and young people and value for money by exploring and exploiting opportunities for improvements to:
- working practices
- supporting architecture (technology and governance)
- service delivery models
- culture across services and partners

Background
This programme builds on the foundations laid in the 0-25 Unified programme and will draw on Newton Europe's expertise (as and when their specific skillset/additional capacity is required) as well as KCC expertise, to analyse opportunities for integration.

Where do we want to be?
KCC aspires to deliver the best Children and Young People's Services in the country in order to help children and young people to grow up, be educated, supported and safeguarded so all can flourish and achieve their full potential. KCC intends to define and implement a new way of delivering services that will build on effective partnership across teams and partners.

How will we get there?
Following the development of a vision, Newton Europe and KCC staff have been carrying out assessment activity to inform the analysis phase. This work is due to completed in August. The findings will then be checked and validated.

Opportunities which are identified within the assessment will be considered and a programme of activity worked up in more detail. These will ultimately be the projects that make up the programme. Timescales will be confirmed once implementation options have been agreed.

More detail will be shared in the next report.

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M: Current Tier 1 projects

HeadStart

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

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.

M: Current Tier 1 projects

Education Services Company (ESC)

Portfolio:
0-25

End Date:
April 2018

Start Date:
January 2016

Stage:
Do

What will the project deliver?
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 follows on from the decision by Cabinet in March 2017 to proceed with 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?
A full business case has been agreed and work has been initiated to set up an ESC legal entity, start recruitment of board members and engage further with stakeholders. Detailed plans are being drawn up which will include all activities to enable the company to launch early 2018.

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M: Current Tier 1 projects

Front Door Integration Project

Portfolio:
0-25

End Date:
March 2018

Start Date:
July 2016

Stage:
Do

What will the project deliver?
The project's aim is to integrate the Specialist Children's Services Central Duty Team and the Early Help and Preventative Services Triage Team into a single Integrated Front Door team, with shared processes and forms.

Background
There are currently two access points into 0-25 services. A single front door will better enable the teams to manage demand into 0-25 services and has the opportunity to improve the way that social care and early help teams support families.

Where do we want to be?
- An integrated front door team
- A clear and consistently applied thresholds document
- Clear and effective processes to support the work of the team

How will we get there?
Analysis has been undertaken and current processes mapped. Proposed structures have been agreed and work is planned to consult with the aim of structuring staff into the new front door team in the coming months. Revised processes will be implemented, with the aim of having embedded new ways of working by April 18.

M: Current Tier 1 projects

Your Life Your Wellbeing Programme – Phase 3 Adults Transformation

Portfolio:	End Date:	Start Date:	Stage:
Adults	April 2018	March 2017	Plan

What will the programme deliver?
A practical translation of the vision for Adult Social Care as outlined in the Your Life Your Wellbeing Strategy 2016 -2021.

Background
The Your Life, Your Wellbeing Transformation Programme was established to support the implementation of the new adult social care strategy.

Where do we want to be?
The intention is to deliver a practical translation of the adult social care vision; embedding improved outcomes achieved over previous phases of transformation and providing a sustainable platform for further change, improvement and integration, including delivery of Local Care within the Sustainability and Transformation Plan for Kent and Medway (STP).

The strategy breaks down our approach to adult social care into three themes that cover the whole range of services provided for people with social care and support needs and their carers:
- promoting wellbeing – supporting and encouraging people to look after their health and well-being to avoid or delay them needing adult social care
- promoting independence – providing short-term support so that people are then able to carry on with their lives as independently as possible
- supporting independence – for people who need ongoing social care support, helping them to live the life they want to live, in their own homes where possible, and do as much for themselves as they can.

The strategy also details what Kent County Council must have in place in order to achieve the vision. To achieve this vision, we must put in place; effective protection (safeguarding), a flexible workforce, smarter commissioning and improved partnership working.

How will we get there?
The programme has been designed to identify opportunities for improved outcomes and efficiency which could be tested during a Service Design stage and then lead to implementation across the County. The Analyse (Assessment) Phase ran from August to November 2016 and Plan (Design) was agreed to begin in March 2017.

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M: Current Tier 1 projects

Adult Social Care Technology Enabled Change (TEC) Programme (previously Adult Systems Replacement)

Portfolio:	End Date:	Start Date:	Stage:
Adults	January 2019	January 2017	Plan

What will the programme deliver?
An updated client system for Adult Social Care - More efficient data input and reporting process; which will save them time and confusion. Better oversight of business, more sophisticated reporting, integration with health and meeting information governance and IT requirements.

Background
Kent County Council (KCC) originally procured SWIFT as its Children's and Adults Social Care System in 2004. The system was implemented in August 2006 although Children's social care migrated off SWIFT in January 2008. As part of the last SWIFT contract extension to April 2018 with the option for two further six month extensions to April 2019, an outline timescale for a re-procurement and implementation project was developed.

Where do we want to be?
The way social care is delivered is changing rapidly. The Care Act 2014 redefined the agenda for Adult social care. Adult Social Care has just initiated a major transformation programme which will have a major impact on its use of systems and technology to deliver efficiencies.

There is a greater focus on prevention and re-enablement and commissioners wish to incentivise providers based on delivery of outcomes for clients rather than rigidly defined tasks delivered at prescribed times. The drive to work in a more integrated way with colleagues in health is increasing with the development of a Sustainable Transformation Plan (STP) for Health and Care in Kent and phase 3 of the Adults Transformation Programme; this will require greater data sharing across organisations.

The boundary between Children's and Adults Social Care is less rigid with disabled young people being looked after to aged 25. The programme will design what we need from a new system and how we want the system to work for our staff and interact with our partners and providers.

How will we get there?
A Systems Programme Board has been established to oversee all phases of the programme. Procurement activity is currently taking place with an aim to be complete by October 2017. Work will then take place with the chosen supplier to implement the new system.

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M: Current Tier 1 projects

Javelin Way Development

Portfolio:	End Date:	Start Date:	Stage:
GET	March 2019	February 2017	Plan

What will the project deliver?

This project is a new build to commercial specification on one third of a two acre site on Javelin Way, Henwood Industrial Estate, Ashford, to be fitted out with the appropriate level of technical equipment to service the needs of the Jasmin Vardimon Company (JVC).

This will enable planned business growth to be achieved through a new business plan, the core of which will see the production of a large scale touring show every two years and expand the number of students enrolling on their education programmes.

The proposed development will look to incorporate an enabling development to deliver part of the funding for the capital costs of the project. A financial business case for this element of the project will be worked up for KCC to consider and it will cover off how the KCC's investment will be protected both during and after the development.

Background

Jasmin Vardimon Company is an international dance organisation which tours nationally and internationally performing at high profile theatres throughout the UK, across Europe, Asia, the Middle East and the USA. The Company moved into Ashford in 2012 and has now developed a successful business model to the extent that it has outgrown its current home in the Stour Centre. Demand for JVC's offer is outstripping resources and their facilities are working at full capacity.

Having pursued a number of options to relocate them with Ashford Borough Council, vacant land has now been identified adjacent to the KHS Highway depot off Javelin Way which is owned by KCC and could be used to provide a larger, purpose built space to enable them to develop further and grow their sustainable business model.

Where do we want to be?

This project seeks to deliver a viable purpose built facility for JVC that will secure their presence in Ashford and deliver on one of Ashford Borough Council's eight main priorities.

This outcome will be achieved by securing a £3M grant from the Arts Council England and bringing forward the adjacent enabling development to secure sufficient funding to build the facility.
The final outcome for KCC will seek to secure an improved capital and or revenue position to the council and a self-financing development going forward.

How will we get there?

The project is currently putting in place the relevant governance and delivery vehicles needed to progress the development. As part of this, a number of options will be brought forward in terms of maximising the enabling development and working with JVC and the necessary consultants, KCC will seek to drive forward a cost effective solution that is viable to all parties both in terms of capital and revenue. A bid to the Arts Council England seeking a £3M grant has been approved and an outline business case signed off to take this option forward to the next stage. The procurement process for the Design stage has therefore started.

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M: Current Tier 1 projects

Turner Contemporary Phase 2 - Consolidation and Expansion

Portfolio:	End Date:	Start Date:	Stage:
GET	April 2021	September 2016	Analyse

What will the project deliver?

Turner Contemporary Phase 2 consolidation and expansion will undertake a combination of new build, reconfiguration and refurbishment to bring the Turner Contemporary building up to a standard where it will be able to maintain its position as a leading national gallery and catalyst for regeneration. With its reputation for access and quality and its visibility as a world class visitor attraction generating an extraordinarily high number of visits, Turner Contemporary has outgrown the space in its current building.

Working with Live Margate, the project will identify how a wider scheme with possibly several phases could be brought forward in which Turner would be the main catalyst. The outcome would be a mixed use development that would deliver outcomes against Live Margate funds.

Background

Turner Contemporary has outgrown the space in its current building and over the last five years of operations, staff have been able to highlight the strengths and weaknesses of the current facility which is based in Margate facing the North Sea.

KCC currently subsidies the facility along with the Arts Council England (ACE) both of whom are looking to cut their ongoing revenue subsidy. In order to achieve this, a bid for £3M capital has been approved by ACE which once combined with KCC's contribution, together with funds from other sources, see a c£6M project being proposed. The project seeks to bring forward new build and refurbishment options for the Turner Contemporary while at the same time potentially exploring the opportunities for the adjacent Rendezvous site.

Where do we want to be?

The outcome will be to cut running costs on the facility and increase income generating capacity for the Trust in order to allow ACE and KCC to cut current subsidy levels to more manageable levels.

How will we get there?

Project will seek to look at options for driving revenue income and cutting revenue costs in the building. This will include detailed work on income projections from food and beverage, retail, car parking, membership, venue hire and donations.

The project is currently putting in place the relevant governance and delivery vehicles needed to progress the development. As part of this, a number of options will be brought forward in terms of refurbishment and new build and the adjacent Rendezvous site will also be considered.

KCC will seek to drive forward a cost effective solution that is viable to all parties both in terms of capital and revenue. The project will also work closely with ACE and the Turner Trust given the latter's ability to leverage additional capital funds from other grant funding organisations.

N: 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

Monthly Snapshot

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.

Quarterly Overview

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.

Checkpoints

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

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