

# **Report to Governance Select Committee**

**Date of meeting: 27 March 2018**



**Portfolio:** Leader of the Council

**Subject:** Transformation Programme – Project Dossier – Governance Directorate

**Officer contact for further information:** David Bailey, Head of Transformation  
(01992 564105)

**Democratic Services Officer:** Jackie Leither, Democratic Services Officer  
(01992 564756)

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## **Recommendations/Decisions Required:**

**(1) That the Committee reviews the updated Project Dossier for the Transformation Programme – Governance Directorate.**

## **Reason for decision:**

The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

## **Options considered and rejected:**

None.

## **Report:**

### **Introduction:**

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and

- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it's a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it's a production line and simply business as usual, i.e. it isn't unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

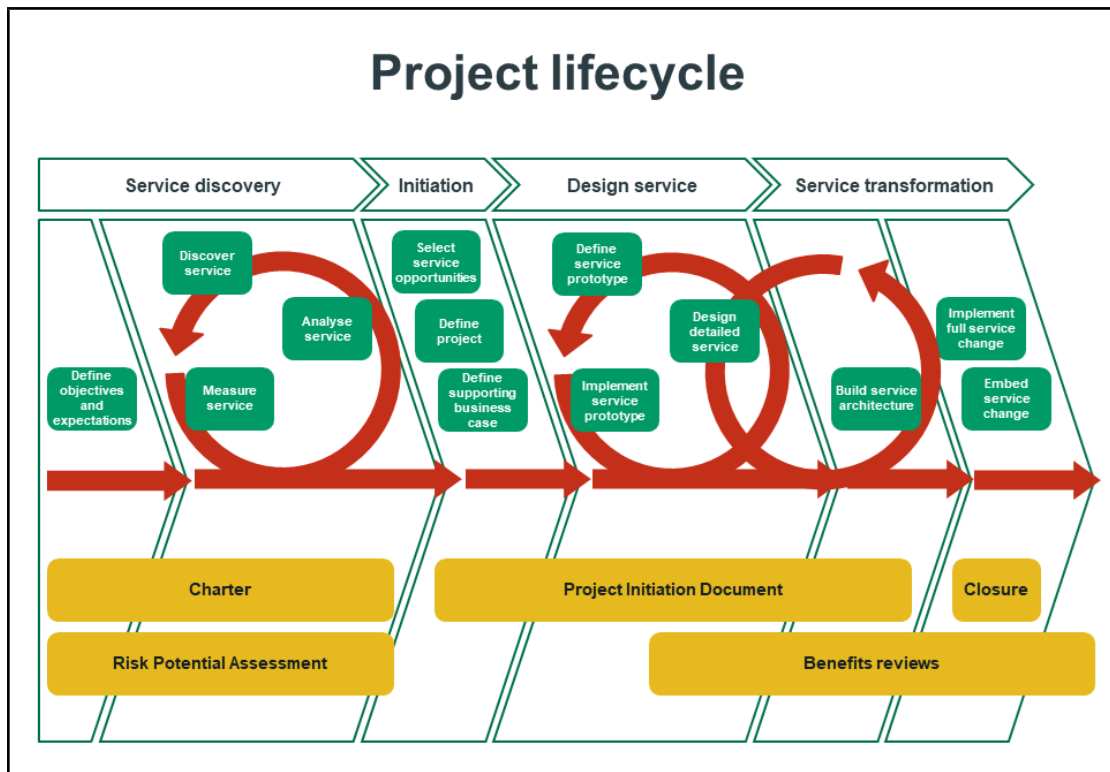
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).



## Project Dossier:

9. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in the Appendix. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.
  - Discovery (chartered),
  - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD),
  - Prototype (design service),
  - Implementation (transformation),
  - Closure;
- Risk Potential Assessment (RPA), i.e.
  - Medium or
  - High complexity;
- Start and due dates;
- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.
  - O&S – Overview & Scrutiny,
  - CSC – Communities,
  - GSC – Governance,
  - NSC – Neighbourhoods,
  - RSC – Resources,
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.

**Resource Implications:**

None.

**Legal and Governance Implications:**

There are no governance implications from this report.

**Safer, Cleaner and Greener Implications:**

There are no Safer, Cleaner or Greener implications.

**Consultation Undertaken:**

No formal consultation was undertaken in the preparation of this report.

**Background Papers:**

Regular Transformation Programme Highlight Reports to the Cabinet.

**Risk Management:**

There are no Risk Management implications.

**Equality:**

There are no Equality Impact implications.

# Equality analysis report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Dossier – Governance Directorate
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	<b>Transformation Programme</b>
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

## Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	25.01.2018
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	25.01.2018
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	25.01.2018

## Appendix - Project Dossier Governance Directorate

Key:

Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

RAG = Current project status as Red, Amber, Green (RAG).

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 14 March 2018

### Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
<b>P004a Corporate Communications - External</b>	Hold	High	01-Jun-2016	31-May-2018		63%	GSC	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)

### Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
<b>P019 BC/DC Quality Improvement and File Scanning</b>	Prototype	Medium	01-Jan-2016	31-Mar-2019		0%	GSC	Assistant Director - Development Manager (GDM01)	Service Business Manager (GAD01)

### Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
<b>P131 Northgate Mobile Working (Planning &amp; BC)</b>	Implement	Medium	01-Jan-2016	31-Oct-2017		100%	GSC	Assistant Director - Development Manager (GDM01)	ICT Program Manager
<b>P173 Legal Scanning - Phase 2</b>	Implement	Medium	18-Oct-2017	01-May-2018		92%	GSC	Assistant Director - Legal Services (GLG01)	Senior Legal Officer (GLG05)