



Audit & Governance Committee
28 May 2015

Overview of IMT Projects

Purpose of the report:

This report aims to provide the Audit and Governance Committee with an overview of the large projects that IMT have to deliver during 2015 and to consider the adequacy of the control systems and governance in place.

Recommendations:

It is recommended that the committee assess the adequacy of the control systems and governance arrangements for large IMT projects.

Introduction:

4 IMT have a work programme of projects (see appendix 1) that is managed and controlled through the IMT programme office. Typically this service will be undertaking around 100 projects at any one time.

4.2 In the last 12 months IMT delivered 85 projects, currently there are 110 projects currently being worked on and 47 projects in the pipeline waiting to start.

4.3 These projects are controlled using a number of governance arrangements and systems which will be described in this paper.

4.4 This year will see a variety of different work streams coming to fruition which will support the frontline and help to deliver the organisations corporate strategy including digital. How these work streams are sequenced will be important and impact on timing.

4.5 This will mean the level of complexity of the work programmes and the scale of work will be even higher than previous years. This paper also describes the additional governance arrangements the service is putting in place to manage this.

- 5 In terms of the work plan IMT receive requests for work in a variety of ways, through a customer request that is submitted via the IMT helpdesk, through one of the business driven technology boards, or via our membership one of the business management teams. This process enables the approval and checking sensitive projects.
 - 5.2 All requests are logged by the Project Management Office on the portfolio management tool “execview” and an initial scoring is assigned to the request based on the customers understanding of the request and its urgency/priority.
 - 5.3 Each request is reviewed by an IMT solution architect who will undertake some initial scoping of the request and provide feedback regarding the business requirements, strategic fit, solution options and review/confirm the urgency/priority inclusive of the technical issues.
 - 5.4 The relevant business technology board will then review the CRF and, using feedback from the solution architect, make the decision on whether to progress the request to a small work package or project, or whether to reject the request. (See the role and responsibilities of the Business Technology board Appendix 5)
 - 5.5 There are a number of business technology boards that are Chaired by a business senior officer and attended by a variety of business and IT staff to monitor the programmes or projects. Their role is to represent the wider organisations interests including organising any business change management required for the projects, prioritisation of the requests and feeding back to the wider service.
 - 5.6 Each board is responsible for approving, controlling and signing off the CRF, and authorising a project – see page 2 of appendix 5.
 - 5.7 Once the relevant technology board has prioritised the CRF, the project will be prioritised against other requests, taking into account resource availability, urgency and complexity of the solution.
 - 5.8 The programme manager working with the PMO will then allocate to a Project Manager or allocate to an existing portfolio to ensure alignment of the resource and the sequencing of work involved in delivery
 - 5.9 Monthly project reports are provided to the Technology boards by the IMT project manager. These reports are outputs from the control systems used by the PMO.

Overview of the Projects and Programmes 2014/15

- 6 The projects often have clear links, interdependencies and impacts on one another, both for the business and technically. This could present us with problems around timings, resources and sequencing. To enable us to manage these links, interdependencies more effectively we have established a series of programmes. The larger programmes and projects are listed below
- 6.2 Modern Worker Programme - this series of 7 projects and 20 plus small work packages will deliver improvements for our frontline staff around the technologies staff are interacting with, they include – Security, Device replacement, BlackBerry replacement, AD phase 2, WiFi, Email Replacement and Collaboration, Managed Print service
 - 6.3 Digital Programme – this programme of work builds on the exemplar proof of concepts and the projects include – Vulnerable Adults, CRM, Data Publishing, Staff Interactions.
 - 6.4 As well as the wider organisational programmes IMT will continue to manage a variety of established business programmes including Fire and Rescue, Children’s Programme and Adults Programme of change, Youth Services etc.
 - 6.5 The business programmes have consistently demonstrated the success of the programme approach, demonstrating efficient delivery through a more co-ordinated sequenced approach to a wide range of projects that are linked through a lead project manager, overarching programme plan and delivering the project through a “virtual” blended team of business, project and technical staff.
 - 6.6 The Modern Worker Implementation programme is unique in that it touches all areas of our organisation and consequently we have recently established a programme board that will be chaired by Paul Brocklehurst, with the role of senior user being represented by a customer group with representation from across the organisation (see appendix 5 page 3).

IMT Programme Management Office (PMO)

- 7 In order to monitor, manage and control this plethora of work IMT programme office use a variety of tools including Execview, Time Recording System, and Retain
- 7.2 Execview is a portfolio management tool that enables us to manage the requests, from the initial customer request form, through all the phases, solutioning, project initiation, through to project completion.
 - 7.3 Staff time is managed via Time Recording System, a resource management tool, (TRS) which is updated by staff and monitored via reports by managers and project managers.

- 7.4 To enable IMT to manage the technical resources that are required across the different projects project managers log their resource requests in a tool called Retain (a resource allocation tool). This is a system that enables us to plan and predict the skills required and allocate resources.
- 7.5 The 3 tools TRS, execview and Retain integrate the information to provide details of resources against projects and to enable IMT to accurately identify and predict resource requirements used or needed for projects.
- 7.6 All IMT staff update the tools daily/weekly as relevant and a monthly report is run to provide information for the key stakeholders including the IMT leadership team and Technology boards.
- 7.7 All project managers are trained in Prince 2 , a process based project management methodology. IMT use Prince 2 methodology and documentation for all projects. This is well established in IMT and is currently used very effectively to manage the different phases of the projects.
- 7.8 More recently a number of staff have been trained in Agile Project methodology. A number of development projects are currently run using the Agile methodology – a project management methodology more appropriate to iterative development projects.
- 7.9 Three of IMT senior project managers are booked on a programme management course with QA, our training provider, to ensure that the programmes are effectively managed.

Governance - IMT Technology and Programme Boards

- 8 IMT have established business lead technology boards that are managed and attended by critical business and IMT staff. Established boards include Adults Social Care, Children's Schools and Families, Fire and Rescue, Chief Exec.
- 8.2 These boards will continue to be used to manage the businesses IT projects and programmes.
- 8.3 However due to an increased number of crosscutting projects the need for a more strategic programme board has been identified. IMT have responded by realigning the technology boards and more technical groups to these programme boards. (see appendix 5).
- 8.4 The Modern Worker programme board is more networked than business focused and will feed into the Digital Design Board to ensure all solutions are compliant with the principles of our IMT and Digital Strategy. The programme boards will include Modern Worker, Digital, and potentially the orbis programme board.
- 8.5 The programme and business technical boards are supported by the more detailed and technical TIIP boards (see appendix 5)

Conclusions:

- 9 PMO manages projects and programmes of work from initial request to completion of projects
- 10 IMT uses established tools including TRS and Retain with newly introduced Execview – a portfolio management tool
- 11 IMT project staff are skilled and qualified in Prince 2, and manage projects and programmes using established documentation and processes.
- 12 Established Technology Boards manage Business programmes, and are responsible for approaching and overseeing service projects, including overview of risks and issues.
- 13 Newly established networked programmes Modern Worker Implementation programme, will manage wider organisational projects.
- 14 Established Information Governance Board acts as a gateway to the wider organisation and supports the IT security team in the management of IT security risks.

Financial and value for money implications

- 15 Each project has its own budget and the project manager will manage the financial risk at a project level. Regular budget meetings with finance team ensure there are appropriate controls in place.

Equalities and Diversity Implications

- 16 Equality Impact Assessment (EIA) is managed through the individual projects and not at a programme level.

Risk Management Implications

- 17 The Business Development Manager has a pipeline of work that is managed separately. As well as the usual security measures which are ISO compliant and uses PSN build principles, for our commercial business Surrey £5 million insurance in place.
- 18 IMT have a security project that is reviewing the way Surrey manage our systems (See Appendix 4).
- 19 In order to monitor and manage risk identified in the security project an Information Governance Group (see Appendix 5) has been established to act as a gateway for decisions and changes. This group has senior representation from across the organisation and meets regularly.
- 20 From initial request to completion of the project, there are controls in place to manage the risks. Each project manager/lead will manage risks and issues at project level, with an overview at Service Technology Board. Escalation of the risk will be to the Modern Worker programme board – (see appendix 6).
- 21 IMT have reviewed the audit plan and would confirm that it does address the correct IT projects.

Next steps:

Digital Design Board established for monthly meetings - May 2015 – to ensure that the digital and IMT strategy is at the centre of all our projects.

IMT to establish a customer group to sit on the Modern Worker Implementation programme board – May 2015 – ideally this group will be a representative from each of the technology boards.

Project management staff to complete programme management course – September 2015.

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Sources/background papers:

- Pamphlet of IT projects – appendix 1
- Briefing Note Information Governance appendix 2
- Projects April Challenge - Appendix 3
- Security Project overview Appendix 4
- Governance - Appendix 5
- Controls and Managing Risk - Appendix 6