

This report has been drafted to highlight the following:

**1. Business Transformation Program**

- 1.1. Program Health Check
- 1.2. Update Program Significant Issues or Risks
- 1.3. New Program significant Issues or Risks
- 1.4. Post Implementation Reviews

**2. Strategic Projects (PMO)**

- 2.1. Program health check
- 2.2. New projects and summary controls
- 2.3. New issues or significant risks

**1. Business Transformation Program**

**1.1 - Program Health Check**

Steering Committee	Transformation Project (TP)	Health Indicator
Whole of Council	TP2 – People & Culture	Yellow
	TP8 – Information Knowledge Management	Green
	TP9 – Policies, Procedures & Local Laws	Green
	TP14 – Legislative Change	Green
	TP15 – Community Engagement	Green
	TP17 – ICT Strategy	Green
Finance & Reporting	TP1 – Reporting Framework	Green
	TP3 – Procurement	Yellow
	TP4 – Asset Management	Green
	TP5 – Strategic Business Planning Framework	Green
	TP16 – Budget Framework	Green
	TP18 – Major Project Prioritisation & Advocacy	Green
Risk & Governance	TP6 – Complaints Management Framework	Green
	TP7 – Risk Management Framework	Green
	TP10 – Fraud & Corruption Control	Green
	TP11 – Delegations	Green
	TP12 – Information & Transparency	Green
	TP13 – Return to Elected Representatives	Green

**1.2 – Update Program Significant Issues or Risks**

**Delivery of TP2 – People & Culture**

Background:

- TP2 concerns the delivery of a new and improved People and Culture function within Council. It consists of 6 key sub projects: People & Culture Framework, Grievance Management, Recruitment and Selection, Safety Management, Capability Framework and Performance Framework.
- ‘Operation Windage’ identified People & Culture as a key area within their report.

Issue/risk:

- Restructure of the People & Culture branch in 2019 had an impact on implementation plans and delivery dates.
- Key deliverables from the Grievance Management Framework and Performance Management Framework have been delivered, but not implemented.
- Issue was to ensure key positions that are intrinsic on successful delivery, are recruited and finalised prior to rollout. These positions have now been filled.

Existing Process, System & Controls:

- Program risk and issue model is applied in monthly one to one with project lead to manage project risks and issues.
- Increased visibility /control of the project amongst the Executive.
- Reviewed Implementation plans with dates reflective of successful issue management.

Status:

- Ongoing.
- New corporate strategic project has been developed to include all transformational work being completed within the People & Culture branch (People & Culture Strategic Plan) and managed through the corporate PMO to ensure appropriate governance, delivery and monitoring. Progress will also be reported in monthly corporate PMO reporting cycle.

### **Delivery of TP3 – Procurement**

Background:

- TP3 concerns the delivery of a new centralised procurement operating model across Ipswich City Council.
- When original procurement model was endorsed, no indication was provided on resourcing or funding of the model. This has now caused significant issues with implementation.
- Approved implementation plan is overdue in milestones and at risk of delay to go live dates.

Issue/Risk:

- Initial implementation plan was based on 'User Acceptance Testing' (UAT) and not a 'Whole of Council' change process for communications, change management and training.
- A draft timetable on the roll out of the new procurement process has previously been communicated via the Wire, as well as 'Procurement Awareness' training made available to all of Council via E-Hub.
- In February 2020, ELT approved the funding and resource proposal for implementation.

Existing Process, System and Controls:

- New implementation plan submitted for approval to the BTP Steering Committee 13 May.

Status:

- Issue ongoing.
- New corporate strategic project has been developed focused on the change and implementations activities for TP3. This will be managed through the corporate PMO to ensure appropriate governance, delivery and monitoring. Progress will also be reported in the monthly corporate PMO reporting cycle.

### 1.3 – New program issues or significant risk

Nil to report.

### 1.4 – Post Implementation Review

- Number one corporate risk relates to the realisation of BTP outcomes.
- Post Implementation Reviews (PIR's) will be conducted every 3, 6 and 12 months to track and monitor realisation of outcomes and ensure ongoing delivery and implementation.
- Attached spreadsheet is PMO resource to register all outcomes, status and progress comments against schedule.

#### Summary:

Project	Health Indicator	Comments
TP1 – Reporting Framework	Green	
TP2 – People & Culture	Yellow	TP2 re-scope
TP3 – Procurement	Yellow	TP3 re-scope
TP4 – Asset Management Framework	Green	<p>Actions are continuing to be progressed with the exception of:</p> <ul style="list-style-type: none"> <li>- A delay on the implementation of Contributed Asset Sign of Processes will be postponed awaiting Promapp delivery.</li> <li>- Property utilisation strategy register is continuing to be progressed with some delays predicted to occur and extension on dates for completion requested.</li> <li>- Business processes are a high priority once the implementation of Promapp has been completed.</li> </ul>
TP5 – Establish a Strategic Business Planning Framework	Green	Outstanding actions have now been incorporated under TP1 (Reporting Framework)
TP6 – Complaints Management Framework	Green	
TP7 – Risk Management Framework	Green	
TP8 – Information Knowledge Management	Green	
TP9 – Policies, Procedures & Local Laws	Green	
TP10 – Fraud & Corruption Control	Green	

TP11 – Delegations	
TP12 – Information & Transparency	
TP13 – Return to Elected Representatives	
TP14 – Legislative Change	
TP15 – Community Engagement	
TP16 – Budget Framework	
TP17 – ICT Strategy	
TP18 – Major Project Prioritisation	

## 2. Strategic Projects

### 2.1 – Program Health Check

Establishment of Corporate PMO	
ICT Platform	
ProMapp/Process Governance	
Ipswich CBD Redevelopment	
Planning Scheme	
Mayoral Innovation Program	

### 2.2 – New Projects and Summary Controls

#### Mayoral Innovation Program

##### Background:

- A new mayoral request has been received to establish an 'Innovation Team' to identify more efficient ways of service, in meeting our community's needs.
- An efficiency innovation approach encourages our officers on the ground (employee driven innovation) to share ideas on how we can provide better services and value to the community in a more timely, transparent and efficient manner. Opportunities will be established as a suite of projects and managed within a strategic Program of Work (PoW).

##### Process, Systems & Controls:

- PMO risk and issue model applied to project delivery with the establishment of registers for monitoring and reporting.
- A clear and robust program governance framework established to ensure ongoing delivery, benefits management and manage risk of Councillor Interaction, in line with Staff Councillor Interaction Policy.
- ELT established as project sponsors and governance role to ensure successful delivery.
- Please note, project planning in early stages and further controls to be defined.

##### Issue/Risk:

- No risks or issues to report.

## The Planning Scheme

### Background:

- A planning scheme is a living and evolving document that guides the way land, buildings and structures are used and developed in the Ipswich Local Government Area to make sure the right development happens in the right locations.
- This PoW consists of the delivery of all components of the scheme in addition to the implementation of an ICT solution (Isovist) to help better manage and report against our planning activities.

### Process, Systems & Controls:

- PMO risk and issue model applied to project delivery with the establishment of registers for monitoring and reporting.
- Hands on program management approach to assist in coaching and development of staff in project management expertise.
- Increased reporting to sponsor and ELT for transparent and timely information flow to ensure appropriate issue management.
- Please note, project planning in early stages and further controls to be defined.

### Issue/Risk:

- No risks or issues to report.

### ***2.3 - New issues or significant risks***

## ProMapp / Process Governance

### Background:

- Council currently has no process governance framework in place, lacking a centralised process repository, Business Process Mapping (BPM) standards and nil communications or change management for process changes.
- Nintex ProMapp was identified as a fit for purpose BPM software solution that will provide Council with the capability to easily develop, manage and use Business Processes while being able to support a BPM governance model, with clear process accountability roles and responsibilities and communications/alert features for changes.
- Stage 1 of this initiative is to develop and implement a BPM Governance Framework, implementation of ProMapp and establishment of the 'current state' for Council processes.

### Issue/Risk:

- Due to the organisational impacts of Covid, deployment plans in some instances have not been met as a result of resourcing priorities.

### Process, systems & controls:

- Exercising a stop/go approach, a report was approved to place the project on hold and revisit deployment plans once resourcing can be prioritised again. Continued work is planned with those departments who are available.
- New departmental deployment plans will be created and endorsed by ELT for approval.
- Ongoing application of organisational project risk and issue model.