

Report to Overview and Scrutiny Committee

Date of meeting: 27 February 2018



Portfolio: Leader of the Council

Subject: Transformation Programme – Project Dossier

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

Democratic Services Officer: Stephen Tautz, Democratic Services Manager
(01992 564180)

Recommendations/Decisions Required:

(1) That the Committee reviews the updated Project Dossier for the Transformation Programme.

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:

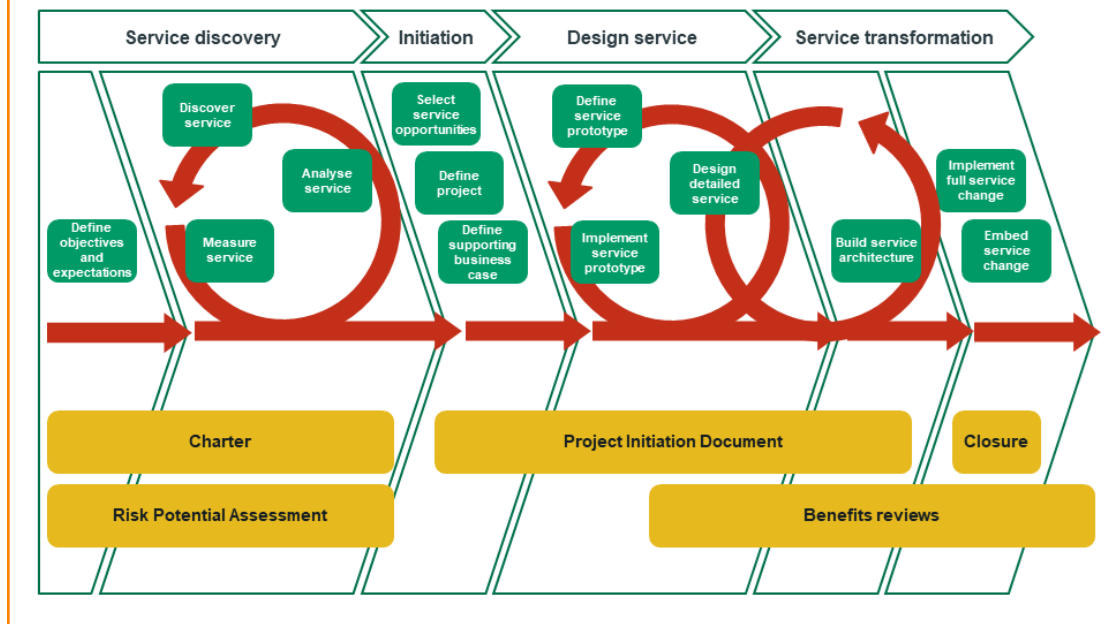
- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

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 lifecycle



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
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:	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 equality@eppingforestdc.gov.uk	25.01.2018

Appendix - Transformation Programme Project Dossier

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: 05 February 2018

Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P001 Customer Service Programme	Implement	High	01-Apr-2016	31-Mar-2019		60%	O&S	Chief Executive (XEX01) .	Head of Customer Service (XEX04)
P145 Customer Reception	Prototype	High	01-Apr-2016	31-Mar-2019		5%	O&S	Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
P146 Corporate Customer Team	Prototype	High	01-May-2016	31-Mar-2019		70%	O&S	Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
P147 Systems and Digital Development	Prototype	High	01-Jun-2016	31-Mar-2019		68%	O&S	Assistant Director - Governance (GPM01)	Assistant Director - Revenues (RRE01) .
P004a Corporate Communications - External	Prototype	High	01-Jun-2016	31-May-2018		63%	GSC	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)
P134 Licensing Self-Service Applications	Implement	Medium	22-Aug-2016	15-Dec-2017		83%	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)	Licensing Manager (NLS01)
P138 Waltham Abbey Wayfinding	Implement	Medium	28-Sep-2016	31-Jan-2018		95%	NSC	Director of Neighbourhoods (NDR01)	Economic Development Officer (NED03)












Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P003 Establish Programme and Project Management	Implement	High	22-Feb-2016	31-Dec-2017	✓	100%	O&S	Chief Executive (XEX01)	Head of Transformation .
P008 Museum Development Trust	Prototype	High	26-Feb-2016	31-Mar-2018	▶	94%	CSC	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P050 Reprographics Service Review	Hold	High	15-Jun-2016	01-Jul-2018	▶	29%	RSC	Director of Resources (RDR01)	Assistant Director - Human Resources (RHR01)
P106 People Strategy Programme	Implement	High	22-Apr-2016	31-Mar-2020	▶	23%	RSC	Chief Executive (XEX01)	Assistant Director - Human Resources (RHR01)
P170 Establish a Common Operating Model	Prototype	High	03-Jul-2017	31-Mar-2019	▶	37%	RSC	Chief Executive (XEX01)	Assistant Director - Human Resources (RHR01)
P171 Corporate Business Support Team Review	Discovery	High	30-Aug-2017	30-Mar-2018	▶	12%	RSC	Assistant Director - Human Resources (RHR01)	Business Support Manager
P172 Corporate ICT Team Review	Discovery	High	01-Aug-2017	30-Apr-2018	▶	37%	RSC	Director of Resources (RDR01)	Assistant Director - ICT & FM
P107 Estates Service Review	Implement	Medium	05-Apr-2015	01-Apr-2018	▶	79%	NSC	Director of Neighbourhoods (NDR01)	Chief Estates Officer (NEV01)
P124 Corporate and Business Planning	Implement	High	01-May-2016	01-May-2018	▶	70%	O&S	Chief Executive (XEX01)	Head of Transformation
P140 District Emergency Control Centre Plan	Prototype	Medium	18-Oct-2016	30-Apr-2018	▶	44%	NSC	Director of Neighbourhoods (NDR01)	Assistant Director - Environment & Neighbourhoods (NNS01)







Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P019 BC/DC Quality Improvement and File Scanning	Prototype	Medium	01-Jan-2016	31-Mar-2019	▶	0%	GSC	Assistant Director - Development Manager (GDM01)	Service Business Manager (GAD01)
P044 Electronic Invoicing	Implement	High	01-May-2016	31-Dec-2017	✓	100%	RSC	Assistant Director - Accountancy (RAC01)	Procurement Manager (RFP02)
P176 Pay and Benefits Review	Discovery	High		31-Oct-2019	▶	0%	RSC	Chief Executive (XEX01)	Assistant Director - Human Resources (RHR01)
P177 Recruitment and Retention Review	Discovery	High		30-Apr-2018	▶	0%	RSC	Assistant Director - Human Resources (RHR01)	Human Resources Manager (RHR03)
P178 Mandatory Leadership and Management Development	Discovery	High		31-Mar-2020	▶	0%	RSC	Assistant Director - Human Resources (RHR01)	Learning & Development Manager (RHR02)
P179 Developing a Skilled Workforce	Discovery	High		31-Mar-2020	▶	0%	RSC	Assistant Director - Human Resources (RHR01)	Learning & Development Manager (RHR02)

Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P014 HR Payroll IT System	Implement	High	04-Mar-2016	30-Mar-2018	▶	82%	RSC	Assistant Director - Human Resources (RHR01)	Human Resources Manager (RHR03)
P043 Mail, Correspondence and Document Management	Prototype	High	01-Jun-2016	31-Mar-2018	▶	22%	RSC	Assistant Director - Benefits (RBE01)	Business Manager (RAD01)
P131 Northgate Mobile Working (Planning & BC)	Implement	Medium	01-Jan-2016	31-Oct-2017	✓	100%	GSC	Assistant Director - Development Manager (GDM01)	ICT Program Manager
P133 Scanning Residual Hard Copy Records - Communities	Prototype	High	01-Aug-2016	31-Jul-2018	✓	100%	CSC	Director of Communities (CDR01)	Asst. Director; Private Housing &

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
Directorate									Communities Support
P160 Service Accommodation Programme	Implement	High	22-Feb-2016	31-Mar-2023		53%	RSC	Chief Executive (XEX01)	Head of Transformation
P002 Service Accommodation Review	Implement	High	22-Feb-2016	01-Jun-2018		87%	RSC	Director of Resources (RDR01)	Head of Transformation
P150 Relocation of Housing Repairs Service	Prototype	High	03-Apr-2017	31-Aug-2018		62%	CSC	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
P161 Civic Office Refurbishment	Hold	High		31-Mar-2023		0%	RSC	Director of Resources (RDR01)	Head of Transformation
P162 Review Civic Office Car Parks	Discovery	High	04-Oct-2017	31-Mar-2023		6%	NSC	Chief Executive (XEX01)	Assistant Director - Technical (NTS01)
P164 Relocation from Homefield House	Implement	High	02-Oct-2017	30-Sep-2018		72%	CSC	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P166 Relocate Pyrles Lane Nursery	Initiation	High	11-May-2017	30-Jan-2019		47%	NSC	Assistant Director - Technical (NTS01)	Assistant Director - Technical (NTS01) .
P165 Major Tree Works Procurement	Prototype	High	24-Jul-2017	01-Aug-2018		90%	NSC	Senior Project Improvement Officer (GPI01)	Assistant Director - Technical (NTS01)
P110 Free up Computer Suite 1	Hold		01-Dec-2015	30-Mar-2018		90%	RSC	Assistant Director - ICT & FM	ICT Program Manager
P121 Corporate GIS Replacement	Hold		01-Jun-2013	31-May-2017		100%	RSC	ICT Program Manager	Senior Business Analyst (RIG01)
P173 Legal Scanning - Phase 2	Prototype	Medium	18-Oct-2017	01-May-2018		92%	GSC	Assistant Director - Legal Services (GLG01)	Senior Legal Officer (GLG05)

Workstream 4 Major Projects

<i>Code & Title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>RAG</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
P113 Epping Forest Shopping Park	Implement	High	20-May-2015	31-Dec-2017		99%	NSC	Director of Neighbourhoods (NDR01)	Director of Neighbourhoods (NDR01) .
P114 St John's Road Development	Implement	High	20-May-2015	31-Dec-2017		90%	NSC	Chief Executive (XEX01)	Director of Neighbourhoods (NDR01)
P115 Local Plan Programme	Implement	High	17-May-2016	01-Apr-2019		41%	NSC	Chief Executive (XEX01)	Interim Assistant Director (NFP502) .
P120 Council Housebuilding Programme	Implement	High	01-Dec-2015	31-May-2019		50%	CSC	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
P135 New Leisure Management Contract Programme	Implement	High	20-May-2015	31-Mar-2023		15%	NSC	Director of Neighbourhoods (NDR01)	Emergency Planning Officer (NEP01)
P021 Repairs and Maintenance Hub	Hold	High	20-May-2015	28-Feb-2017		96%	CSC	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)