

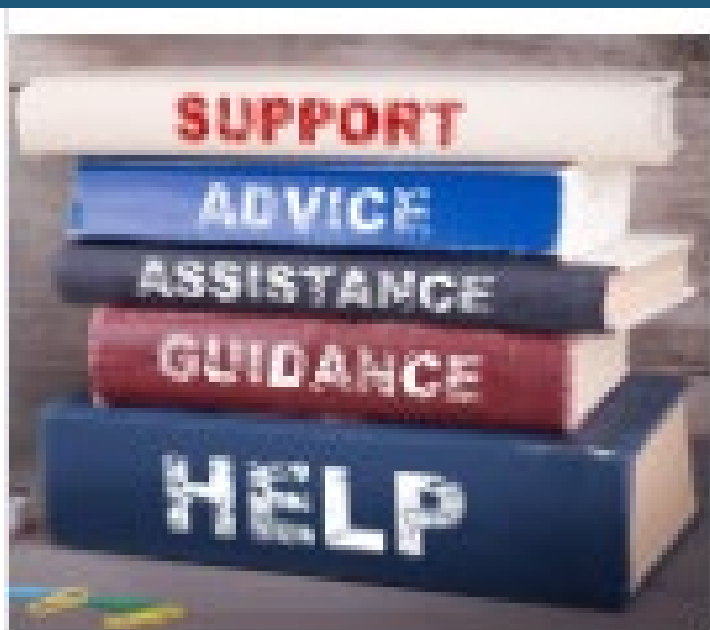


APPENDIX 1

PROJECT MANAGEMENT OFFICE (PMO) AND IMPROVEMENT MANAGEMENT (IM) STRATEGIC FRAMEWORK

2024 - 2027

Maldon District Council



Contents

Key Information.....	3
1.Achievements against the 2021 - 2024 Framework.....	4
I. Adopting best practices.....	4
II. Knowledge transfer.....	4
III. Accessible Documentation.....	4
IV. Sharing knowledge.....	4
V. Building Capacity.....	4
VI. Building Insight.....	4
VII. Supporting other Council services.....	5
VIII. Success headliners.....	6
2.Introduction.....	7
3.PMO and Improvement Management Framework.....	8
4.Governance, Assurance and Key Performance Indicators.....	15
5.Realigning to the new corporate plan and Technology strategy.....	19
6.Changes in the team structure and incorporating PMO.....	20
7.Service Offer.....	21
8.Workplan.....	22
9.Service Risks.....	24
10.Appendices.....	26

Key Information	
Authors:	Assistant Director of Programme, Performance and Governance – Cheryl Hughes, PMO & Improvement Manager – Leigha Jones, Process Improvement Specialist – Rachel Hawkridge.
Accountable Assistant Director:	Assistant Director of Programme, Performance and Governance – Cheryl Hughes
Member Improvement Champions 23/24 (appointed by O&S and PG&A committees):	Cllr Simon Morgan, Cllr Emma Stephens, Cllr Vanessa Bell Cllr Maddie Thompson.
Frequency Improvement Member Champions are appointed:	Annually (following statutory annual council)
Frequency of Team/ Member Champions meetings:	First meeting planned for September and then held quarterly going forwards.
PMO SharePoint Site Link:	PMO - Home (sharepoint.com)
Improvements SharePoint site Link:	Process Improvement Programme Team - Home (sharepoint.com)

Key Information - Governance	
The Strategy applies to:	Maldon Council officers
Committee the last improvement Strategy/Framework was approved at:	Performance, Governance and Audit Committee
Date of when the Strategy/Framework was approved:	18 th November 2021
Last improvement Strategy/Framework for reference:	Appendix A.pd (maldon.gov.uk)
This Strategy is due its next review:	31/03/2027

1. Achievements against the 2021-2024 Framework

- I. **Adopting best practices** - Staff within the team have completed their apprenticeships and have up to degree level qualifications that qualifies them to train others.
- II. **Knowledge transfer** - With specific projects, additional resource has been added to the team and these staff are also being trained to build capacity. This training includes knowledge transfer from the apprenticeship work completed by improvement staff, lean six sigma green belt training and skills development such as form building.
- III. **Accessible Documentation** - The team have developed a SharePoint site with resources for self-serve projects and support in process improvement and contains tools and templates for use across the organisation.
- IV. **Sharing knowledge** - We have run one white belt and one yellow belt staff training sessions since 2023 to build knowledge of process improvement processes across the organisation. These sessions were recorded and added to the staff on boarding packs for new staff.
- V. **Building Capacity** - To help build capacity for improvements being made across the Councils services we have established an internal process improvement group called 'Green belt Champions'. We are coaching 24 delegates from across the Council, at least one individual from each service area which were either identified by ELT or they nominated themselves. Each 'Green belt champion' will be responsible for carrying out the improvements in their area in-line with best practices, they then provide the improvements team with regular updates and stats for further reporting. By someone in the service team leading on making the improvements they are then able to share their learning with their teams. The 'Green belt process improvement project management' training started January 2024 and is due to finish May 2024.
- VI. **Building Insight** – To help improve processes for our customers we want to work closely with Members to utilise their insight from a customer perspective. After

the Process Improvement framework was signed off by Members in 2021, and the first member improvement champions were appointed. The process improvement team presented to the Improvement Member Champions on 10th March 2022, which set out how we wanted them to work with us in improving the customer journey on our website.

After the May 2023 elections, Cllr V J Bell and Cllr M E Thompson were appointed as the new Member Improvement Champions at the Performance, Governance and Audit Committee on 15th June 2023 and Cllr S J N Morgan and Cllr E L Stephens were appointed as new Member Improvement Champions at the Overview and Scrutiny Committee on 1st August 2023.

An online form has been developed for staff to provide feedback on any processes which require improvements, an additional form asks several questions which feed into a technical matrix. This has been put in place to review and score project suggestions, which helps prioritise the work programme and the waitlist for process improvements. We also capture insight through the online customer feedback form where customers can give a star rating and comment on their experience.

There will be further development work on building insight in 2024 onwards, to:

- Work more closely with our Member Champions and build their knowledge around the service we provide and how we can make a bigger positive impact on the Council and our customers.
- Finding more ways to capture customer feedback and channeling this into the work we are doing.

VII. **Supporting other Council services** – The Improvements Team have been working closely with the Project Management Office (PMO) to support wider project delivery and help apply continual improvement skills to some of our corporate projects. For example, supporting with workshop facilitation, sharing skills to help projects realise benefits, sharing process improvement knowledge and project management templates.

In 2023, to support organisational efficiencies the PMO and process improvement resource were combined. This will be further formalised through

the launch of this revised strategy. During this transition, the PMO has seen the adoption of 'pre-project appraisals' designed to challenge project deliverables and ensure that project delivery is more likely to be achievable.

The improvements team have also supported the ICT team with delivering their projects outlined in the 2021-2024 IT Strategy. Ensuring that ICT projects are well documented, scoped effectively, deliverables are achievable, the outputs of the project are transitioned to business as usual, and the benefits of the projects are realised.

VIII. Success headlines:

Customer feedback:
 'Very simple and straight forward'
 The Improvements team supported our customers by providing 68 online forms (accessible 24/7)



The Improvements team have saved the Council £258,152 in officer time.

The improvements team produce communications council wide on the improvements asked for and what has been done to achieve them.

Customer feedback:
 'Keep up the good work'

The improvements team have shared templates and knowledge gained from apprenticeships with the PMO.

Customer feedback:

'Completing the application was so much easier than I had anticipated! Having the correct paperwork to hand, as advised by yourselves, was a bonus too. Thank you'

The Improvements team have delivered 102 improvements.

During Covid-19 the Improvements team supported 15 processes to help to make them accessible for our customers

The improvement team have shared knowledge and learning with teams across the council.

The improvements team has supported the IT strategy by helping deliver IT project and ensure smooth transition to BAU.

Customer feedback:
 Was far easier to complete than I thought.
 The Improvements team have improved 45% of our website to improve the journey for our customers.

Customer feedback:
 'Life changing - Marvellous.'

The Improvements team have saved the officers 7040 hours (equivalent to 938 working days).

The improvements team have developed 'process improvement project management' training material for a variety of skill levels.

2. Introduction

The previous strategy was targeted at building and embedding improvement resource in the organisation and the achievements above set out how this has been delivered to date.

The ‘Project Management Office (PMO) and Improvements’ is a service or function that provides support to corporate projects and improvement initiatives to reduce project failure. This version of the strategy sets out the functions of the service and how we intend on supporting other Council activities to ensure projects run effectively, to budget, within agreed timeframes, to the desired outcomes and helps to deliver the Corporate Plan Priority of “Greener Future.”

This strategy document will set out:

- Management of Project Management Office function.
 - Robustly review and manage corporate projects.
 - Ensure resource release doesn’t exceed service capacity or goes on a backlog list.
 - Ensure the releasing resource efficiencies where improvements have been made.
 - Challenge releasing resource to projects and ensure they deliver value.

- Management of Continual Improvement function for the Council
 - Build on knowledge transfer, increase organisational capacity.
 - Deliver and release corporate efficiency through improvements.
 - Improve customer experience and pathways for our processes.
 - Facilitate the commitment to releasing resource efficiencies where improvements have been made.

The Department for levelling up, housing and communities wrote to the Council on 16th April 2024 to advise on expectations for ‘Productivity in Local government’ and there is a requirement that Councils produce Productivity Plans. The plans should include How we have transformed the way we design and deliver services to make better use of resources How we plan to take advantage of technology and better use of data to improve decision making, service design and use of resources:

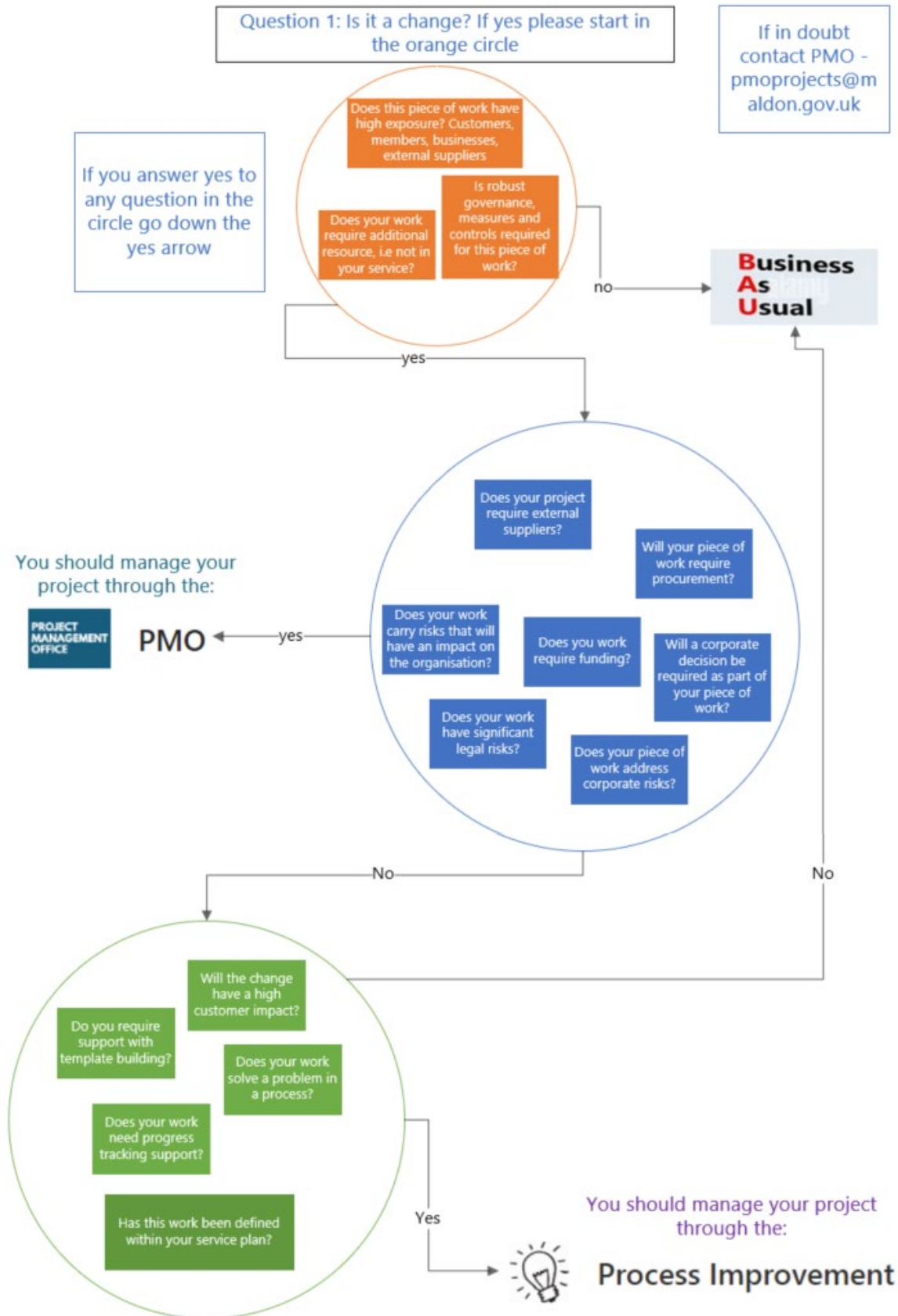
Our plans to reduce wasteful spend in organisation and systems.

Any barriers to progress that Government can help reduce or remove.

This Framework is an essential part of defining this delivery for the Council, alongside our Technology Strategy and Data and Insight Strategy.

3. PMO and Improvement Management Framework

The flow diagram below shows how we work out what level of governance a project requires before it starts,



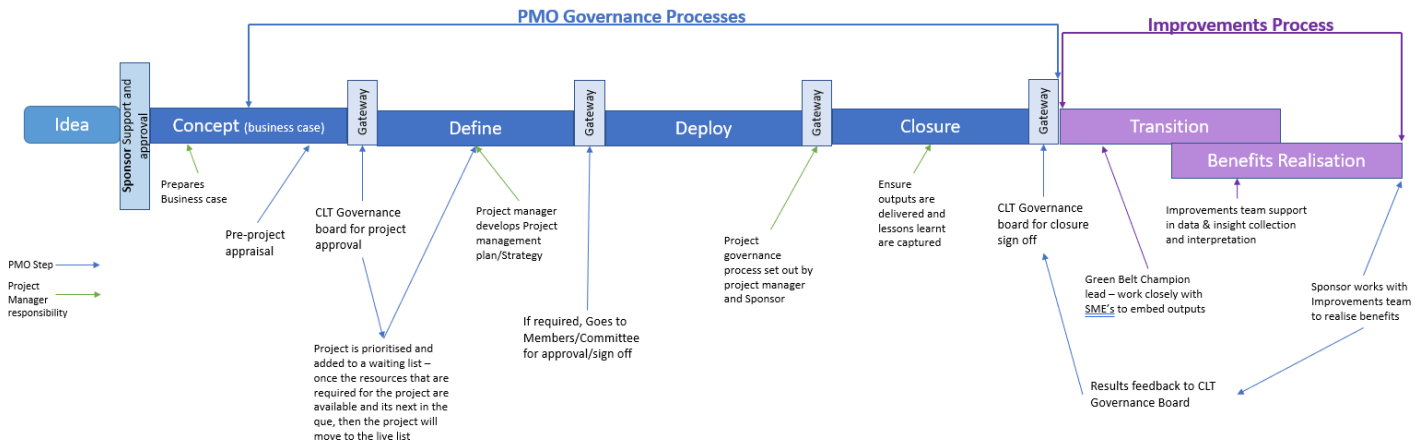
The PMO - To ensure the PMO is following best practices, developments have been implemented in-line with the project management methodology PMBOK (Project Management Body Of Knowledge) and the Local Partnerships guidance for Local authorities establishing a PMO. The Local Partnership is jointly owned by the Local Government Association, HM Treasury, and the Welsh Government.

The image below shows how the PMO Governance structure:



[Project Roles and Responsibilities \(SharePoint Link\)](#)

The flow chart below shows the PMO process and where the Improvements service crosses over:



Pre-project Appraisals are part of the project assurance structure that is linked to wider PMO Governance. held in the project ‘concept’ stage when the project initiator has finished drawing the business case (template in PMO SharePoint).

The PMO facilitates the Pre-Project appraisal meeting where all key stakeholders are invited to friendly challenge the project before it goes to CLT Governance board for

approval. The project will also need to pass PMO's key criteria threshold before it can go to CLT Governance board, if the project passes the threshold but doesn't check all criteria requirements then the project will go to CLT board with PMO recommendations.

To effectively manage Council resources the PMO uses a prioritisation matrix to score each project against key criteria which is in-line with Maldon District Councils Corporate Plan for 2023 - 2027. The project is put on a waiting list in descending numerical order and categorised as either High priority (**Gold**), Medium priority (**Silver**) or low priority (**bronze**). This method ensures that services are not overstretched on their availability to contribute towards project work and allows the PMO to raise red flags to ELT Project Board and CLT Governance Board when considerations and decision are needed in terms of resource availability. A project can still start immediately regardless of the score, but this will be at CLT Governance boards discretion. The waiting list is reviewed regularly by CLT Governance board and projects may be started and paused as corporate priorities change.

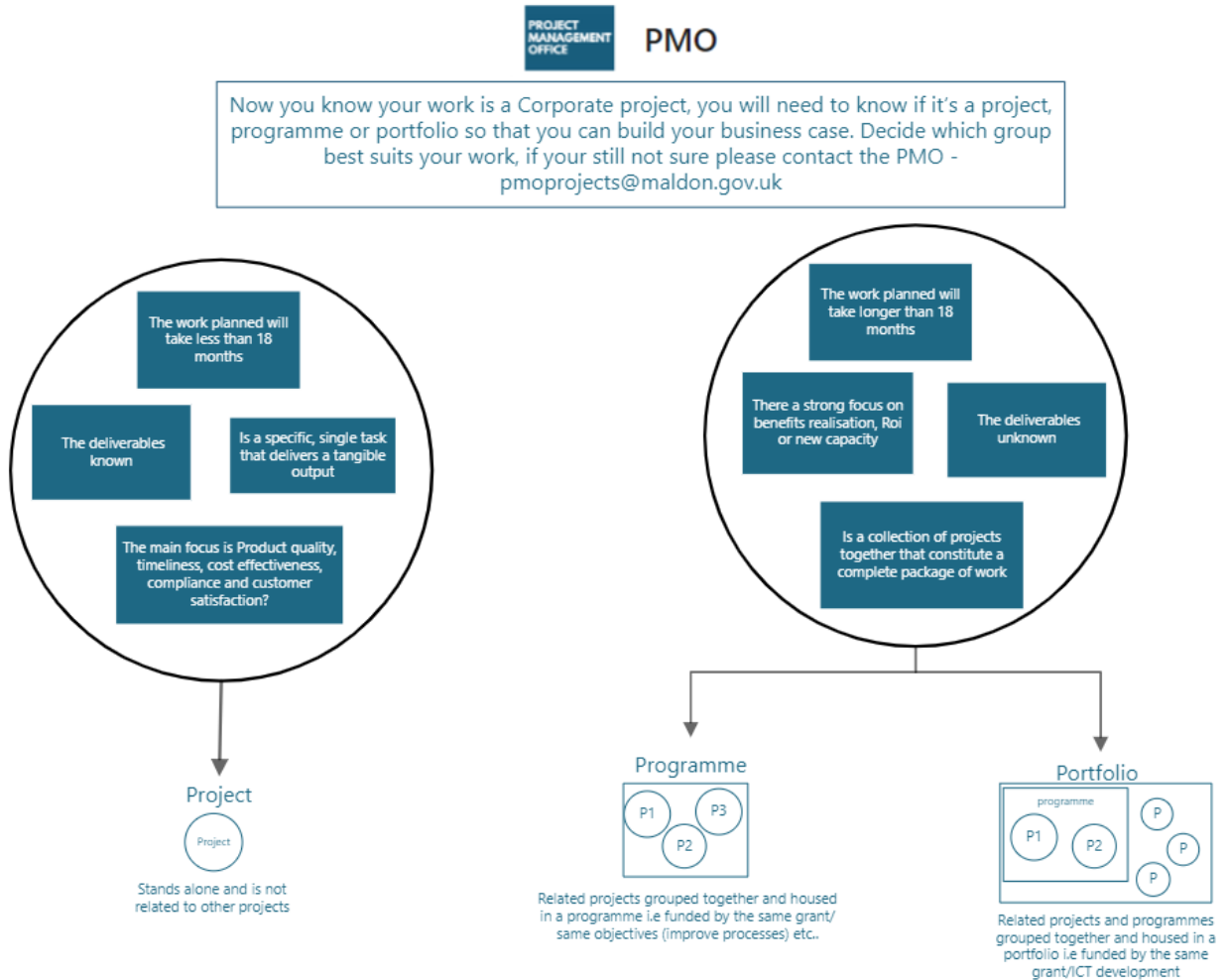
The PMO provides tools and templates that are accessible to all project managers and Sponsors and includes:

- Project Brief
- Business Case
- Project Budgeting
- Risk Assessment
- MoSCoW (for prioritising project requirements)
- Traceability Matrix (for managing project requirements)
- Options Comparison
- Stakeholder Checklist
- Project Management Plan (including Gantt chart)
- Budget, schedule management and forecasting (Monte Carlo Simulation tool and Earned Value Management)
- Decisions Log

Both the Local Partnership LLP and the PMBOK state that '*it is important to have clear definition on what is a project, programme and portfolio as this is a key parameter in establishing the role of a PMO, what the PMO will take responsibility for and provide support with.*'

They also state that '*a project is a specific, single initiative with tangible outputs, whilst a programmes and portfolios are a collection of related projects.*' Therefore, during the concept stage of a project when the business case is being drafted the PMO process is to establish if the work is categorised as either a project, programme or portfolio, this will define how it will be reported in the P3 management App (our internal project management tool). This process ensures that deliverables can be clearly defined and are measurable.

This image illustrates how projects, programmes and portfolios are defined:

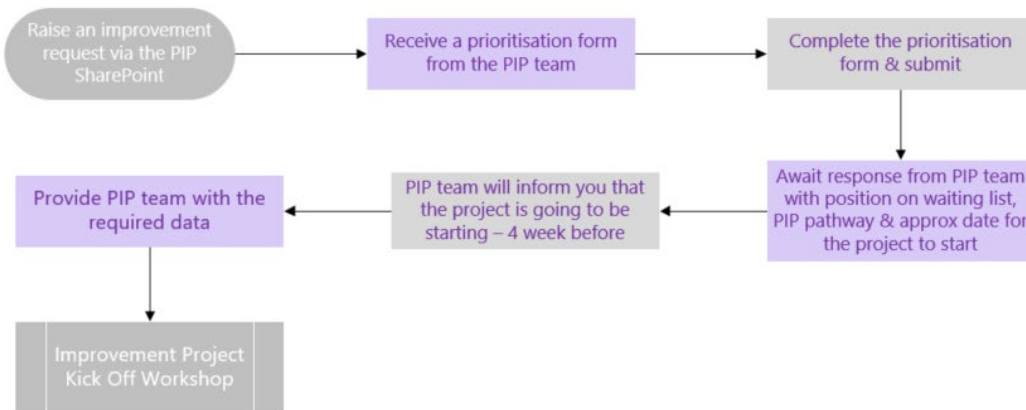


From April 2024 the PMO will be providing project management training/refresher courses that follows the PMBOK principles and is tailored to best fit Maldon District Council (current PMO Manager is qualified to provide bespoke/tailored project management training).

The Improvement Management Service - To ensure the Improvement Management Service follows best practices, it has been developed and embedded into the Council using the process improvement methodology Lean Six Sigma which is designed to improve performance by removing waste / defects and reducing variation.

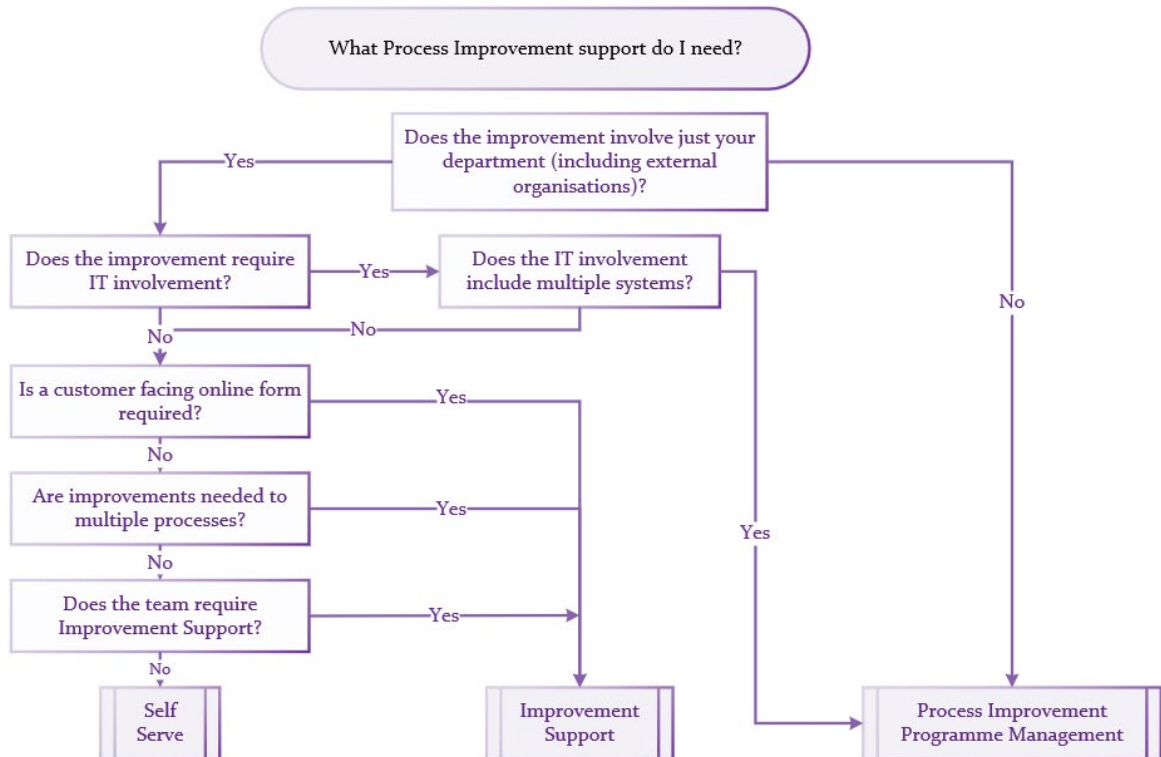
The flowchart below shows how the Improvement management service is initiated:

Improvement Management (IM) Customer Process



The Improvement Management team will determine which delivery pathway each raised process improvement should take, the Improvement Management Team aims to deliver the following packages which are dependent on the pathway selected for the improvement.

The decision tree shows how the pathway is decided:



Please see Appendices 3.1 for the image which illustrates the delivery process through the 'Improvement Management Service fully managed' pathway:

Please see Appendices 3.2 for the image which illustrates the delivery process through the 'Improvement Management Service supported' pathway:

Please see Appendices 3.3 for the This image illustrates the delivery process through the 'Improvement Management Service Self-Serve' pathway:

Being a small team, we wanted to ensure that we are able to deliver as many improvements to processes as possible, for the public and for the process owners that services within the council can be sustainable with the resource that are available. With the Improvement team managing the improvements end to end, we are able to deliver 2 improvements per month on average.

To accelerate the volume of improvements being delivered we have trained 24 officers from different areas across the council to manage improvement projects, we have called these improvement leaders 'Green Belt Improvement Champions'. The training material was delivered over 12 weeks with delegates attending a 1 hour lesson each week and then they would apply the taught material to their own improvement project outside of lesson time.

The idea is that the 'Green Belt Improvement Champions' fully manage improvement projects in their areas with the support and guidance from the Improvement team. With this initiative we are hoping to see a significant rise in the volume of improvements being implemented across the organisation.

4. Governance, Assurance and Key Performance Indicators

The PMO was further developed in August 2023 which saw new robust Governance processes and structure, more assurance for key stakeholders and well-defined key performance indicators.

Governance

The flowcharts below show the governance processes implemented into the PMO:

Please see Appendices 4.1 for the image which illustrates the PMO governance for starting a project and whilst it is in progress.

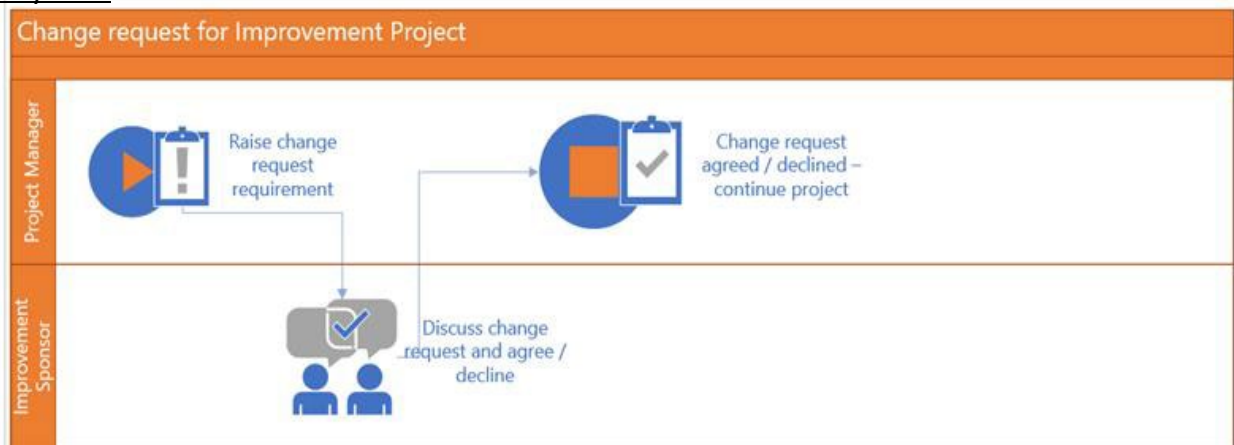
Please see Appendices 4.2 The image illustrates the PMO governance for required project change requests.

Please see Appendices 4.3 The image illustrates the PMO governance for regular project updates.

Please see Appendices 4.4 The image illustrates the PMO governance for project closures.

For Improvement Management, any change requests for improvement projects are discussed with the improvement sponsor (Cheryl Hughes) at weekly team meetings. Any issues, concerns, or risks around the change to the project are talked through and then the changes are either agreed or declined - as shown in the process map below.

This image illustrates the Improvement management governance process for project change requests:



To ensure fairness, Improvement Management have embedded a project prioritisation process whereby an online form has been developed for staff to provide feedback on any processes which require improvements, an additional form asks several questions which feeds into a technical matrix. This has been put in place to review and score project suggestions, which helps prioritise the work programme and the waiting list for the improvement team. This is to ensure fair and consistent prioritisation to Improvement requirements throughout the authority.

Improvement Management carry out a feasibility analysis before each project starts to ensure the work required can be carried out efficiently and effectively.

This table shows the feasibility analysis criteria:

Category	Feasibility questions	Feasibility feedback	Feasible? Yes / No
Technical Feasibility	Does our current technology support the proposed solution?		yes
	Do we have the technical competence to build the <u>system</u> or do we have the support and resource from external suppliers where required?		
	Can we support and maintain the system when it is in use?		
Compliance Feasibility	Are there any legislative or statutory requirements involved in this process? (policy, regulations, standards, governance, requirements etc.)		
Organisational Feasibility	What impact will <u>undergoing</u> this project have on BAU and is this manageable?		
	Do we as an organisation have the staff availability to develop new processes for this change? e.g. resources		
Customer Feasibility	Will this improvement be suitable for our back-office staff? Have we had any feedback from them requesting a change?		
	Will this improvement be suitable for our external customers? Have we had any feedback from them requesting a change?		
Economic/Financial Feasibility	Are any purchases or spending required? E.g., any additional systems or upgrades		
	If yes, what is the budget, and can we afford to do so?		
	If yes, where will the budget come from?		
	Will the improvement save staff time, improve performance or reduce costs?		
Overcoming Barriers	What are our expected <u>barriers</u> and can we overcome these?		

The answers to the questions in the above table, will confirm if the improvement project is feasible, if it isn't then we will assess the reason for this and either put it on hold until a time where it is feasible or close the project.

Before any improvements to a process goes live, it will go through thorough testing by the team who own the process and it will not go live until it has been signed off.

This Image shows the information required for a process improvement to be signed off:

Go live sign off for add name of process

Process sign off for **add name of process**.

By electronically signing this (sending the email back with your email signature) you are confirming that you have carried out testing and you are happy that the form is fully working and is ready to go live.

Please indicate the case retention time for the Firmstep form
Days/weeks/months/years **(if applicable)**

|

Signed:

To ensure governance with improvement projects being managed by our 'green belt champions', the Improvement Management Team offer support and provide guidance to our green belt champions via a monthly workshop which will take place to discuss any projects currently being worked on. We will answer any queries, check in on how the projects are progressing and provide any suggestions and support as necessary. This platform also allows the group to discuss any lessons learnt from the projects they have been working on and share knowledge between the team.

Alongside this, a Microsoft form has been created for all green belt champions to complete when they reach the end of a phase within the DMAIC lifecycle. This signifies the completion of a project milestone and asks questions around the templates used, if any improvements could be made to these, ensures that all the correct documentation has been completed or considered and provides suggestions for communication to be sent where necessary.

Assurance

Project assurance is a fundamental part of effective project governance and project audits are the means to providing that assurance to enable Sponsors and other stakeholders to have confidence that the PMO governance is working and that projects are being managed as intended.

From April 2024 BDO will be carrying out Audits of:

- The PMO to review our corporate approach and give feedback on areas for improvement.
- A random selection of corporate projects to review individual project governance, documentation, resource balance, objectives and expectations can be realistically delivered based on the project's constraints.

From April 2024 PMO will carry out Project health checks to:

- Identify project support needs.
- Check project viability.
- Ensure governance processes are in place.
- Check PMO governance processes are being followed.
- Give assistance where needed to give assurance on all the above

Key Performance Indicators (KPI's)

How we monitor and evidence KPI's for both the Project management Office and Improvement Management is broken down into two categories, strategic and service reporting:

Strategic reporting:

- PMO and Improvement- the KPI's are fed into the balance score card which is reported to PGA committee through the exceptions report.

Service reporting:

- P3 (Project, Programmes and Portfolio's) Headline and insights report - for strategic decision making.
- P3 (Project, Programmes and Portfolio's) summary and highlight report - for project decision making.
- PMO governance - compliance / worth / trends / traffic or demand / benefits realisations - future identification and will be built during 2024 - 2025
- PMO and IM Success reporting - measured success / benefits realisation

Strategic failures will be flagged and escalated to CLT Governance Board if identified through the PMO or the Assistant Director of Programmes, Performance and Governance if identified through Improvements. These may also then be reported in the Balance Score Card Exceptions or the Corporate Risk Register, depending on severity.

5. Realigning to the new Corporate Plan and Technology strategy

The work we do underpins delivery of key corporate strategies including: [Corporate Plan 23-27](#) defines a 'smarter finances' goal, where we will be both digitally efficient, and sustainable in our expenditure, which are underpinned by process improvement activity. Our Project Management office function will also contribute to this goal by ensuring sustainable expenditure and project delivery.

There is also a 'provide good quality services' corporate goal. This includes an aim to achieve 'improved processes that improve efficiency' and Ensure Value for Money. The activity as set out in this strategy also directly contributes to delivery of this goal. our member champions help to feedback the voice of the customer to ensure services are designed with customer journey in mind.

Technical strategy - this is a key document for the authority and sets out our vision for how we will utilise systems and build new customer processes. A revision to this strategy is currently in development for 24/25. The roadmap of this work will help define the delivery plan of PMO and Improvement work.

Additionally, the work the team does supports delivery of the Data Management and Insight Strategy adopted by Strategy and Resources committee in January 2023 [Appendix B.pdf \(maldon.gov.uk\)](#) We will continue to work closely to support delivery of the action plan from this strategy that supports improvements in data maturity at Maldon, and is an activity being tracked and encouraged by OFLOG (office for Local Government) Activity also includes supporting the GIS (Geospatial Information System) development programme and linking opportunities for process improvement based on mapping developments.

6. Changes in the team structure and incorporating PMO

In 23/24, a structure change was made within the team. The Project Management Office function has now combined to create a central Corporate PMO and Improvements function. This also created an organisational efficiency of 1 FTE, supporting delivery of balanced budgets for the Council.

The table shows the two core roles within the team:

Project Management Office	Process Improvement (general)	Process Improvement (technical improvements)
Overview and reporting of organisational projects	Management and delivery of Corporate continual improvement programme	Delivering and supporting technical process improvement
Challenge and scrutiny of project delivery. Escalating risks through reporting	Presenting ideas for improvement and challenge in areas of 'inefficiency'	Supporting PMO reporting and project management of IT projects
Support and training of project managers	Support and training of improvement champions	Technical capacity building / staff communications- supporting transition of IT projects to BAU
Measurement and reporting project benefits and outcomes	Measurement and reporting organisational efficiency	Testing of organisational systems
Keeping up with best practice and ensuring the organisation is aware	Keeping up with best practice and ensuring the organisation is aware	

We currently have ad hoc resource within the team, attached to project resource delivery (e.g., HMLR project) This means wider project work can be progressed by the team until summer 2024 when this resource is fixed until.

At the permanent level, there are 2 FTE posts attached to the work outlined in this strategy. This means our approach is to build capacity and support across the Council and enabling all staff to support Improvements and Project work as highlighted.

7. Service offer

The table below outlines the service provided by the Improvements team including examples of the activities currently being delivered.

Activity	Example
Supporting services in delivering strategy via projects and improvements	<ul style="list-style-type: none"> • Providing support on ICT projects • Creation of Licensing forms due to removal of forms on .gov website
Training and building capacity for teams to carry out their own projects and improvements	<ul style="list-style-type: none"> • Carrying out 'green belt' training sessions and providing support where necessary • Project Management mentoring • Knowledge transfer
Ensuring compliance	<ul style="list-style-type: none"> • PMO monitoring. • Monitoring and improvements to processes such as FOI and complaints
Corporate reporting and governance assurance through the PMO and Improvement program	<ul style="list-style-type: none"> • P3 App (internal project management tool) • Reporting tools and templates available on SharePoint
Supporting organisational benefits realisation	<ul style="list-style-type: none"> • Templates produced with financial information relating to wages. • Corporate challenge and support
Delivering projects and Improvements	<ul style="list-style-type: none"> • Licensing forms • Revs and Bens forms • Grant forms • Creation of Integrations into back-office systems • Set up of new Civica documents to allow for auto indexing
Managing projects and improvement	<ul style="list-style-type: none"> • Website improvements • Task Smart • HMLR
Keeping abreast of and ensuring best practise for projects and improvements	<ul style="list-style-type: none"> • Website accessibility and guidelines • PMO
Provide advice and training on software solutions available to improvement processes	<ul style="list-style-type: none"> • Training on the Freedom of Information process via Firmstep
Support, advise and provide recommendations for project management and improvements	<ul style="list-style-type: none"> • Quick win workshops • Support provided to Green Belt Champions • Analysis of current software use
Produce and share tools and templates	<ul style="list-style-type: none"> • Creation of self-serve section on the PIP SharePoint • PMO SharePoint

8. Workplan

We have a list of projects that have been raised by either colleagues or the public. The list is subject to change as new more important projects can be added and these projects will take priority, however the work list that is intended to be carried out during 2024 2027 is as follows:

Work list that will be fully managed by the Improvement management Team:

Score	Process Impacted	AD area	Service Area	Problem statement - 'what is the issue?'	What we require	Form Required?	Pathway
67	Contact us form and process	Sue	CSA / ALL STAFF	Low star rating	Look at process and see if we can improve this - remove need for sign up? Look at adding PDF button to help with transfer to Civica	Yes	PIP
65	Database	Hannah	Cemeteries	Similar issues to the garden waste database	New database	No	PIP
49	Fly tipping etc.	Sue	Community Engagement	Process needs to go through firmstep and the address issue needs looking into	Use the firmstep system to push information into Uniform and prevent duplication with address problems	Yes	PIP
44	Food hygiene inspections and audit record	Hannah	Environmental Health	Process very paper based and currently unable to go out on site due to COVID	Make this a more automated process with less paperwork by using an online form and integrating into Uniform	Not sure	PIP
44	Environmental Health Consultations	Hannah	Planning/ Environmental Health	To enable consultation requests from Planning to Environmental Health to be added to Uniform automatically - Before Dash went live consultations from Planning to Environmental Health used to be added to Uniform and a jobsheet printed via the 'Robotic User'. This was turned off when Dash went live but a new process was not put in place for these, so now each planning consultation that is received has to be manually created in Uniform, which can take up a lot of caseworker time.	Planning choose to consult EH it is automated in some way to create a new Uniform record, print a job sheet and/or send an email to the EH email account. The Process Improvement Team are currently working on automating consultations from licensing to EH as part of the TEI form improvement process, so once that is in place I'm hopeful that it would be relatively easy to copy the process into another type of consultation.	Not sure	PIP
27	All building control applications	Matt	Building Control	The application colours don't change at the correct time scales in line with when we need to take certain actions. Also we can't delete Regularisation or Revision applications. Also we can't change 1 type of application to another when people submit the wrong form. I also notice there are at random times multiply entries for the same application number appear in the list.	Changes to allow the processes to run smoothly	Yes	PIP
26	council tax - change of tenant's pathway and form	Sue	PIP	1 star rating given - acting on customer feedback to review report. Customer has to complete the form numerous times if they have numerous properties rather than capturing all the information in one go.	star rating- investigate process- is feedback reflective. Amend form to be able to take more than one property detail at a time.	Yes	PIP

Work list that will be supported by the Improvement management Team:

Score	Process Impacted	AD area	Service Area	Problem statement - 'what is the issue?'	What we require	Form Required?	Pathway
45	Breach of planning condition	Matt	Enforcement	Manually inputting details into Uniform from form	Integrations from Firmstep form to Uniform	Yes	QW
45	noise complaint	Hannah	CSA and Environmental Health	a housing association, it will not allow you to proceed unless you upload a copy of complaint sent to the housing association, this is usually a phone call and so they have nothing to upload, also if a resident is vulnerable we would complete this for them but again cannot get past this point	customers cant use the form and we cant help them	No	QQW
41	Council Tax Discount form	Sue	Revenues and Benefits	Highlighted at website project group that the 'Contact Us' was the link to applying for all the Council Tax discounts. This prolongs the process as customers have to be contacted to be sent a form and gather the info off the back of their initial contact. Also unable to upload evidence on 'Contact Us' form.	One form listing the discounts that can be applied for, when selected opens up questions to apply for that particular discount. Function to upload evidence on application form. Captures all/majority of info in initial contact.	Yes	QW
41	Application for the review of a premises license	Hannah	Environmental health / licensing	To allow customers to request a review of a premises license Manual form to be downloaded as PDF from website and then emailed / sent in by post, old ways of working.	New e-form to allow customers to complete all the information required to request a review	Yes	QW
40	Upload evidence and Update us	Sue	All	Confusing for customers and users as they are so similar	Both forms need to be merged, bearing in mind that the update us form link is used in Uniform templates.	Yes	QW
39	Report a nuisance	Hannah	Environmental Health	Not all information is collected as required and lot of manual work to get information into back office systems	New online form collecting correct information with integrations into Uniform and Civica	Yes	QW
37	Temporary road closure for special events	Sue	Events	Transfer to new forms (change may be required to wording - contact Shaun)	Transfer to new forms	Yes	QW
32	customer to contact us to raise noise nuisance report	Hannah	Environmental Health	Specialists are not using Dash and therefore Caseworkers are having to email the correct officer to let them know they have an application and having to close the case in Dash on their behalf.	Removal of Dash process for specialists and addition of selecting officer in caseworker stage so email is automatically send to Specialist.	Yes	QW
25	Disabled reduction application form	Sue	Revs & Bens	Currently a downloadable PDF form on the website	Make this an online form	Yes	QW
3	Committee Services	Cheryl	Appointments Board	The process needs mapping and a clear deliniation of work	a new process		QW



Work list that will be managed by the Green belt improvement champions and will falls into the self-serve pathway:

Score	Process Impacted	AD area	Service Area	Problem statement - 'what is the issue?'	What we require	Form Required?	Pathway
48	Subject access requests	Annette	Legal	There doesn't seem to be a central recording or processing of subject access requests (SAR'S). These are request by individuals to see the personal information we hold about them. This is often a file eg housing file or could potentially be all the records we hold.	We have a central and standardised way or recording and storing these requests.	Not sure	GBC ?
41	Export certificates	Hannah	Environmental Health	Inconsistent with how the info comes in, Received via email, Expecting high volumes in January	Scope new form	Yes	GBC
41	Paperless reminders and e-billing	Hannah	Waste	Council wide issues with sending paper billing, reminders and general info	implement a process for information to be pulled from a system filtered and reminder, bills and general info and updates to be sent via email	Not sure	GBC
41	To use uniform and civica	Annette	Street naming and numbering	we use uniform as a very basic recording system for applications (added in manually) we dont use civica - documents are being saved in the drive	To use uniform in the correct way - set up template letters for consultees, confirmation letters etc - not sure what else we can do on uniform be able to plot on the map section To index documents on to civica, this includes all the old files in the office which need back scanning	No	GBC
39	Maldon school permit process	Sue	Community Engagement	Link is sent to parents - issue with duplicated permits being distributed	New form and process	Not sure	GBC
39	Report writing including conditions inputted into uniform	Matt	Development management	Every report is written manually starting from scratch on a new word document, writing all the conditions separately (can be 10-20 conditions on a full application). Hearing how other councils work using uniform to write reports/conditions shows there are significant time savings to be made doing it this way. It might be that the report is uploaded automatically to civica once written, although I'm not 100% familiar with how it works. Colchester council is an example if you need to speak to anyone about it. Some existing planning officers might have worked at places where this exists, so they might be able to help too.	The standard text and conditions need to be input into uniform, and maybe a linked process created with civica, but I don't know the details. A Uniform specialist would probably have to be hired temporarily to complete this process.	No	GBC
39	Incoming and outgoing e-mails	Sue	Revs & Bens	enquiries we often use e-mails. When the customers reply to the e-mails these go into the Revenues inbox and then have to be manually indexed onto their file in Civica. Due to the daily volume of incoming and outgoing e-mails across Revs and Bens it is a daily task to monitor the Revenues inbox and manually index the e-mails. Often there can be a delay with the e-mail appearing on the file dependant on when this task takes place during the day or week. If a customer telephones before it gets indexed Customer Services or the officer who answers the call may not have all the up to date information on the file and has to go looking for it.	I believe with Civica Workflow there may be the function to have the incoming e-mails automatically indexed onto an existing file if the account reference or claim number is contained in the subject line. When staff send out an e-mail they can input the ref number in the subject line and when the customer replies to that e-mail it will automatically index onto that file. We can also inform customers if we know they are sending in an e-mail to input that information into the subject line.	No	GBC
33	Move green waste to 100% online	Hannah	Waste	Some process that could be moved to online are still being done manually/ over the phone	Channel shift all Green waste processes to online	Yes	GBC
28	Report issues with a car parking machine or request refund	Sue	Community Engagement	new form needed	scope and build new form with integrations	Yes	GBC

9. Service risks

The following risks have been identified that may impact delivery of the programme as defined in the document.

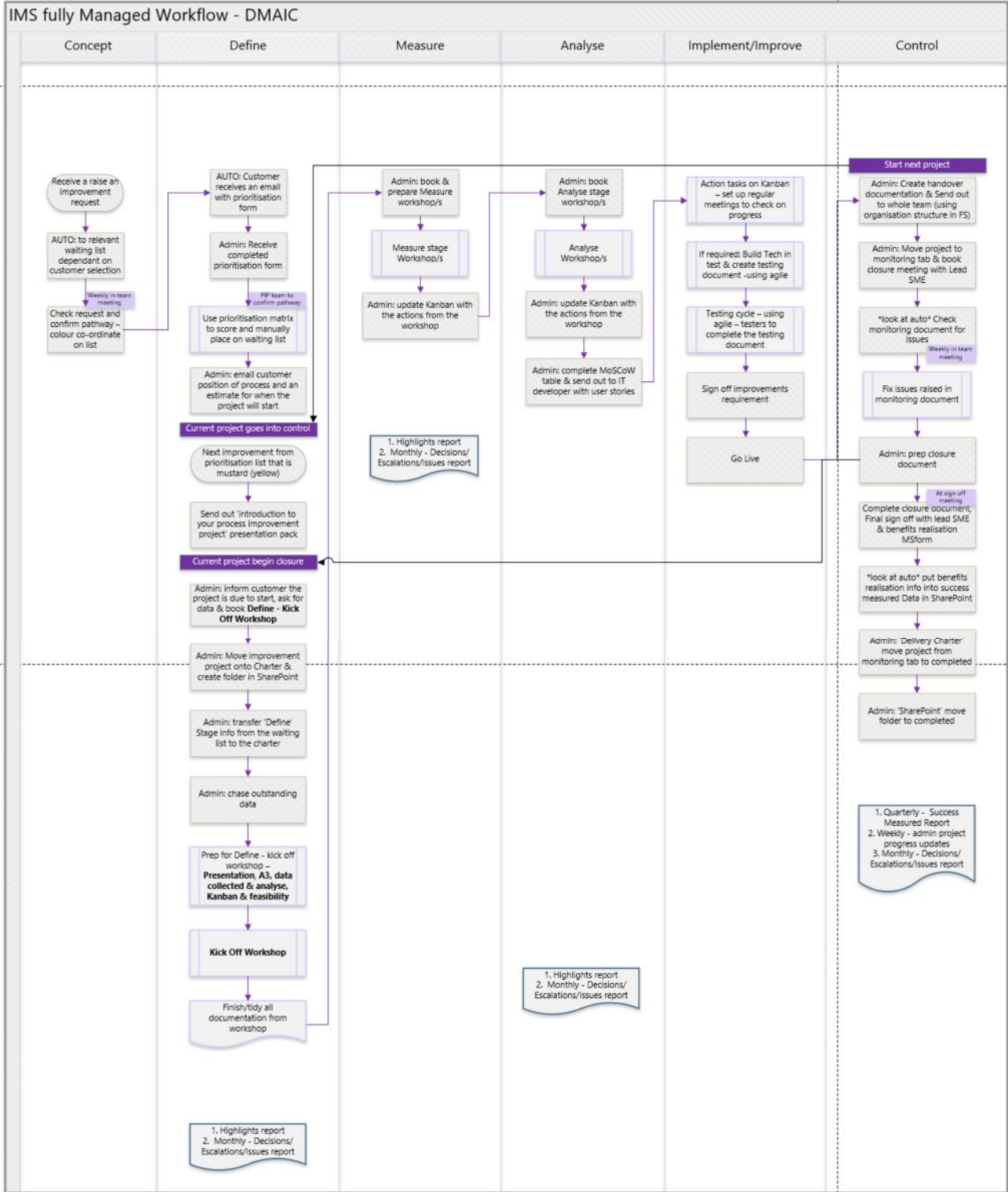
Scores have been given in line with the Corporate Risk Framework, and mitigating actions identified. We will monitor and review these risks throughout delivery to see how effective the mitigating actions have been and if further mitigating work is required.

Risk	Score	Mitigating Actions
Not realising benefits to deliver Corporate Plan objective of smarter finances	L- 3 I-4 =12	Close working with finance colleagues, development of consistent ways to monitor benefit delivery
Resource not committed to projects	L-2 I-4 =8	Monthly CLT board to review projects. Reporting of project impacts for CLT/ AD review
Not having clear project objectives	L-3 I-4 =12	PMO robust challenge on projects , including pre-project appraisal meetings and recommendations to CLT board
'Critical Friend' approach is not fully developed	L-3 I- 2 =6	Training/ relationship building to establish trust in this role. Feedback from 2024 internal audit may also help us to develop this further
Not having skilled staff resource	L-2 I-5 =10	PMs designated but need training, templates. Challenge on organisational capacity for projects and if too many are in progress (using AD capacity feedback)
Awareness and empowerment of staff to make improvements.	L-3 I-4 =12	Green belt training Quarterly check in with green belts. Regular comms to staff eg oneteam articles, and onboarding information for new staff members
Business continuity/ organisational knowledge transfer of PMO and improvement support	L-3 I-4 =12	Documentation and wider PPG team training for processes. SharePoint development to also create central resource around processes.
Resource in team to deliver improvements / support projects is limited – model relies on wider staff commitment	L-4 I- 2 =8	Review possible options to look at resource extensions. Manage expectations/ clarity of roles as part of strategy launch

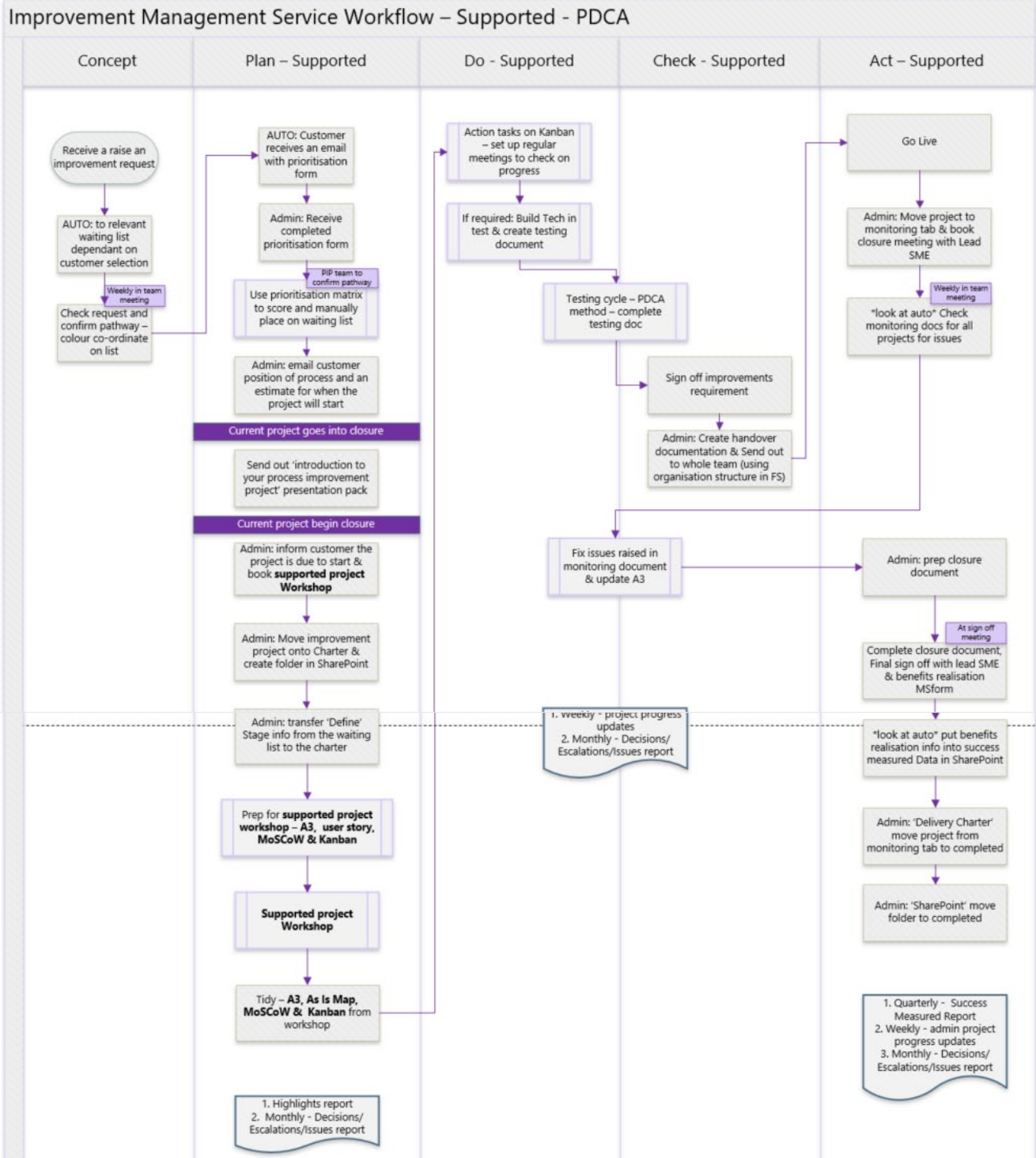
Risk Level	Likelihood score				
	1= Unlikely	2= Less likely	3= Likely	4= Very likely	5= Definite
Major : Level 5	5	10	15	20	25
Significant : Level 4	4	8	12	16	20
Moderate: Level 3	3	6	9	12	15
Minor: Level 2	2	4	6	8	10
Negligible: Level 1	1	2	3	4	5

10. Appendices

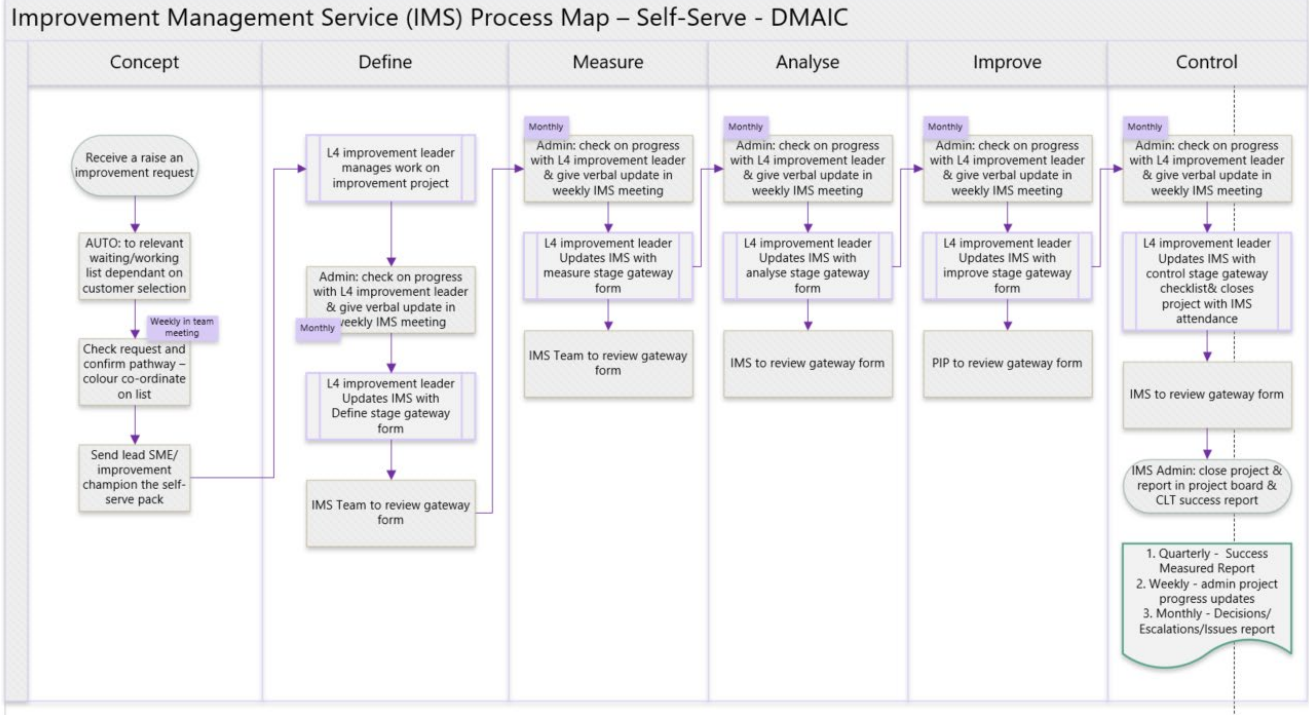
3.1: Image illustrates the delivery process through the 'Improvement Management Service fully managed' pathway:



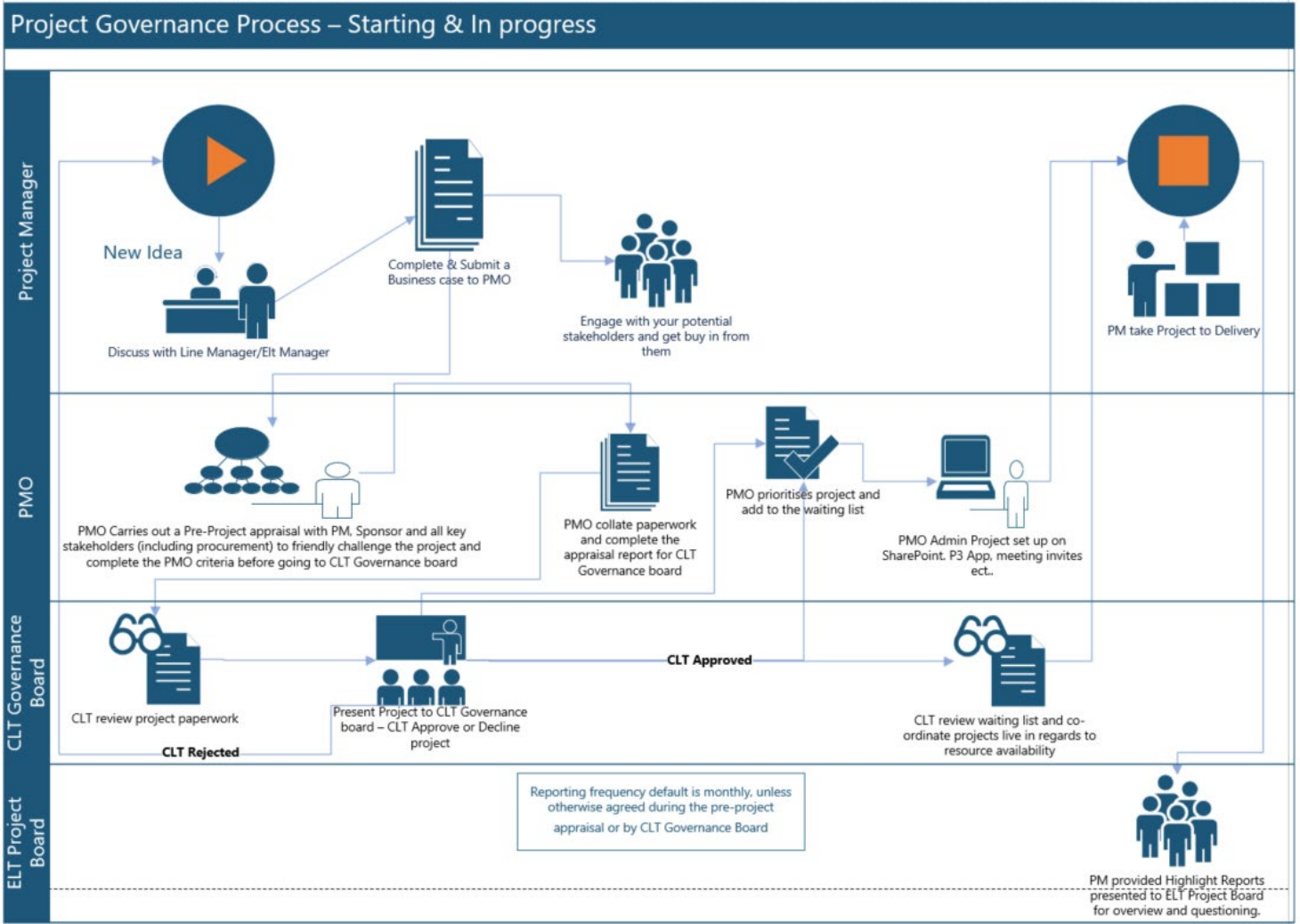
3.2 This image illustrates the delivery process through the 'Improvement Management Service supported' pathway:



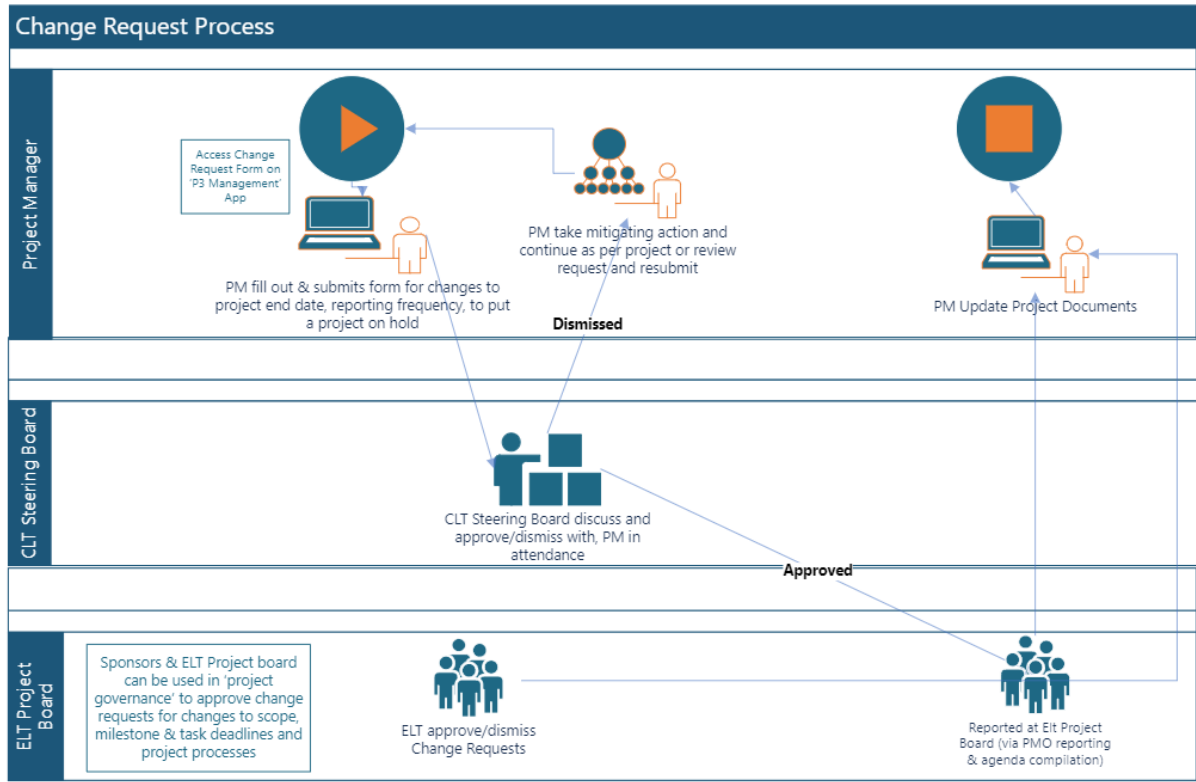
3.3 This image illustrates the delivery process through the 'Improvement Management Service Self-Serve' pathway:



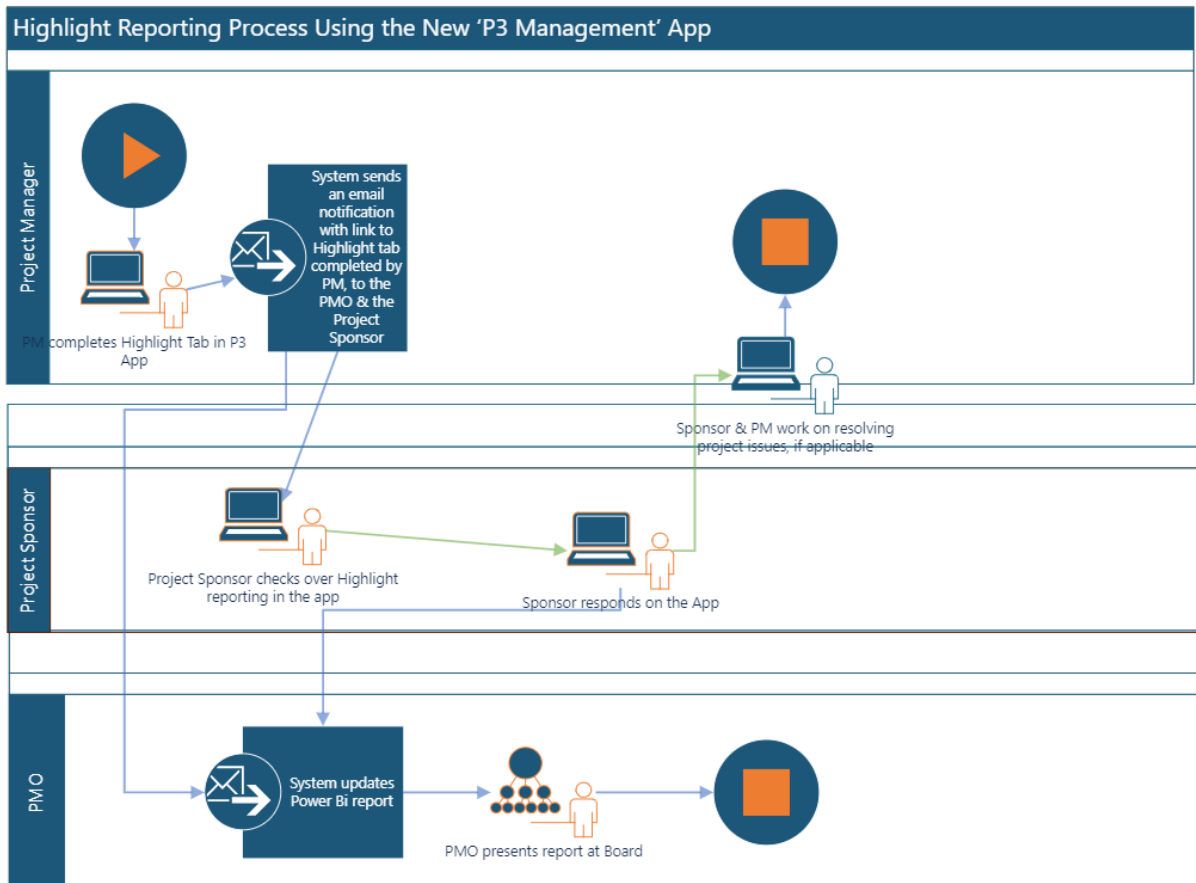
4.1 Image illustrates the governance for starting a project and whilst it is in progress:



4.2 This image illustrates the governance for required project changes:



4.3 This image illustrates the governance for regular project updates:



4.4 This image illustrates the governance for project closures:

