

Report to the Finance & Performance Management Cabinet Committee



**Epping Forest
District Council**

Report reference: FPM-010-2018/19
Date of meeting: 13 September 2018

Portfolio: Leader of the Council.

Subject: Transformation Programme – Project Dossier.

Responsible Officer: David Bailey (01992 564105).

Democratic Services: Rebecca Perrin (01992 564532).

Recommendations/Decisions Required:

That, as attached at Appendix 1, the updated Project Dossier for the Transformation Programme be reviewed and noted.

Executive Summary:

The Project Dossier, attached at Appendix 1 of this report, updates the Cabinet Committee on the progress made by all active High and Medium complexity programmes and projects within the Transformation Programme, including the current project lifecycle stage, the current project status, and the level of completion of the project (expressed as a percentage). A programme is a collection of related projects which deliver outcomes and benefits directly connected to a strategic objective.

Reasons for Proposed Decision:

To update the Cabinet Committee on the progress made by all of the High and Medium complexity programmes and projects within the Transformation Programme, as contained within the attached Project Dossier.

Other Options for Action:

None, as this is an update report.

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.

4. 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.

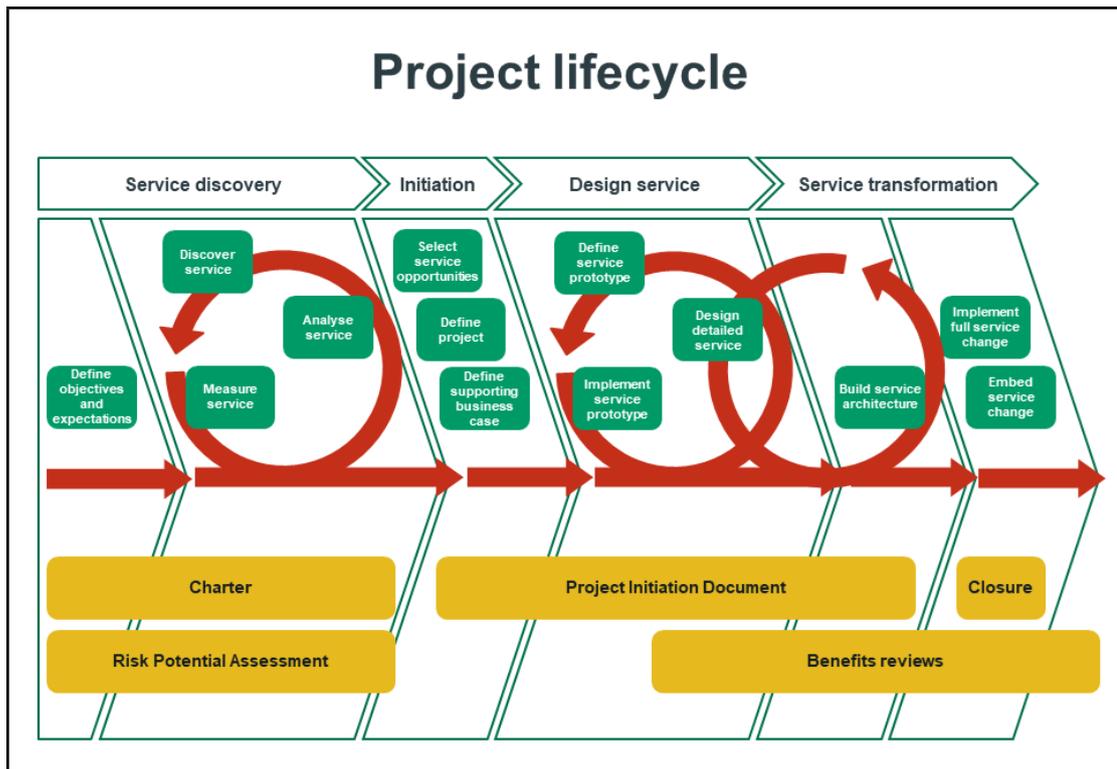
5. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

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

6. 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

7. High and Medium complexity projects follow a project life cycle (see diagram below).



Project Dossier

8. The Cabinet Committee is asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier, which 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);
- Project Manager; and
- Any notes on progress.

Resource Implications:

There are no resource implications arising from this report.

Legal and Governance Implications:

There are no legal & governance implications arising from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner and Greener implications arising from this report.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Previous regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications arising from this report.

Equality:

There are no Equality Impact implications arising from this report.