

Report to Resources Select Committee



Date of meeting: 9 July 2018

SCRUTINY

Portfolio: Leader of the Council



Subject: Transformation Programme – Project Initiation Documents

Officer contact for further information: David Bailey, Head of Transformation
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Recommendations/Decisions Required:

(1) That the attached Project Initiation Document(s) from the Transformation Programme be noted.

Reason for decision:

The Overview and Scrutiny Committee requested that Project Initiation Document(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.

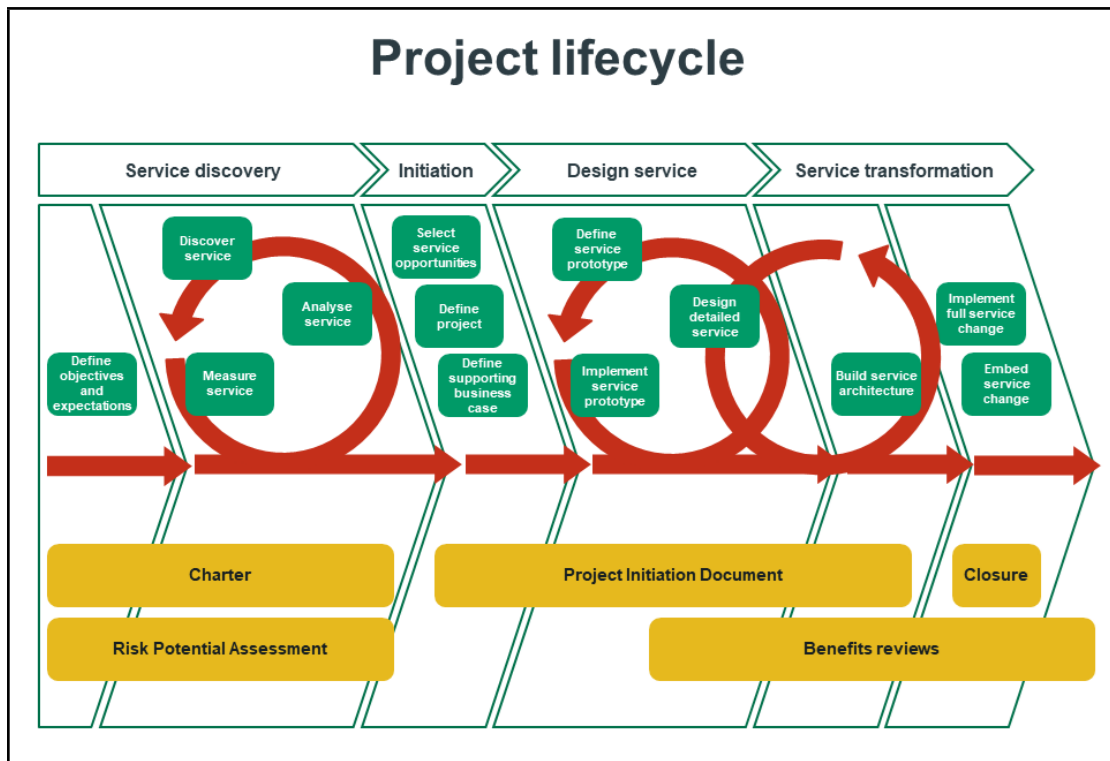
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- 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>
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 Initiation Documents (PIDs):

9. At the end of the discovery phase, project managers and sponsors prepare a plan to deliver the project known as a Project Initiation Document or PID. The approval of Medium and High complexity projects by the Programme Management Office and Transformation Programme Board gives the project the mandate to move into the service design and service transformation phases. This process is facilitated by the link officer assigned to the project from the Transformation Programme Management Office.

10. To complete the PID, project teams have to select the preferred opportunity to deliver the change outputs and benefits previously agreed in the project charter. The business case for the project also has to be completed, alongside a risk register, communications plan, budget, and time line for the project.

11. The design phase enables the project team to design and prototype new ways of working before building, implementing and embedding the full service architecture in the service transformation phase.

12. The Committee are asked to consider the Project Initiations Document(s) attached to this Report.

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 Initiation Documents Resources Directorate

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: 25 June 2018

<i>Workstream</i>	<i>Project</i>	<i>RPA</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
Workstream 2 Business Culture	P171 Corporate Business Support Team Review	High	RSC	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Christine Ferrigi, Business Support Manager
Workstream 2 Business Culture	P176 Pay and Benefits Review	High	RSC	Derek Macnab, Acting Chief Executive	Paula Maginnis, Assistant Director - Human Resources (RHR01)
Workstream 2 Business Culture	P177 Recruitment and Retention Review	High	RSC	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Wendy Stump, Human Resources Manager (RHR03)
Workstream 2 Business Culture	P178 Mandatory Leadership and Management Development	High	RSC	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Julie Dixon, Learning & Development Manager (RHR02)
Workstream 2 Business Culture	P179 Developing a Skilled Workforce	High	RSC	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Julie Dixon, Learning & Development Manager (RHR02)