

The Executive

On 21 March 2006

Report title: **Programme Highlight Report February 2006**Report of: **The Chief Executive****Ward(s) affected:** All**Report for:** Non Key Decision**1. Purpose**

- 1.1 To set out the highlight report for projects that report to the Programme in February 2006.
- 1.2 To seek feedback on the structure and content of the report to ensure that it is an effective way of keeping members informed about key Council projects.

2. Introduction by Executive Member for Organisational Development and Performance Management (Cllr Takki Sulaiman)

- 2.1 Following the Audit Commission review of project management, members expressed concern about the need to strengthen programme and project management processes.
- 2.2 The Council's response to the Audit Commission recommendations was presented to the Executive on 21 February. One of the key actions agreed by members was that the programme highlight report, which contains progress reports and management summaries of key Council projects, should be reported to the Executive each month.
- 2.3 Accordingly, this report sets out the highlight report for projects that report to the programme in February 2006. The detailed programme report is shown in appendix 1, with the main highlights shown in the covering report on an exception basis.
- 2.4 The report includes details on the Council's key internal projects but does not include details of key external projects such as Better Haringey or Building Schools for the Future, which do not currently report through the programme structure. These will be included in the next report to the Executive when the new programme structure is established.
- 2.5 Since this is the first time that the programme highlight report has been reported to the Executive, feedback is sought on the structure and content of the report to ensure that it is an effective way of keeping members informed about projects on a monthly basis.

3. Recommendations

3.1 To note the report.

3.2 Provide feedback on the content and structure of the report to ensure that it is an effective way of keeping members informed about key Council projects.

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4. Executive Summary

4.1 This report sets out the routine project highlight reports for our programme of internal projects in February 2006. The purpose of this report is to show councillors how we will keep you informed about the Council's key corporate projects.

4.2 This is the first time that the programme highlight report has been reported to the Executive so feedback is sought on the structure and content of the report to ensure that it is an effective way of keeping councillors informed about projects on a monthly basis.

4.3 Whilst this report does not include details of the Council's external projects, these will be included in the next report to the Executive.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 None

6. Local Government (Access to Information) Act 1985

The following background papers were used in the preparation of this report:

6.1 Report to Executive on 21 February: Programme and Project Management – Response to the Audit Commission Review of Project Management.

6.2 Detailed project highlight reports.

7. Background

- 7.1 This is the first programme highlight report that has been reported to councillors. This report is presented in accordance with the actions agreed in response to the Audit Commission Review of Project Management in January 2006. The purpose of the report is to keep councillors informed about the Council's key corporate projects.
- 7.2 The programme highlight report provides details of all the key internal projects that report through the Council's programme structure. The information in the report is taken from detailed project highlight reports for each project that have been agreed by the respective Stream Boards. Due to the reporting cycle, there is a time lag in the information presented and this report shows projects' status at 31st January 2006.
- 7.3 For each project, there is a management summary that sets out progress over the reporting period. A traffic lights system, like the one used in the Finance and Performance report, shows the project status against key indicators, including:
- ❖ Overall Status
 - ❖ Status last month
 - ❖ Timescales
 - ❖ Budget
 - ❖ Resources
 - ❖ Issues
 - ❖ Risks
- 7.4 The traffic light annotation is used as follows:
- ❖ **Green Status:** Project progressing to plan and scheduled to deliver on, or ahead of, time. All risks and issues under control and none outstanding requiring Executive/Senior Management attention. Committed costs on track and within sanctioned budget
 - ❖ **Amber status:** Project is progressing but subject to small delays. Issues outstanding which could pose significant threat to the Project. There may be a budget variance but it is less than £25,000.
 - ❖ **Red status:** Project progress is well off track and implementation date will be delayed. There are major issues/risks which pose immediate threat to the project. The project has stalled because of lack of project resources and / or there is a budget variance in excess of £25,000.
- 7.5 The programme highlight report is shown in full in Appendix 1.
- 7.5 Since this is the first programme highlight report to be submitted to the Executive, feedback is sought on the structure and content of the report, to ensure that it is an effective way of keeping councillors informed about projects on a monthly basis.
- 7.6 Whilst this report does not include details of the Council's external projects, these will be included in the next report to the Executive.

8. Exception Report

8.1 In addition to the management summaries provided for each project in appendix 1, key highlights from the programme are shown below on an exception basis.

8.2 Assets Stream Board

8.2.1 There are no exception reports for the Assets Management Stream Board; all projects are on track.

8.3 Customer Focus Stream Board

8.3.3 SAP

8.3.4 The project continues to make another month of good progress and has successfully delivered a number of changes, including the implementation of the SAP SRM (Supplier Relationship Management) in December 2005.

8.3.5 Work is now focusing on implementing CMS (Contract Management System), which is a small part of the overall project scope. A number of concerns have been identified at the specification stage of this system and currently it does not capture data (such as ethnicity data) required by the Council. In view of this, there is a red traffic light on project issues this month.

8.3.6 The 3rd party suppliers have been asked to investigate these problems and identify solutions prior to the Council committing to this upgrade. Any outstanding issues with CMS will be picked up by phase 2 of the SAP project which will start in the new financial year.

8.3.7 Web Development

8.3.8 Resources for the Web Development project are showing red this month. The Council has experienced reliability problems with its website since the 3rd party supplier relocated its IT infrastructure following the Hemel Hempstead fire. The issues have been affecting both the publication of, and access to, web content.

8.3.9 At present the service is being delivered from our 3rd party's disaster recovery site, which appears to be experiencing problems with network availability. The investigation of these issues and the need to find a permanent location to house our website infrastructure is diverting web resources away from development work.

8.3.10 Tech Refresh

8.3.11 The Tech Refresh programme is now drawing to a close. As intended, the programme has successfully designed, built and deployed an infrastructure based on 303 servers spread across two new data centres. These servers and associated client devices are now being used by over 5,500 users connected via a secure new high-performance network of leased line, broadband and remote access links.

- 8.3.12 The total number of deployed user assets (client devices) now stands at around 4,900 thin, thick and laptop units spread across 165 sites, which constitutes an almost 25% increase in the number of assets to be deployed over the life span of the programme.
- 8.3.13 As well as upgrading the technical infrastructure the programme has also packaged, and in some cases upgraded, over 300 applications of varying complexity to allow centralised management, access from the new client devices and to provide compatibility with the new MS Office environment.
- 8.3.14 When the project was re-planned in May 2005 it was anticipated that the project would close at the end of December 2005. The primary reasons for the slippage to February 2006 were delays in the packaging of two key applications (parking and planning/building control) and unanticipated challenges in the delivery of the planned transition to operational business-as-usual (BAU) work.
- 8.3.15 Thus overall, the major goals of the programme have been achieved, despite some significant increases in scope and complexity.
- 8.3.16 Certain activities that were originally intended to be completed as part of the Tech Refresh programme but which were not critical to achieving the programme's major goals have now been deferred to follow-on projects and to BAU. An example of this are the 180 remaining users (out of 5,500) who are awaiting packaging of particularly complex applications and who will now be dealt with as high priority cases in the BAU environment.
- 8.3.17 In October 2005 the programme received a budget extension of £0.5 million in order to complete the remaining work. While this new budget limit has been adhered to, the RAG status is Amber in order to acknowledge that the budget extension was made. The slippage referred to above has been contained within the previously reported figures.

8.4 E-Care Project Board

- 8.4.1 E-care went live in July 2005 and continues to be actively used by staff across Social and Children's Services.
- 8.4.2 The E-Care business support programme for Social and Children's Services is due to finish in February. This programme has included a combination of off-site and desk-based training, face-to-face and helpdesk support to all staff, which has been key in improving the overall usability of Framework-I (FWi).
- 8.4.3 Terms of reference for Phase 2 of the E-Care project were provided to senior management and respective executive members in IT / Access, Social Services and the Children's Service, for a meeting that took place on 8 February.
- 8.4.4 As with most major project implementations, there remain localised problems with staff take up and understanding of Framework-I, which means that some performance data is not being entered onto the system. To rectify these problems, plans are being formulated with senior management for additional

training and support to staff from both Children's and Social Services post February.

- 8.4.5 Progress in last period has been steady and a number of the issues with performance reports have been resolved. The project team are continuing work with the performance teams and our 3rd party supplier to resolve the last remaining issues.
- 8.4.6 A small number of staff have experienced localised technical problems but these are not believed to be related to FWi, and are more likely connected to the Council's infrastructure. These problems where relevant are being investigated by Corporate IT / Tech Refresh on a 'case-by-case' basis.
- 8.4.7 In spite of this and given the scale of the change some staff have had to cope with, the overall acceptance of FWI remains good.
- 8.4.8 An overspend of £200K is forecast against the total project budget of £1,041K. This overspend is being met by allocations from within the Central IT budget, and is largely attributable to the continued systems and business support being provided to end-users.

8.5 Information Management Stream Board

- 8.5.1 There are no exception reports for the Information Management Stream Board; all projects are on track.

8.6 Procurement Stream Board

- 8.6.1 There are no exception reports for the Procurement Stream Board; all projects are on track.

9. Comments of the Director of Finance

- 9.1 The programme highlight report includes reporting against the approved budget for individual projects as a key performance indicator.
- 9.2 A key variation to note is the projected overspend on costs within the e-care project of £200k for which alternative funding from the existing corporate IT budget has been identified.
- 9.3 The tech refresh project includes additional spend of £500k as previously reported to Executive in the monthly Finance and Performance reports.

10. Use of Appendices

Appendix 1: Programme Highlight Report