

Report to Overview and Scrutiny Committee

Date of meeting: 17 April 2018



Portfolio: Leader of the Council

Subject: Transformation Programme

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Recommendations/Decisions Required:

- (1) That the Committee notes the findings of the summative evaluation of project closures and the recommendations agreed by the Transformation Programme Board;**
- (2) That the Head of Transformation report the findings from the twelve-month implementation review to the Overview and Scrutiny Committee in April 2019; and**
- (3) That the Committee agree potential areas for future scrutiny.**

Executive Summary

Delivering successful change is challenging, i.e. on time, on budget, on specification and with benefits realised. Research shows 70% of all projects fail to deliver on one or more of these dimensions. Analyse of 17 project closures shows that the Council's performance is similar.

Generally, people over estimate their ability to deliver successful change compared against other people. This leads to the under-resourcing of project work, as discussed at the recent Task and Finish Panel on the Transformation Programme.

This report to the Transformation Programme Board made a number of recommendations to improve the Council's successful delivery of change projects.

Reasons for Proposed Decision:

To present findings from research carried out by the Transformation Team related to the lessons learnt from project closures completed up until 17 November 2017; as instructed by the Transformation Programme Board.

Other Options for Action:

The Committee could ask that scrutiny of other areas or aspects of the Transformation Programme are included in the work plans of specific scrutiny committees.

Report:

Introduction

1. 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.
2. 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.
3. Here is a simple example. 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.
4. A corporate methodology for managing projects was established in 2016. All projects are registered with the Programme Management Office, but projects are then managed differently, depending on an assessment of their scale or complexity. The assessment is completed using the Risk Potential Assessment or RPA.




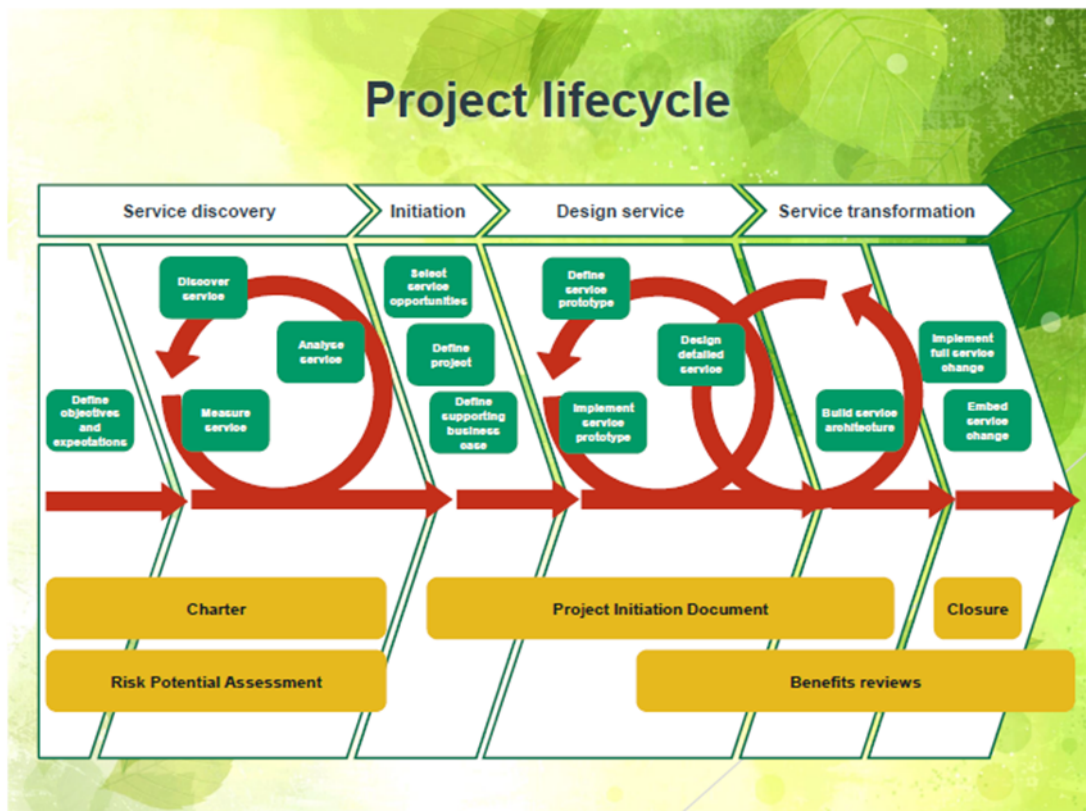
<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
 High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may 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

Table 1: Transformation Programme Board, Projects and Programmes Report, 1 June 2016.

- High and Medium complexity projects follow a project life cycle (see diagram below). As part of this life cycle each project is evaluated at the point of closure, with the recommendation to formally close the project made by the Programme Management Office and agreed by the Transformation Programme Board.



- An essential aspect of good project management practice is to ensure that any learning from the delivery of one project is recorded and taken forward into other projects. Failure to do this can allow mistakes to be repeated, opportunities to be missed and result in waste.
- The Transformation Programme Board requested a summative report on the project closures completed as part of the Transformation Programme. Appendix 3 contains the lists of project closures analysed through this report.
- An internal audit of project management is planned for 2018-2019.

Background

- Research undertaken with project managers and project sponsors in 2016 (see Appendix 2), found that the main weaknesses in the Council's project management were:
 - A general lack of understanding and need for skills training in project management;
 - Poor understanding of the project manager and project sponsor roles;
 - Insufficient officer resources given to project work outside of the 'day job' (Business As Usual) as managing multiple projects can be time consuming;
 - Poor use of technology to help officers manage projects;
 - Pressure on officer resource caused by unplanned or unexpected projects;

- Problems caused by the late involvement of key subject matter experts, for example from Health & Safety, Accountancy or ICT;
 - A lack of transparency and poor communication regarding projects, until they become urgent; and
 - A lack of learning from previous project work.
10. As part of the project lifecycle, the Transformation Team developed and introduced a project closure process to:
- Record lessons learnt;
 - Detail how projects have performed against the dimensions of cost, time and quality, i.e. via the charter or Project Initiation Document (PID);
 - Assign any outstanding issues or items back into Business As Usual;
 - Plan any benefit reviews to ensure that the project delivered the intended outcomes or benefits; and
 - Prepare projects to seek formal closure agreement by the Transformation Programme Board.
11. Through September to November 2017 the Transformation Team has collated recorded closures from 17 projects. The main learning themes are presented in this report.
12. This report is broken down to focus on three main sections of the project closure report:
- What went well;
 - Areas to improve; and
 - Findings (where applicable).
13. The above points will be covered sequentially through the four dimensions of successful project management:
- Cost;
 - Time;
 - Delivery / output / outcome; and
 - Benefits realisation.
14. This report also details the current status of the Council in relation to the performance in project, programme and portfolio management. This has been conducted by a P3M3 assessment (Appendix 1 – Portfolio, Programme and Project Management Maturity Model).
15. Reflections on the original discovery conducted for the Establish Project and Programme Management (P003) are also attached as Appendix 2.
16. Please note that the Council's programme management methodology, i.e. the management of sets of projects, is relatively new and as such is not covered by this report.

Cost

Findings

17. Project cost breakdown is as follows:
- Under budget =10% (by £3,653)

- Over budget = 18% (by £235,032)
- On budget = 29%
- N/A (no costs incurred) = 41%

What went well?

18. 90% of projects avoided going over budget from the 17 projects reviewed. This is a very positive example of financial prudence when managing projects. It should be noted that, anecdotally, there has been a lack of consistency with reporting project costs e.g. what is included in the project budget and what is excluded (when liaising with project managers for project updates or closures). This is further explored in the Areas to be improved section below.

Areas to be improved

19. Table 2 lists the projects that were over budget:




<i>Project</i>	<i>How much over?</i>	<i>Workstream / RPA score</i>
P105 Civic Centre Waste and Recycling	£500	 Medium Workstream 2
P046 Propman Property Management System	£12,263	 Medium Workstream 2
P118 Oakwood Hill Depot	£222,269	 High Workstream 4

Table 2: Over budget projects

20. An issue presented when gathering budgetary information for projects is the lack of designated budgets and budget codes for projects. This has seemingly caused confusion with project managers and sponsors over project costs and overall funding allocated to projects. This remains an issue with a number of active projects.


21. Allocating budgets to specific budget codes may support understanding of project funds and outgoings and strengthen links between Accountancy and effective management of project budgets. This practice is already in place within ICT with positive results.








Time

Findings

22. The breakdown of project deadlines is as follows;

- On time = 18%
- Early = 35%
- Late = 47%

<i>Project</i>	<i>Original project duration + overdue months</i>	<i>Relative lateness</i>	<i>RPA score / Workstream</i>
P006 Ageing Population Needs Assessment	12 +5	42%	 Low Workstream 1

<i>Project</i>	<i>Original project duration + overdue months</i>	<i>Relative lateness</i>	<i>RPA score / Workstream</i>
P013 Maximising Corporate Debt Recovery	12 +1	10%	 High Workstream 2
P033 Printer Migration	13 +4	33%	 High Workstream 3
P045 Customer Self-Service Payment Kiosks	9 +2	22%	 Medium Workstream 1
P046 Propman Property Management System	28 +2	10%	 Medium Workstream 3
P105 Civic Office Waste and Recycling	13 +4	33%	 Medium Workstream 2
P118 Oakwood Hill Depot	13 +3	23%	 High Workstream 4
P122 Information Management	10 +5	50%	 High Workstream 3

Note: P046 Original timeline unavailable – unlikely that it would have been 31 July 2016 when project started 29 March 2013.

Table 3: Late projects

23. Of the projects that were overdue, 50% are High risk. The improved estimation of deadlines via the current weighting exercise and project management training, coupled with the recommendation to allocate specific resources to projects and programmes, may support the reduction of projects coming in late on their deadlines.

What went well?

24. 53% of projects either came in on time or were delivered early. This represents the majority of the projects reviewed for this report.

Areas to be improved

25. 47% of the current closed projects have identified a need to have tighter timescales or improved estimation of project timescales. A recent development of calculating the weighting of each project action has resulted in project managers and sponsors paying more attention to this aspect of timeline building and estimating. It is anticipated that all Medium and High complexity projects will continue to carry out a weighting exercise at the start of the Charter and PID phases to improve estimation of timelines.

26. In May 2017, eighteen projects required deadline extensions following the rollout of the Pentana system training and closer scrutiny of project actions. A regular review of project timelines, perhaps every six months, would allow more accurate timeline estimations and early referrals to the Transformation Programme Board when issues with projects are discovered.

Delivery outputs and outcomes

Findings

27. The breakdown by Workstream for projects with resourcing issues is as follows:

- 25% Workstream 1 - Customer Experience
- 37.5% Workstream 2 - Business Culture
- 25% Workstream 3 - Resources, Accommodation and Technology
- 12.5% Workstream 4 - Major Projects

28. Table 4 below illustrates the projects that have identified resourcing issues. 50% of these projects are Medium complexity projects, while Low and High complexity accounting for 25% each respectively.









<i>Project</i>	<i>RPA score and Workstream</i>
P006 Ageing Population Needs Assessment	 Low Workstream 1
P011 Insurance Administration	 Low Workstream 2
P020 Legal Document Scanning	 Medium Workstream 3
P045 Customer Self-Service Payment Kiosks	 Medium Workstream 1
P046 Propman Property Management System	 Medium Workstream 2
P125 Off-Street Parking Review	 Medium Workstream 3
P117 Building Control Profile	 High Workstream 2
P118 Oakwood Hill Depot	 High Workstream 4

Table 4: Officer capacity / resourcing

29. It should be noted that projects with High risk potentials account for 47% while Medium risk account for 29%. It may be pertinent to pay particular attention to Medium risk projects when presented, to ensure they have been adequately resourced and any pressure points highlighted as early in the project planning process as possible. The current weighting activity and subsequent reporting will support this requirement.

What went well?

30. 82% of project closures record the view of officers that the project was a success. At first glance this appears to be a positive demonstration of project management.

31. 59% of project closures indicated strategic or future planning of business as usual developments as a result of project outcomes, or proposed the initiation of other projects i.e. new projects or further phases of projects. This has also impacted upon the Corporate Plan, where for example P011 Insurance Administration was a project that had formed part of multiple Key Action Plans with minimal progress each year. Through the project management lifecycle, it was deemed appropriate to close this project due to its unsuitability for successful development and implementation.
32. The following additional areas were highlighted under the *What Went Well* section of project closure reports:
- Team working across teams / departments (5/17 = 29%)
 - Relationship building (4/17 = 24%)
 - Team working / understanding of work required (4/17 = 24%)
 - Support from senior management and Members (3/17 = 18%)
 - Increased knowledge (2/17 = 12%)
 - Engagement (2/17 = 12%)

Areas to be improved

33. The completion of project closure evaluations has been conducted with project managers and sponsors, without involving the wider project team or stakeholders. This may mean that there is optimism bias present in the current evaluation process. Optimism bias is a cognitive bias that causes people to believe that they are at a lesser risk of negative events compared to other people (O'Sullivan, 2015). Involving a wider viewpoint via project team and stakeholders engagement in project closures could allow for a more balanced view of project success.
34. Table 5 below illustrates the current closed projects that have encountered scope creep and the justification for this. Scope creep refers to a project that has seen its original goals expand while it's in progress. Even if the project is completed, scope creep can result in final deliverables that look nothing like what was originally envisioned (Technopedia).





<i>Project</i>	<i>Justification</i>	<i>RPA score and Workstream</i>
P006 Ageing Population Needs Assessment	Project separated out in to separate pieces of work in Corporate Plan – wasn't an accurate portrayal of work to be undertaken	 Low Workstream 1
P020 Legal Document Scanning	Opportunity to scan more documents was presented and taken	 Medium Workstream 3
P105 Civic Office Waste and Recycling	Opportunity was presented to cover more sites (re: inclusion of new bins)	 Medium Workstream 2
P118 Oakwood Hill Depot	Project scope changed as requirements were drawn up with stakeholders but then omitted without any further notice	 High Workstream 4

Table 5: project scope creep/unauthorised project changes

35. At present the projects that have encountered forms of scope creep are below 25%. However, it has been recognised as an issue with multiple current projects and this percentage is therefore anticipated to rise in the future.

36. Closer scrutiny of project scope and ongoing reviews should be in place and challenged as change control items to the Transformation Programme Management Office (PMO) and Transformation Programme Board (TPB) to either exploit opportunities that arise or cease actions that do not pose a positive course of action.

Findings

37. One learning point is the dedicated resource that High level Major Projects (Workstream 4) have benefited, such as; P118 Oakwood Hill Depot, P135 New Leisure Management Contract Programme and P113 Epping Forest Shopping Park. More dedicated resources for Medium complexity projects would similarly support successful project management.

Benefits realisation

38. Benefits realisation is the measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders (Jenner, 2014).
39. Since the inception of the Transformation Programme Management Office, project charters and Project Initiation Documents (PIDs) have made reference to the benefits that will be delivered from successful implementation of the relevant project. This has involved retrospectively adding benefits to pre-established projects and developing new ones as other projects emerge.
40. Out of the four dimensions for successful project management, benefits realisation is the one area that is not as advanced as the other three. Including benefits and measuring against them ensures that project success can be clearly identified and moves away from simply rating project success based on the project being completed. A key question to ask is 'what difference did the project make?' The delivery of benefits is also a key dimension in the prioritisation of projects.
41. The establishment of meaningful benefits continues to be developed for projects and programmes for the Council. This has seen greater progress and transparency within the new Corporate Plan 2018-2023; change initiatives (projects and programmes) that form a part of the plan have an associated benefit and measure i.e. a Key Performance Indicator (KPI).
42. Projects, programmes and benefits are included on the Pentana system. This allows change initiatives to easily be linked to the relevant benefit and KPI measure and quantify their success in the future.
43. It is advised that any additional change initiatives not covered in the Corporate Plan (of medium and high complexity) also require benefit measures to ensure robust success criteria that are not based on interpretation.

Further Findings

44. The main findings for areas to be improved across projects are:
- Tighter timescales or underestimation of timelines;
 - Project scope creep or unauthorised change; and
 - Capacity or officer resourcing.
45. Further areas identified for improvement in project management were:

<i>Further issues</i>	<i>Remedial Actions</i>
Inadequate technology (4/17 = 24%)	It is possible that the recently agreed Technology Strategy (2018 – 2023) will address technological inadequacies for projects. The ICT Operations Manager is a member of the Transformation Programme Management Office. A representative of the Transformation Team will also join the newly created Technology Programme Management Office to support collaboration and coordination of project requirements and supporting technology needs.
Prioritisation (4/17 = 24%)	Scheduled through upcoming Programme Management training and via Transformation report on prioritisation and resource deployment
Support for project members (3/17 = 18%)	Ongoing support through the Transformation Programme Management Office
Engagement (2/17 = 12%)	Covered through Project Management training and Transformation training. Development of staff communication channels e.g. staff briefings, What's on your mind, District Lines
Strategic fit and relevance (1/17 = 6%)	Development of the Corporate Plan 2018-2023 allows for strategic alignment for projects

Table 6: Further project issues and remedial actions in place

46. The study of project management in 2016 highlighted a number of areas for development which do not appear in the project closures. Their omission may suggest that these areas have improved as a result of interventions, including:

- A lack of skills training for project management and an understanding of roles in project management – New project management training, alongside transformation training building on the project management network, is currently being rolled out.
- Late involvement of Subject Matter Experts (SMEs). The work of the Transformation Programme Management Office also supports the consistent development of project management skills and ensures that SME's to join projects are suggested early in the project management life-cycle.
- Poor use of technology to help officers manage projects – Pentana Performance (formally Covalent) has now been rolled out across transformation projects, and technology projects.
- A lack of transparency and poor communication regarding projects – A review of Corporate and Business Planning, alongside access of all staff and Councillors to Pentana Performance, extensive coverage in District Lines, Members Bulletin, notes from meetings, Staff Briefings, Member Briefings and the Transformation Programme Task and Finish Panel have improved communications and engagement with stakeholders around change projects.

Conclusion

47. Research consistently shows that 70% of all change fails to deliver on the goals set, largely due to employee resistance and lack of management support (McKinsey and

Company, 2015). However, using quantitative measures, it becomes clear that the following is a more accurate picture of the success of project management against key dimensions.

<i>Status</i>	<i>Successful projects</i>	<i>Notes</i>
Time	53%	35% early (6/17) 18% on time (3/17)
Cost	69%	10% under budget (2/17) 18% on budget (3/17) 41% no costs incurred (7/17)
Delivery / outcome / output	53% 76%	Sufficient officer resource (9/17) On specification / no scope creep (13/17)

Table 7: success of projects relevant to the dimensions of time, cost and delivery

48. Overall, of the 17 project closures considered here, 12 projects (70%) failed to deliver to at least one of these three dimensions: Time, Cost or Delivery / outcome / output. No conclusion on benefits realisation can be made.
49. Developments to strengthen the organisation's Portfolio, Programme and Project performance have been carried out through the Establish Programme and Project Management (P003) project. Appendix 1 illustrates the P3M3 assessments from 2015 (baseline) and the 2017 review as part of the Transformation Task and Finish Panel.
50. Another P3M3 assessment was undertaken in December 2017 alongside the closure of project P003 for projects and programmes (portfolios were out of scope for this project). These assessments show that the Council has made improvements in the way it manages change through projects and programmes.
51. Appendix 2 contains the original learning from discovery as part of P003 Establish Project and Programme Management.
52. Appendix 3 lists the project closures analysed for this report. In addition, Appendix 4 lists projects that have closed since November 2017 and are not considered by this report, alongside a list of projects nearing closure.

Recommendations agreed by the Transformation Programme Board

53. The following recommendations were agreed by the Transformation Programme Board:
- (1) The value and role of project management in the successful delivery of change be noted;
 - (2) The improvements in project and programme management achieved since 2016, when the research was completed for project P003 Establish Project and Programme Management are noted;
 - (3) That the Risk Potential Assessment process for all change initiatives be noted, so that projects can be formally mandated, appropriate project management put in place and links with other changes co-ordinated;
 - (4) That change control procedures be maintained to reduce 'scope creep' within projects, considering the allocation of resources for any project extensions;

- (5) As a matter of priority and when resources are available within the Transformation Team, undertake a review of the timelines for all active High and Medium complexity projects, bringing forward any changes to the Transformation Programme Board;
- (6) Undertake a review of officer capacity across all active High and Medium complexity projects, bringing forward any changes to the Transformation Programme Board;
- (7) The establishment of dedicated project management resources for specific projects and programmes to support any identified capacity deficits, be noted;
- (8) That all project closures be conducted at a final project meeting, involving project sponsor, project manager and project team members;
- (9) That designated budgets are identified for Medium and High complexity projects, to ensure they are adequately resourced and so that spending can be accurately traced and tracked;
- (10) That the findings of this study be shared with Leadership Team and the Overview and Scrutiny Committee;
- (11) That this study be repeated in twelve months to review the implementation of these recommendations and the delivery of improvements in successful change management;
- (12) That projects referenced in the Corporate Plan 2018-2023 and their identified benefits and success measures, be noted;
- (13) That the Transformation Programme Board, with the support of the Transformation Programme Management Office, ensure all projects of Medium and High complexity, have Benefits and measures in line with the Corporate Plan 2018-2023; and
- (14) That the planned internal audit on project and programme management, scheduled to take place in 2018-19, be noted.

Potential areas for future scrutiny

54. Update on the new Council website, within the Customer Service Programme, reporting to Overview and Scrutiny Committee.
55. Annual update on the Customer Service Programme. Report to include compliments and complaints (transferred from the Governance Select Committee) and call-handling (transferred from the Resources Select Committee) on 26 February 2018.
56. Annual Summative Report on the Transformation Programme, reporting to Overview and Scrutiny Committee on 16 April 2019.
57. Regular update reports on the Technology Programme to the Resources Select Committee.

References

Jenner, S. (2014). Managing benefits. 2nd ed. London: TSO.

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O'Sullivan, O. P. (2015). The neural basis of always looking on the bright side. Dialogues in Philosophy, Mental and Neuro Sciences, 8(11):11-15.

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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.

Appendix 1: P3M3 assessment (Transformation Task and Finish Panel) 11.09.17

An assessment of the authority's current capability in project, programme and portfolio management has been undertaken, using the Portfolio, Programme and Project Management Maturity Model (P3M3). The P3M3 model describes five levels of capability, across seven process perspectives through three maturity models: Project, programme and portfolio. The seven perspectives are:

- Management control;
- Benefits management;
- Financial management;
- Stakeholder management;
- Risk management;
- Organisational governance; and
- Resource management.

An assessment of the baseline position was completed in December 2015 by the Head of Transformation. The target capability for the Council was also assessed and shared with Management Board. Please note that very few organisations need to reach P3M3 Level 5 maturity, and it is advisable to adopt a fit-for-purpose approach. Management Board agreed that level 3 was appropriate across the three models: Project, Programme and Portfolio.

Table 8 below gives the P3M3 headline assessments for December 2015, August 2017, the reassessment from December 2017 (as part of the project closure for P003), and the organisations target maturity levels. Portfolio Management Level assessment was not conducted as part of P003 as the project group felt they had insufficient knowledge and understanding in this area, and it was deemed to be outside the scope of the project.

This shows that the Council has increased its capacity to successfully manage projects and programmes. Plans are in place to reach the target levels alongside the establishment of the new Corporate Plan.

P3M3 Model	Maturity Level (1-3, 3 is highest)			
	December 2015	August 2017	December 2017	Target
Project Level	1	3	3	3
Programme Level	1	2	3	3
Portfolio Level	2	2	N/A	3

Table 8: P3M3 assessments















The text in this appendix is an abstract from the report: Transformation Programme Costs and Benefits / Establish Project and Programme Management (P003) closure report.


Appendix 2: Project Management discovery (P003) – trends

20.05.16

1. General lack of understanding and training of Project Management
 2. Lack of understanding regarding who performs what role (e.g. Project Manager, project Sponsor)
 3. Lack of understanding of the different roles included in a project (e.g. Project Board, Project Sponsor, Project Manager)
 4. Need to improve Project Management skillset with staff
 5. Working with partners (e.g. other Authorities) can cause delays in projects
 6. Resource issues (e.g. too many people that are working on multiple projects at one time and also having to do their day job)
 7. Having time to put together relevant documents e.g. PID (Project Initiation Document) and charters
 8. Mapping out all elements of a project can be time consuming (it's ok for 1-2 projects but anymore and it can become too much)
 9. Projects that have materialised that were not planned for e.g. no consideration for who would do the work, timescales etc. which has resulted in extra workloads for staff
 10. Lack of clarity as to who is a lead officer for projects
 11. Lack of IT systems to help support project management
 12. Key staff/teams are not included until it is too late/as an afterthought e.g. Accountancy, IT, Health and Safety
 13. Lack of transparency and information related to EFDC projects
 14. Mistakes from previous projects are not highlighted to be learnt from for future projects (to avoid making them again)
 15. Projects tend to bubble under the surface for years (e.g. 3-4 years) without making significant progress/completing. They then become very urgent ('life or death') – are they really that important?
-
- Initial allocation of roles, boundaries and controls of a project hasn't occurred in previous projects
 - A Training Needs Analysis would be needed (via a survey?) to see what staff think they need.
 - Any organisational learning that is picked up should be fed back in to the PM training
 - Lack of planning for projects (ad hoc approach)
 - Projects running late





Appendix 3: List of project closures analysed in this report.

Ref	Title	Workstream	RPA	Time	Cost	Delivery	Closure Date	Benefits
P006	Ageing Population Needs Assessment	1	 Low	12 +5 mnths		Scope creep Resourcing		
P011	Insurance Administration	2	 Low			Resourcing		
P013	Maximising Corporate Debt Recovery	2	 High	12 +1 mnth				
P020	Legal Document Scanning	3	 Medium			Opportunity Resourcing		
P033	Printer Migration	3	 High	13 +4 mnths				
P045	Customer Self-Service Payment Kiosks	1	 Medium	9 +2 mnths		Resourcing		
P046	Propman Property Management System	2	 Medium	28 +2 mnths	£12,263	Resourcing		
P105	Civic Office Waste and Recycling	2	 Medium	13 +4 mnths	£500	Opportunity		
P108	Shared Services Review	2	 High	24 (-6) mnths				
P116	HRA Financial Plan Review	3	 High	12 +1 mnths				
P117	Building Control Profile	2	 High			Resourcing		
P118	Oakwood Hill Depot	4	 High	13 +3 mnths	£222,269	Scope creep Resourcing		
P122	Information Management	3	 High	10 +5 mnths				
P123	Ongar Academy	4	Not recorded	15 +5 mnths		Partnerships		
P125	Off-Street Parking Review	3	 Medium			Resourcing		










<i>Ref</i>	<i>Title</i>	<i>Workstream</i>	<i>RPA</i>	<i>Time</i>	<i>Cost</i>	<i>Delivery</i>	<i>Closure Date</i>	<i>Benefits</i>
P128	Mobile Phone Contract	3	Not recorded	12 (-2) mnths				
P135	New Leisure Management Contract Programme	4	 High					






Appendix 4: Projects closed since 17 November 2017 and Active projects nearing closure

Additional closures (closed after 17-Nov-2017)

<i>Ref</i>	<i>Project</i>	<i>Workstream</i>	<i>RPA</i>	<i>Completion Date</i>
P004b	Corporate Communications – internal	2	 High	11-Dec-2017
P130	Corporate Online Booking System	1	 Medium	07-Nov-2017
P131	Northgate Mobile Working	3	 Medium	24-Nov-2017
P142	Customer Satisfaction and Standards	1	 High	06-Dec-2017

Active projects nearing closure

<i>Ref</i>	<i>Project</i>	<i>Workstream</i>	<i>RPA</i>	<i>Due Date</i>	<i>Status</i>
P003	Establish Programme and Project Management	2	 High	Dec-2017	Closure report completed and due for Feb-2018 TPMO agenda
P010	Review of the Careline Monitoring Service	2	 Medium	Jan-2018	Awaiting further financial data to recommend formal closure to TPB
P044	Electronic Invoicing	3	 High	Dec-2017	Additional information being sought on project to recommend formal closure to TPB
P109	ICT Strategy Implementation	3	 High	Nov-2017	Project completed, closure required
P112	Operating Partner for North Weald	4	 High	Dec-2017	Awaiting further financial data to recommend formal closure
P113	Epping Forest Shopping Park	4	 High	Dec-2017	Project change request due in Feb-2017 to TPB to request project closure
P114	St John's Road Development	4	 High	Dec-2017	Project change request due in Feb-2017 to TPB to request project extension to Mar-2018
P126	Modern.Gov Report Management	2	 Low	Mar-2018	Project completed early, awaiting closure
P127	Review Crucial Crew	2	 Low	Jul-2017	Project completed, closure required

<i>Ref</i>	<i>Project</i>	<i>Workstream</i>	<i>RPA</i>	<i>Due Date</i>	<i>Status</i>
P133	Scanning Residual Hardy Copy Records – Communities Directorate	3	 High	Jul-2018	To be checked
P134	Licencing Self Service	1	 Medium	Dec-2017	Project was due to complete Dec-2017, overdue and likely to complete Jan-2018
P138	Waltham Abbey Wayfinding	1	 Medium	Jan-2018	Project nearing completion
P139	Pandemic Flu Plan	1	 Medium	Oct-2017	Closure report completed and due for Feb-2018 TPB agenda
P143	HomeSafe Scheme	2	 Low	Aug-2017	Project completed, closure required

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
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	Transformation Programme
Name of senior manager for the policy / project:	Derek Macnab, Acting 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

<p>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.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	If yes, state which protected groups:
	If no, state reasons for your decision:
	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:	21.03.2018
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:	21.03.2018
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	21.03.2018