

Dear Councillor

**OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING) - TUESDAY,  
2 JUNE 2015**

I am now able to enclose for consideration at the above meeting the following reports that were unavailable when the agenda was printed.

**Agenda Item  
No.**

**7. PROGRAMMES AND PROJECTS, INCLUDING FACING THE  
FUTURE (Pages 1 - 10)**

To consider a report on Programmes and Projects, including Facing the Future, presented by the Programme and Project Manager.

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# Agenda Item 7

Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Programmes and Projects, including Facing the Future
<b>Meeting/Date:</b>	O&S Social Well-being, 2 June 2015 O&S Economic Well-being, 4 June 2015 O&S Environmental Well-being, 9 June 2015
<b>Executive Portfolio:</b>	Executive Leader and all other relevant Portfolio Holders
<b>Report by:</b>	Programme and Project Manager
<b>Ward(s) affected:</b>	All

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### Executive Summary:

The purpose of this report is to brief Members on progress of Huntingdonshire District Council's Corporate Programme.

There are currently 21 open or pending approval projects logged on the HDC SharePoint site across various programmes –

#### Corporate Programmes

Cross-Cutting	4
Facing the Future	8
Shared Services	3

#### Service Specific Programmes

Community	2
Customer Services	3
Leisure & Health	1

The Corporate Plan's strategic themes have been allocated to Overview and Scrutiny Panels as follows:

Social Well-being	1. Working with our communities
Economic Well-being	1. A strong local economy 2. Ensuring we are a customer focused and service-led Council
Environmental Well-being	1. Enable sustainable growth

Each project has been aligned with a strategic theme and therefore will be reported to the relevant Panel. However, as this is the first report, all projects are being reported to all Panels.

They are allocated as follows:

	Working with our communities	A strong local economy	Customer focused and service-led Council	Enable sustainable growth
Cross-Cutting			4	
Facing the Future		3	3	2
Shared Services		2	1	
Community	1			1
Customer Services			2	1
Leisure & Health		1		

**Recommendation(s):**

Members are recommended to consider the current projects being undertaken at HDC as well as those awaiting approval as outlined in Appendix A and comment on the process for project initiation going forward as detailed in Appendices B and C.

## **1. PURPOSE**

- 1.1 The purpose of this report is to brief Members on progress of Huntingdonshire District Council's corporate programme of projects.

## **2. BACKGROUND**

- 2.1 The Council appointed a Programme and Project Manager in January 2015 to manage the Council's corporate programme.
- 2.2 The Facing the Future Programme was well established, but needed rationalising. Other projects needed to be categorised in order to better monitor progress.
- 2.3 A mechanism for initiating projects needed to be established to avoid resource being committed to projects that did not realise benefits in relation to the Council's priorities and objectives.

## **3. PROGRAMME AND PROJECT MANAGEMENT**

- 3.1 In February Overview and Scrutiny held a Select Committee on Project Management. There was a recommendation that the Programme and Project Manager attend Overview and Scrutiny Panels to explain her new role and this meeting will give the opportunity to ask questions.

As a result of the Select Committee, a root and branch review was undertaken by the Programme and Project Manager and several changes have been made.

Projects are now categorised by Corporate or Service Programme. There are only three corporate programmes for Projects –

Cross-cutting	- If more than one service area is responsible for delivery
Facing the Future	- Projects initiated as a result of Facing the Future
Shared services	- Projects concerning the delivery of a Shared Service

By restricting the Programmes that are available for projects to fall within, it is easier for projects to be tracked and scrutinised.

In April, the new framework for project management was launched, which largely follows previous practice, but with the additional requirement that all projects are managed through SharePoint and the requirement to complete a Pre-Project Proposition form.

In order to ensure we allocate resources according to the priorities and objectives we have as a Council, a pre-project proposition form has been introduced. This form will enable any officer proposing a project to consider how it fits within the overall aims of the Council and clearly identify both financial and resource requirements. It also requires Heads of Service to confirm they agree with the principles of the Project and whether they believe it should be submitted to CMT or the appropriate Executive Member for approval.

By submitting this form to the Programme Office at an early stage it ensures

- we keep track of the direction projects are taking
- we don't waste resources on creating business cases for projects that will not meet with approval due to non-alignment with priorities or the level of investment required
- we ensure governance of projects as all propositions are stored within the corporate environment (SharePoint)

- 3.2 Members of the Overview & Scrutiny Panels have an important role in the Council's Programme and Project Management. It is intended that Members should concentrate

their monitoring on the strategic direction of projects and their alignment with HDC's objectives to enable them to adopt a strategic overview while building confidence that the Council's priorities are being achieved.

- 3.3 Overview and Scrutiny Panels each receive separate quarterly performance reports, ordered by strategic theme. As this is the first report to the Panels, all projects have been included on this occasion to enable Members to see all projects that are currently being undertaken.

Going forward, Cabinet will receive a quarterly report covering all of the Council's current and pending projects as part of the performance reporting against the Corporate Plan.

#### **4. RECOMMENDATION**

- 4.1 Members are recommended to consider and comment on the current projects being undertaken at HDC and comment on the process for project initiation going forward as summarised in Appendix A and detailed in Appendices B and C.

#### **CONTACT OFFICER**

Laura Lock, Programme and Project Manager  
( (01480) 388086

Appendix A - list of current open or pending approval projects logged on the HDC SharePoint site

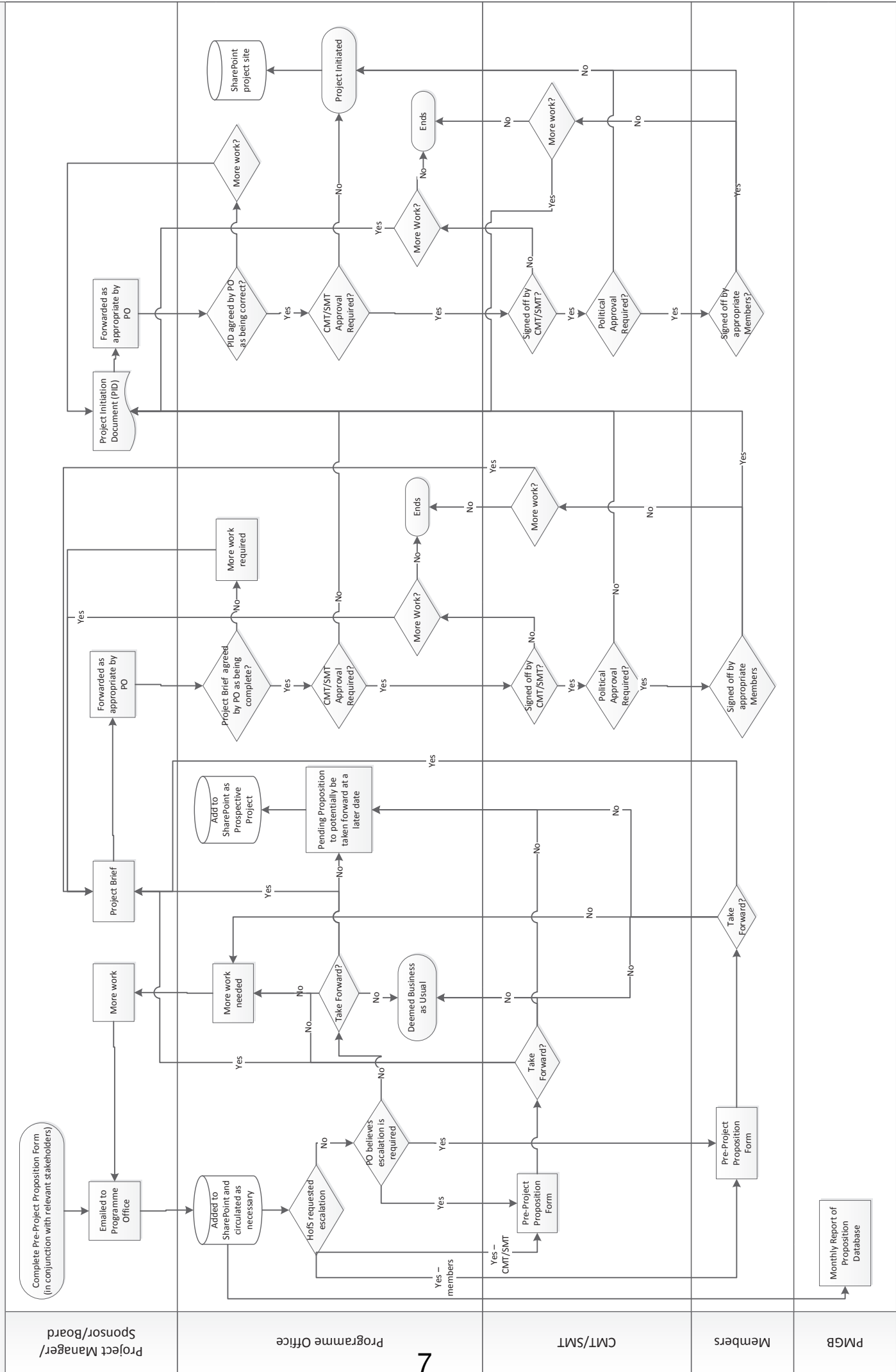
Title	RAG Status	Project Manager	Purpose of Project	Target End Date	Project Status	Programme	Expected End Date	Overview & Scutiny Panel	Corporate Priority
Loves Farm Community Building	Green	Allen, Chris (Projects)	Delivery of the new Loves Farm Community building in conjunction with CCC	31/07/15	Open	Community		Social Well-being	Working with our Communities
Huntingdon West	Green	Allen, Chris (Projects)	Regeneration of Huntingdon Town Centre	30/09/15	Open	Community		Environmental Well-being	Enabling Sustainable Growth
Resource Booking	Pending	Clough, Lucie (Corporate Office)	To explore options and procure a new room booking system for internal and third party use.		Pending Approval	Cross-Cutting		Economic Well-being	Ensuring we are Customer Focused and Service Led
Debt Recovery	Pending	Clough, Lucie (Corporate Office)	Improve the debt recovery process to be efficient and cost effective to maximise financial recovery.		Pending Approval	Cross-Cutting		Economic Well-being	Ensuring we are Customer Focused and Service Led
Operations Data Review	Green	Alterton, Emma (IMD)	To resolve issues raised by Operations in using their data through Uniform & GIS	30/07/15	Open	Cross-Cutting		Economic Well-being	Ensuring we are Customer Focused and Service Led
CIL/S106 Idox Implementation	Green	Alterton, Emma (IMD)	To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports.	30/11/13	Open	Cross-Cutting	30/09/15	Economic Well-being	Ensuring we are Customer Focused and Service Led
Website Redevelopment	Green	Sexton, Kathryn (Customer Services)	To completely re-build a new HDC website in Umbraco.	16/10/15	Open	Customer Service		Economic Well-being	Ensuring we are Customer Focused and Service Led
Cambridgeshire Anti Fraud Network	Green	Askew, Paul (Benefit Fraud)	Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology.	31/03/16	Open	Customer Service		Environmental Well-being	Enabling Sustainable Growth
Benefits Online Changes	Pending	Huggins, Barnes (Rev. Serv.)	To provide an intelligent online form with back office integration for customers to report changes in their Housing Benefit & Council Tax Support.		Pending Approval	Customer Service		Economic Well-being	Ensuring we are Customer Focused and Service Led
Tree Management System	Amber	Craig, John (Operations)	Put in place a robust tree management system	31/03/15	Open	Facing the Future	29/05/15	Economic Well-being	Ensuring we are Customer Focused and Service Led
Leisure Invest to Save Opportunities	Amber	Davidson, Chris (Leisure)	Explore further opportunities for invest to save schemes including conversion of synthetic pitch at St Neots and self serve gyms at Ramsey and Sawtry.	30/09/15	Open	Facing the Future	01/09/15	Economic Well-being	A Strong Local Economy
 e-Consultation	Green	Moffat, Andy (Planning)	Develop IT to assist with the implementation of e-consultation	30/09/15	Open	Facing the Future		Environmental Well-being	Enabling Sustainable Growth
Council Tax Automated Forms	Green	Woodruff, Paul (IMD)	Introduce automated forms into business systems	31/03/16	Open	Facing the Future		Economic Well-being	A Strong Local Economy
Call Centre & CSC Provision	Green	Greet, Michelle (Customer Service)	Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams.	31/03/16	Open	Facing the Future		Economic Well-being	Ensuring we are Customer Focused and Service Led
Future delivery of waste services across Cambridgeshire	Green	Merrick, Alistair (Operations)	Continue working with RECAP on options for a whole service approach for the future delivery of waste services across Cambridgeshire	31/12/15	Open	Facing the Future		Economic Well-being	Ensuring we are Customer Focused and Service Led
Introduction of "End of Lane" waste collection policy	Green	Gordon, Beth (Operations)	Analyse the implications of introducing an "End of Lane" waste collection policy	30/08/15	Open	Facing the Future		Environmental Well-being	Enabling Sustainable Growth
Strategic review of Industrial and Commercial stocks	Green	Tilah, Bill (Estates)	Deliver a strategic review of Industrial and Commercial stocks	30/09/2015	Open	Facing the Future		Economic Well-being	A Strong Local Economy
OLH Development	Pending	France, Paul (One leisure)	Redevelop One Leisure Huntingdon including Impressions and Zest	31/03/16	Pending Approval	Leisure & Health		Economic Well-being	A Strong Local Economy
IT Shared Service	Green	Alterton, Emma (IMD)	To bring together HDC, SCDC and Cambs City IT departments	01/10/15	Open	Shared Service		Economic Well-being	A Strong Local Economy
Legal Shared Service	Green		To bring together HDC, SCDC and Cambs City Legal departments	01/10/15	Open	Shared Service		Economic Well-being	A Strong Local Economy
Building Control Shared Service	Green		To bring together HDC, SCDC and Cambs City Building Control departments	01/10/15	Open	Shared Service		Economic Well-being	Ensuring we are Customer Focused and Service Led

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Programme Office – Pre-Initiation Process Map

Phase



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### Pre-Project Proposition Form

Service  Lead Officer

Project Name

**Business Opportunity / Problem Statement**  
Describe the business opportunity or problem. Consider the wider corporate implications of doing (or not doing) this proposal, as well as the specific impacts to your service.

Has this Proposition been approved by the Relevant Head of Service(s)

**All Propositions must be discussed with Head of Service prior to being submitted. It is for the Head of Service to decide whether the Project Proposition should be escalated to CMT or Members.**

**'Do Nothing' Option**  
Describe the impact of doing nothing

Has this Proposition been discussed with CMT?  If no, does it need escalating via the Programme office to CMT?

Has this Proposition been discussed with Executive Member(s)  If no, does it need escalating via the Programme office to Members?

**Estimated Financial Benefits (£'000)**  
Detail the year-by-year anticipated savings and describe how these will be realised. Any additional costs should be entered as negative (-) values

**Goals & Benefits**  
Describe the **GOALS** of the project | Provide a brief overview of the expected **BENEFITS**

Year One	Year Two	Year Three	Year Four	Year Five
Revenue Costs	Revenue Costs	Revenue Costs	Revenue Costs	Revenue Costs
Capital Costs	Capital Costs	Capital Costs	Capital Costs	Capital Costs
Savings	Savings	Savings	Savings	Savings
Income	Income	Income	Income	Income

**Risks & Issues**  
Describe the key **RISKS** that could inhibit delivery of the project | List the key **ISSUES** to be addressed as the project progresses

**Operational Measure to show Future Progress**  
Describe what measures will be used to assess and demonstrate progress towards achieving the goals & benefits

**Current Performance Measurement**  
Describe any applicable KPI's currently used to monitor performance in this area

Is there a statutory or contractual requirement to undertake this project?  Yes

If Yes please explain requirement -

**Corporate Plan 2014 - 16**  
For each element score out of 100 the extent the project contributes towards HDC's corporate plan

**A Strong Local Economy**

1.1 Accelerate business growth and investment

1.2 Remove infrastructure barriers to growth

1.3 Develop a flexible and skilled workforce

**Enabling Sustainable Growth**

2.1 Improve the supply of new and affordable housing to meet future needs

2.2 Develop sustainable growth opportunities in and around our market towns

2.3 Enhance our green and built environment

**Working With Our Communities**

3.1 Create safer, stronger and more resilient communities

3.2 Improve health and well-being

3.3 Empower local communities

**Ensuring we are a Customer Focused and Service Led Council**

4.1 Become more business like and efficient in the way we deliver services

4.2 Ensure customer engagement drives service priorities and improvements

**Resources Required**

Project Team	Enter the names of key resources assigned to this project

External Resources	Required	Timeline of Key Milestones	Date
HR	No		
IMD	No		
Finance	No		
Procurement	No		
Legal	No		
Customer Services	No		
Other - please overtype with required resource	No		

Corporate Plan Score - calculated automatically

Key Project Milestones	Date

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