

# **Report to Overview and Scrutiny Committee**



**Date of meeting: 17 April 2018**

**Portfolio: Leader of the Council**

**Subject: Transformation Programme – Project Closures**

**Officer contact for further information:** David Bailey, Head of Transformation  
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**Democratic Services Officer:** Stephen Tautz, Democratic Services Manager  
(01992 564180)

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## **Recommendations/Decisions Required:**

**That the attached Project Closure report(s) from the Transformation Programme be noted.**

## **Reason for decision:**

The Overview and Scrutiny Committee requested that Project Closure report(s) from the Transformation Programme are submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive to the Overview and Scrutiny Committee.

## **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.

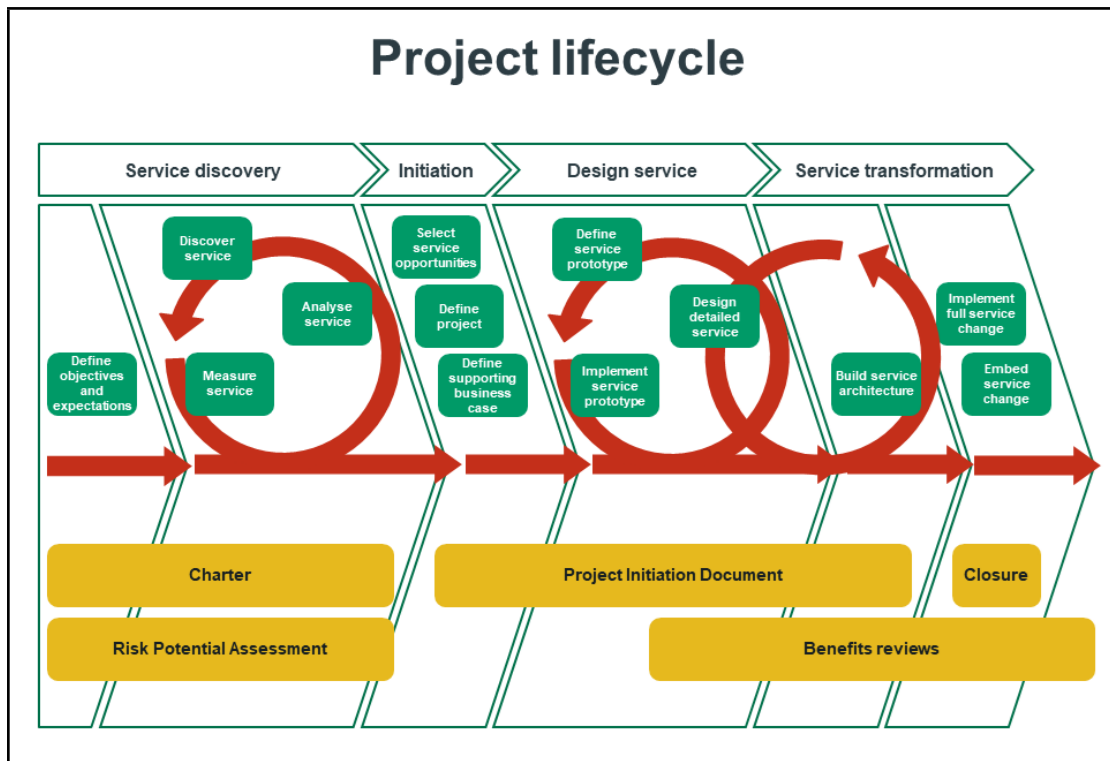
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- 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>
<b>High</b>	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
<b>Medium</b>	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
<b>Low</b>	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 Closures:

9. When a High or Medium complexity project comes to an end, the project is evaluated by the Project Sponsor and Project Manager, with input from the Project Team. This process is facilitated by the link officer assigned to the project from the Transformation Programme Management Office.

10. The request to close the project then progresses through the Programme Management Office (PMO), where once agreed formally recommend closure to the Transformation Programme Board.

11. The Committee are asked to consider the attached project closure report(s) in the Appendix.

**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 Closures
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 Closures Office of the Chief Executive

Key:

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

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

**Generated on:** 20 March 2018

<i>Workstream</i>	<i>Project</i>	<i>RPA</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
Workstream 2 Business Culture	<b>P003 Establish Programme and Project Management</b>	High	O&S	Glen Chipp, Chief Executive (XEX01)	David Bailey, Head of Transformation .