Report to Resources Select Committee

Date of meeting: 9 July 2018

Portfolio:	**Leader of the Council**
Subject:	**Transformation Programme – Project Dossier – Resources Directorate**
Officer contact for further information:	David Bailey, Head of Transformation (01992 564105)
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Recommendations/Decisions Required:

That the Committee reviews the updated Project Dossier for the Transformation Programme – Resources 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.
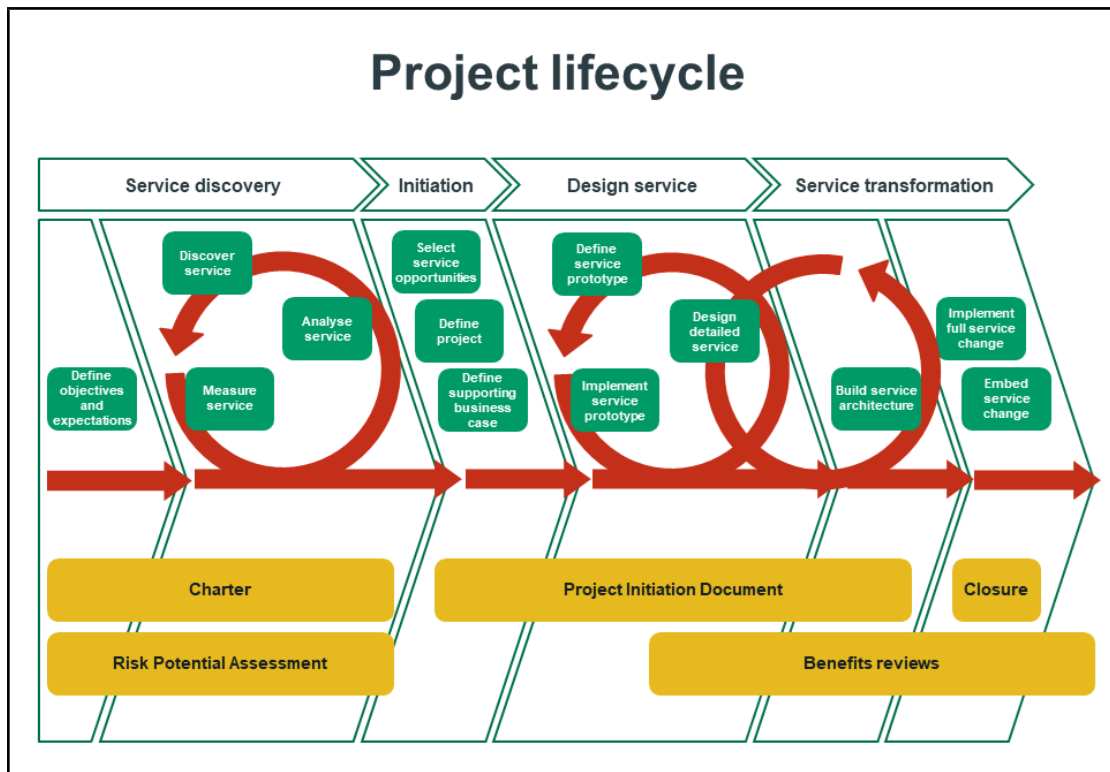
6.   The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- 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).

RPA	Qualities	Project management	Processes	PMO support
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

Service discovery | **Initiation** | **Design service** | **Service transformation**

- Discover service
- Analyse service
- Define objectives and expectations
- Measure service
- Select service opportunities
- Define project
- Define supporting business case
- Define service prototype
- Design detailed service
- Implement service prototype
- Build service architecture
- Implement full service change
- Embed service change

Charter | Project Initiation Document | Closure

Risk Potential Assessment | Benefits reviews

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.

Appendix - Project Dossier Resources 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: 25 June 2018

Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P181 EFDC Community Safety Hub	Prototype	High	28-Feb-2018	30-Jun-2021	▶	41%	RSC	Safer Communities Manager (CSC01)	

Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P050 Reprographics Service Review	Closure	High	15-Jun-2016	01-Jul-2018	⚠	99%	RSC	Assistant Director - Human Resources (RHR01)	Action plan currently being reviewed / extended as agreed by Transformation Programme Board.
P106 People Strategy Programme	Implement	High	22-Apr-2016	31-Mar-2020	▶	55%	RSC	Assistant Director - Human Resources (RHR01)	
P170 Establish a Common Operating Model	Prototype	High	03-Jul-2017	31-Mar-2019	✅	100%	RSC	Assistant Director - Human Resources (RHR01)	Action plan currently being reviewed / extended.
P171 Corporate Business Support Team Review	Implement	High	30-Aug-2017	31-Mar-2019	▶	50%	RSC	Business Support Manager	

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P172 Corporate ICT Team Review	Initiation	High	01-Aug-2017	20-Jul-2018	🟢	50%	RSC	Assistant Director - ICT & FM	Due date extended to 20 July 2018 by TPB to allow for completion of current actions and presentation of timeline.
P176 Pay and Benefits Review	Initiation	High	07-Feb-2018	31-Oct-2019	🟢	16%	RSC	Assistant Director - Human Resources (RHR01)	Action plan reviews and timeline extended by four months by Transformation Programme Board.
P177 Recruitment and Retention Review	Implement	High	07-Feb-2018	31-Jul-2018	🟢	93%	RSC	Human Resources Manager (RHR03)	This work will be followed by a second project to deliver the strategy.
P178 Mandatory Leadership and Management Development	Initiation	High	07-Feb-2018	31-Mar-2020	🟢	18%	RSC	Learning & Development Manager (RHR02)	
P179 Developing a Skilled Workforce	Initiation	High	07-Feb-2018	31-Mar-2020	🟢	18%	RSC	Learning & Development Manager (RHR02)	

Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P014 HR Payroll IT System	Implement	High	04-Mar-2016	29-Jun-2018	🟡	94%	RSC	Human Resources Manager (RHR03)	Action plan currently being reviewed / extended.
P160 Service Accommodation Programme	Implement	High	22-Feb-2016	31-Mar-2023	🟡	75%	RSC	Head of Transformation	
P002 Service Accommodation Review	Implement	High	22-Feb-2016	31-Oct-2018	🟢	79%	RSC	Head of Transformation	

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P161 Civic Office Refurbishment	Hold	High		31-Mar-2023	▶	0%	RSC	Head of Transformation	
P039 Out-of-Hours Power Management Systems	Hold	Low	03-May-2017	31-Jul-2018	▶	46%	RSC	ICT Program Manager	
P110 Free up Computer Suite 1	Hold		01-Dec-2015	30-Mar-2018	⬛	90%	RSC	ICT Program Manager	Project 'hold' to be reviewed.
P121 Corporate GIS Replacement	Hold		01-Jun-2013	31-May-2017	✅	100%	RSC	Senior Business Analyst (RIG01)	Project 'hold' to be reviewed.