

## **ANNUAL UPDATE REPORT - ONETEAM TRANSFORMATION PROGRAMME STRATEGIC PARTNERSHIP WITH BRENTWOOD BOROUGH COUNCIL**

### **1 PURPOSE OF REPORT**

- 1.1 To provide the first annual update on the progress of the OneTeam Transformation Programme.

### **2 INTRODUCTION**

- 2.1 The following recommendations were approved at an extraordinary meeting of the Council on 25 January 2022 and an extraordinary meeting of Brentwood Borough Council (BBC) on 26 January 2022.

- (1) To agree the Strategic Partnership between Rochford District Council and Brentwood Borough Council and that Jonathan Stephenson is the Joint Chief Executive for both Councils with effect from 1 February 2022.
- (2) To appoint Jonathan Stephenson as the Council's Head of Paid Service with effect from 1 February 2022.
- (3) To approve the Heads of Terms.
- (4) That the Joint Chief Executive and the Monitoring Officer of each Council be given delegated authority, in consultation with the Leader of each Council, to enter into a Memorandum of Understanding and s113 Agreement to give effect to the Partnership.
- (5) That the Joint Chief Executive be given delegated authority to undertake a restructure of Tiers 2 and 3 of the Councils in consultation with the Leader of each Council.
- (6) That the designated Head of Paid Service is the proper officer under s270(3) of the Local Government Act 1972.
- (7) That a maximum of £300,000 be allocated from general reserves to fund the additional programme resource for the Transformation Unit.
- (8) That the Monitoring Officer be given delegated authority in consultation with the Portfolio Holder for Governance to make any required changes to the Constitution to give effect to the recommendations in this report.
- (9) That the MOU and s113 Agreement makes provision for robust Exit Arrangements and a Member-led Conflict Resolution Process.

- (10) That the s113 Agreement comes to the Review Committee for scrutiny before it is executed.
  - (11) That feedback from residents as to the impact of the partnership on services is regularly sought and reported upon.
  - (12) That there be an early review of technology in Phase 2 of the Transformation Programme to identify threats and/or opportunities.
  - (13) That the MOU and/or other document that underpins the Strategic Partnership makes clear that whilst the division of the savings achieved as part of the transformation process is to be agreed between the two Councils, that the starting point for that discussion should be 50/50.
- 2.2 It was noted at the January 2022 Meeting that the OneTeam Transformation Programme will report annually to each Council and quarterly to the Executive at RDC and to the Policy, Resources and Economic Development Committee (“PRED”) at BBC.
- 2.3 This annual report refers back to these recommendations where relevant in Section 3 to provide an update on their progress and other key considerations relating to the OneTeam Transformation Programme.

### 3 PROGRESS

- 3.1 The following progress has been made in relation to the OneTeam Transformation Programme since January 2022.

#### **Memorandum of Understanding (MOU) document and s113 Agreement**

- 3.2 The draft s113 Agreement was drafted by external lawyers and in accordance with the recommendations of the January 2022 Meeting, recommendations of both Councils’ Overview and Scrutiny Committees were captured within the final draft including:
- Exit arrangements
  - Member-led Conflict Resolution Process
  - Whilst the division of the savings achieved as part of the transformation process is to be agreed between the two Councils, the starting point for that discussion should be 50/50 – set out in the Financial Protocol
- 3.2 At its meeting of 13 July 2022, the Executive agreed the draft s113 Agreement and authorised the Joint Chief Executive and the Monitoring Officer, in consultation with the Leader of the Council and the Leader of BBC, to approve the final terms of the draft s113 Agreement and enter into all necessary and appropriate contracts and agreements to implement the s113 arrangements.
- 3.3 This was taken forward and the s113 Agreement was executed on 1 August 2022. Related updates to both Councils’ Constitutions are in the process of being undertaken.

**Tier 2 Senior Management Restructure**

- 3.4 A review of Senior leadership at Tier 2 has been undertaken and a new structure was put into place on 28 March 2022. This reduced the number of posts from 4 to 3 across both authorities.
- 3.5 These posts were recruited to earlier this year; however, following the resignation of one of the Strategic Directors, a further recruitment process was undertaken for a Strategic Director (Deputy CEO).
- 3.6 An appointment to this post was made by the Chief Officer Appointments Committee and BBC's Staff Appointments Committee on 14 July 2022 and Emily Yule joined the authorities on 10 October 2022 as the Strategic Director (Deputy CEO) with responsibility for:-
- the customer experience, external partnerships, HR and governance and is the SRO (Senior Responsible Owner) for the OneTeam Transformation Programme, and the place lead for Rochford town and Shenfield.

Ian Winslet, one of the other three Strategic Directors, resigned due to ill health in 2022 and consideration of this post is now being undertaken.

**Tier 3 Senior Leadership Restructure**

- 3.7 A restructure of Tier 3, which is the Council's Assistant Director tier (Corporate Director tier at BBC) began on 11 April 2022.
- 3.8 Following consultation, there was a reduction from the current 12 posts to 9. The Chief Officer Appointments Committee and BBC's Staff Appointments Committee each met on 16 June 2022 to formally appoint the selected candidates.
- 3.9 This process resulted in 4 posts being appointed out of the 9 roles. Therefore, a further recruitment process was undertaken in September 2022 and a further 2 roles were appointed to. Following this process a review of how to progress was undertaken and it was agreed that a further recruitment process to the remaining three roles would be undertaken in early 2023. In the meantime the remaining three positions would be filled by interim arrangements.
- 3.10 Please see below the list of appointments to Tier 3 to date:-
- Greg Campbell  
Director of Policy and Delivery, with particular corporate strategic responsibility for policy development and innovation, grants and funding, research and service design, OneTeam Transformation, communications and digital engagement, Association of South Essex Local Authorities (ASELA)

- Phil Drane  
Director of Place, with particular corporate strategic responsibility for economic development and inward investment, tourism and visitor economy, ASELA and Local Development Plan (LPD) crossover, planning (DM and enforcement), planning policy and strategy.
- Tracey Lilley  
Director of Communities and Health, with particular corporate strategic responsibility for communities and partnerships, ASELA and LPD crossover, leisure, culture and health, public health, community safety, licensing, safeguarding, environmental health, emergency planning and business continuity, Regulation of Investigatory Powers Act 2000 (RIPA).
- Marcus Hotten  
Director of Environment, with particular corporate strategic responsibility for waste and recycling, public realm and open spaces, country parks, ASELA and LPD crossover, building control, climate change.
- Phoebe Barnes  
Director of Assets and Investment, with particular corporate strategic responsibility for asset management, parking, health and safety, Council companies, capital programme and regeneration, Asset Delivery Programme and oversees Leisure Contract Management
- Sarah Bennett  
Director of Customer and Data Insight, with particular corporate strategic responsibility for customer services, performance and data insight, ICT and data protection, the Connect Programme and ASELA

The three interim roles in position are:-

- Andrew Hunkin  
Interim Director of People and Governance, with particular corporate responsibility for democratic services, civics, elections, legal services, people services (HR & OD), DPA/FOI, post room and secretarial support and ASELA
- Tim Willis  
Interim Director of Resources, with particular corporate responsibility for finance and accountancy, payments and income, procurement, revenues and benefits, audit and fraud and ASELA
- Julian Higson  
Interim Director of Housing, with particular corporate responsibility for housing options, homeless, HRA stock management, housing strategy and management, strategic housing delivery programme, ASELA and LDP cross over

**Pay Policy Review**

- 3.11 The creation of a single unified officer team required both Councils' pay policies to align and accordingly a new Pay Policy Statement was adopted by this Council on 14 June 2022. This statement covered T1 to T3, and at Council on 13 December 2022 a pay, terms and conditions harmonisation report was approved. The same report was approved at Brentwood Borough Council's Council Meeting on 7 December 2022.

**OneTeam Transformation Programme Update**

- 3.12 Since the January 2022 meeting, there has been a significant amount of work to bring the vision of the Strategic Partnership to life.
- 3.13 A Project Team has been created to ensure the robust and efficient delivery of the programme to realise anticipated benefits. This unit comprises of:-
- Programme Sponsor – Jonathan Stephenson, Joint Chief Executive
  - Senior Responsible Officer (SRO) - Emily Yule, Tier 2 Strategic Director
  - Service Delivery Workstream Lead – Greg Campbell, Tier 3 Director of Policy and Delivery
  - Workforce Development Workstream Lead – Nichola Mann, HR Partnership Manager
  - Programme Management – commissioned service via EELGA
  - Communications and Engagement
- 3.14 The governance in the next three months will be transferred away from EELGA to an in house provision.

**Programme Governance**

- 3.15 The OneTeam Project Team, meets monthly.
- 3.16 The main purpose of the Project Team is to ensure that business cases for change to services ("Business Cases") are reviewed and presented to the Programme Board for agreement as part of Phase 2 of the OneTeam Transformation Programme.
- 3.17 Phase 2 is the alignment of service delivery and creation of joint working opportunities and is scheduled to take place from September 2022 to September 2024. Phase 2 contemplates that services delivered by both Councils will be transformed to optimise opportunities for improved delivery across both Councils, in order to achieve the vision and ambitions of the Strategic Partnership. Proposals for transformation of services will be subject to a robust service review methodology and captured in business cases.
- 3.18 To support the delivery of the programme and provide governance assurance, key templates have been produced and are in place to support this work. This includes a master project plan, risk and issues register with

mitigations, accumulative benefits tracker, programme resource tracker and templates for highlight reporting and service review business cases (supported by a user manual).

- 3.19 A Programme Board has been established, comprising the SRO, the Joint Chief Executive, both Council Leaders and the Service Delivery Workstream Lead. Notes of the Programme Board are made available to all Members.
- 3.20 To date, the Programme Board has agreed the business case for a unified HR service to operate across both Councils. The implementation of the new team is in progress. The new structure comprises the joint appointment of an HR Partnership Manager, who works across both organisations and is the Workforce Development Workstream Lead for the OneTeam Transformation Programme. They also have line management responsibilities for officers undertaking operational HR delivery in both Councils.
- 3.21 The Programme Board has also approved the business case for a Joint Communications Service. This is now being worked through and the new service structure should be in position in May 2023

### **Service Reviews**

- 3.22 Key Change Champions, who are members of Rochford and Brentwood staff, have been trained to assist with the service reviews. The service reviews have been split into three phases and will be undertaken over a 2-year period.
- 3.23 These Key Change Champions will be a critical friend, challenging the suggested ways forward, looking at best practice and the different delivery options available
- 3.24 At the end of each service review a business case will be produced which will be presented to the Programme Board for approval. If approved, they will then be implemented in a managed timeframe.

### **Road Map**

- 3.25 Phase 2 of the OneTeam Transformation Programme will be delivered via a series of service reviews. A 'Roadmap' setting out when service reviews are scheduled to be undertaken has been drafted and is at Appendix A.
- 3.26 The roadmap was created following consideration of resources, the size of the service being reviewed and by mixing the need to develop both front facing and back office services. Further, managers and directors were consulted, and any other issues were taken into account to create a well-balanced service review agenda.

**Support and Training**

- 3.27 Commissioned external change management support has been delivered to assist Members and the Joint Chief Executive to develop and agree the shared vision and design principles.
- 3.28 In addition, training and coaching was provided to senior Council officers and Key Change Champions (KCCs) to strengthen required skills and tools to successfully implement the OneTeam Transformation Programme.

**Resident Feedback**

- 3.29 It was agreed that feedback from residents as to the impact of the partnership on services is regularly sought and reported upon. This work will begin after initial service reviews are implemented in 2023.

**ICT and Digital Update**

- 3.30 The ICT Teams have begun conversations on the future structure of the service and recently considered the direction of travel with the Digital Teams at an away day. This is so the ICT Teams are aligned and ready to support the outcomes and implementation following service reviews. This alignment of the ICT teams will not have any implications on the 'Business as Usual' but will align future work towards the provision of the 'OneTeam' and will make business decisions based on this work.
- 3.31 Initial work by ICT has begun, including the standardisation of equipment making it far easier for officers from both authorities to use space at each other's sites. Work has also started on a joint intranet landing page, staff directory and HR microsite. Information on the different systems and programmes used by both authorities has also started to be gathered and new online forms created by a Brentwood Officer for the use by Rochford for their web site have been completed.
- 3.32 Both ICT Teams have worked together and are rolling out a Wi-Fi resource that will enable staff to log on from any of the two authorities' locations and any other local government building, using one platform. So, logging on from the Mill Arts & Events Centre to South Street to Brentwood Centre or Brentwood Town Hall should be far simpler.
- 3.33 In addition, the two ICT teams have identified the technological threats and opportunities specific to them that the transformation programme poses. This was part of a particular request at the start of the programme. The present list will be updated, expanded and will be added to, where appropriate, and will be added to the overall Risk Register. The initial ICT risks are set out below.

**Technology Threats**

- Understanding and alignment of budgets



- Integration – created by each organisations using different partners and systems
- Contract alignment may take longer than anticipated
- Location to support staff & Members
- Initial one-off costs may increase
- Unable to satisfy both organisations service level requirements
- Compliance/security needs aligning
- Skills Gap / Resources Shortage

#### Technology Opportunities

- Introduce best breed approach to technology integration
- Opportunity to better integrate with front line and delivery to the customer
- One size fits all – easier to manage
- Uplift Skills
- Create Role Opportunities
- Create Resiliency
- Shared resources
- Cost savings

#### **Joint Working Taking place**

- 3.34 Several initiatives are also underway between the two Councils and opportunities for joint working are being taken forward wherever possible, including joint contract management training which was held for officers from both authorities and joint work across the Electoral Service departments where ideas have been exchanged including the co-ordination, comparison and use of best practice to improve canvassing procedures, working together to improve counting procedures and sharing knowledge following a health check by the Association of Electoral Administrators.
- 3.35 Further both authorities have and continue to work together to produce information, guidance and assistance in a response to the cost-of-living crisis which is an ever-evolving picture
- 3.36 A schedule of work to harmonise some of the ICT, Facilities Management and Human Resource functions that may not necessarily form part of service reviews is being brought together. This work will create a list of projects which will then be prioritised and worked through.
- 3.37 Joint Staff briefings are regularly held to provide updates on the progress of the One Team programme but also information on other areas of development, achievements, and upcoming events. These have and continue to be well attended and the recent 'in person' events held at Brentwood and Rochford attracted over 80 employees to each one plus a further 50 to the online follow up.



### Other Work Progressed

3.38 Other work progressed includes the following:-

- Key Change Champions training has been completed
- Meetings with managers from both authorities have been undertaken to develop relationships, build and develop cultures, working methods and the roadmap
- Directors are working from locations in both Rochford and Brentwood and supporting the governance processes by attending meetings in both authorities
- Regular Staff Briefings with both groups of employees are being held
- A specific staff newsletter 20:8 has been created and is published to all staff at both authorities
- Work between the two authorities has begun, to harmonise the project and programme governance arrangements
- Work continues to harmonise templates and ways of working that can be progressed quickly outside of the Service Review structure for example: Committee Report Template.

3.39 The team led the three Yorkshire Peaks raising over £12,000 for charity but also enabling officers to meet and interact and socialise outside the office. A further Tag Active event for both Council's officers was held at King Georges Pavilion.

## 4 SUMMARY OF BENEFITS

4.1 The following projected savings are reflected across both organisations; the initial model is that all costs and savings start from a 50/50 position and are then refined depending on the detail of the service review undertaken and the positions that are filled or no longer required. The below represents the starting point of the saving/benefit.

Ref	Benefit Description	Saving £	Year to be Realised
1	Joint HR Officer	20,000	2023/2024
2	HR Service Changes from Service Review	22,000	2023/2024
3	Tier 1 to Tier 3 Amalgamation providing strategic capacity	290,000	2024/2025
4	ICT System Alignment (so Far)	24,000	2023/2024
	ICT Wi-Fi Asset Alignment	To be confirmed	
5	Joint Environment Officer	To be confirmed	
6	Elections Joint Knowledge sharing	To be confirmed	
7	UKSPF – Joint Working realised a saving on consultant work	1,900	One off Saving due to partnership approach

Ref	Benefit Description	Saving £	Year to be Realised
8	Service Reviews – creating improved services and efficient ways of working delivering savings	*Forecast across all services 75% of original Operating Budget	2023 through to implementation

- 4.2 A full benefits table is being drawn together to capture all financial and non-financial benefits that the transformation programme will create.

## 5 RISK IMPLICATIONS

- 5.1 The OneTeam Programme Board receives risk management reports by way of exception reporting. An updated Risk Register and Issues log identifying key risks to this programme are included at Appendix B.

## 6 ENVIRONMENTAL IMPLICATIONS

- 6.1 There are no environmental implications arising from this report. However, service reviews may identify these in the future and will be captured as the programme develops

## 7 RESOURCE IMPLICATIONS

- 7.1 A total project budget of £600k was agreed for the duration of the OneTeam Transformation Programme, to be shared equally between RDC and BBC. Of this it was anticipated £247k would be spent in the first year of the programme. To date £173k has been spent with a further £50k committed against this budget across both organisations, leaving £24k available for the remainder of the year. Following a review of the financial position it is expected that costs can be contained within the available budget over the duration of the programme.
- 7.2 A joint savings ambition for the Partnership has been estimated at £595,000-£853,000 by 2025/26; however, the apportionment of these savings between the councils will need to be agreed following further review of the respective current structures and so have not yet been included within the Council's Medium Term Financial Strategy. One off costs of redundancy and interim support may erode some of these benefits over the shorter term.
- 7.3 The financial position of the programme will continue to be closely monitored as it progresses.

## 8 LEGAL IMPLICATIONS

- 8.1 There are no legal implications arising from this update report.

**9 EQUALITY AND DIVERSITY IMPLICATIONS**

- 9.1 Equality Impact Assessments will be undertaken as part of any service review that will affect or change the service being provided.

**10 RECOMMENDATION**

- 10.1 It is proposed that Council **RESOLVES**

That the report and update on progress in Year 1 be noted.



Greg Campbell

Director of Policy & Delivery

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**Background Papers:-**

None.

For further information please contact Greg Campbell on:-

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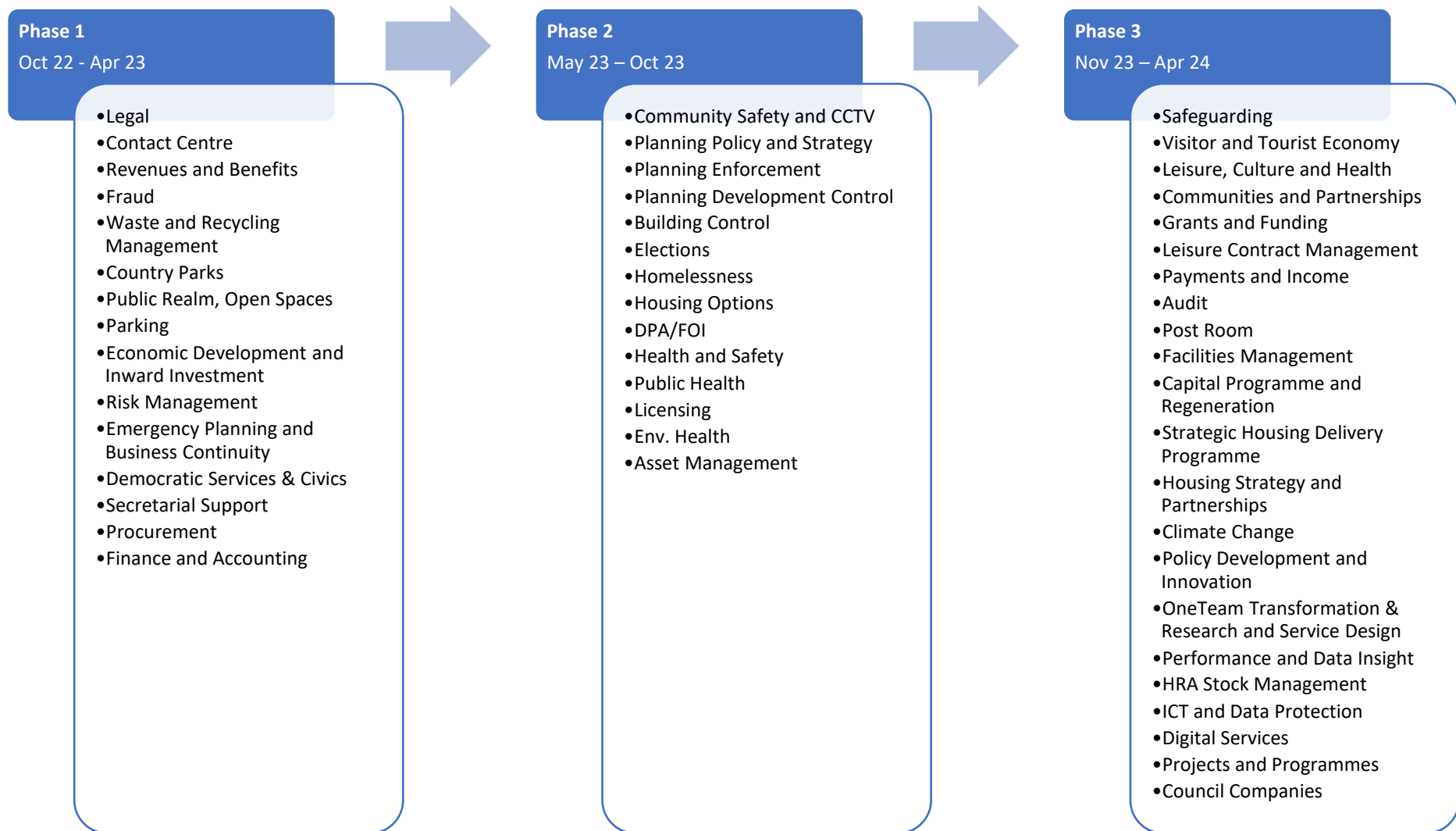
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If you would like this report in large print, Braille or another language please contact 01702 318111



## Appendix A

## Phase Approach to Service Reviews for One Team Transformation





## Risk Register &amp; Issues Log

Project Name: #OneTeam Transformation Programme												
Version Date: 06.12.22												
No.	Programme/ Workstream	Description of Risk	Potential Impact	Impact	Likelihood	Initial Risk Score	Mitigating Actions	Risk Owner	Revised Impact	Revised Likelihood	Revised Risk Score	Notes
R4	Programme	The Programme is under resourced	Project benefits not realised impacting on viability of delivery of the programme. Knock on effect to BAU	5	4	20	Budget approved to fund external commission of specialist services to deliver the programme  HR and Comms service reviews prioritised as they are critical in supporting delivery of Phase 2 of the programme  Consideration also given to supporting and creating capacity for those internal staff involved in undertaking service reviews i.e. those performing roles plus their day job, e.g. Key Change Champions  Service delivery workstream to be led by Tier 3 Assistant Director once Phase 1 completed	SRO	3	2	6	HR & Comms Service Reviews moving to delivery stage and BAU
R7	Comms and Engagement	Lack of engagement and understanding of the programme across all levels of the organisation	Key messages not received and understood. Engagement opportunities missed. Delays and/or benefits eroded. Transformation not achieved	5	4	20	Communications consultant brought in for up to 29 days between March and July  Communications strategy and accompanying communications handling plan in place  Annualised communications planner for project in development.	C&E WL	5	2	10	Risk likely to reduce further once annualised communications planner and associated actions embedded.
R8	Programme	Programme not delivered due to resource skill set issues	Slippage, reduction in staff morale and perception of programme. Knock on effect to BAU	5	4	20	Resource planning in place for programme, including use of external specialist resources.  HR and Workforce Development Workstream will specifically address this risk	HR & WD WL	3	2	6	Ongoing



R9	Programme	Lack of cross Council/services working prevents successful delivery of programme	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Shared priorities and objectives confirmed Project processes/templates introduced to encourage and support cross Council working	SRO	2	2	4	Work on templates being undertaken to develop cross working relationships
R11	Programme	Failure to engage key stakeholders leading to lack of understanding of programme, its goals or achievements. Also leads to deterioration in working relationships with external partners at an operational and strategic level	Benefits are eroded. Reputational damage. Operational effectiveness impacted	5	4	20	Communications consultant brought in for up to 29 days between March and July Communications strategy and accompanying communications handling plan in place Stakeholder and channel mapping being undertaken Annualised communications planner for project in development	C&E WL	5	3	15	Comms service review complete and moving to implementation stage with expected completion by May 2023. Will assist with joint comms strategy and annualised planning
R14	HR and Workforce Development	Staff are not supported through transformational change	Slippage and reduction in staff morale	5	4	20	HR and Workforce Development Workstream will specifically address this risk - programme budget has been allocated to required training	HR & WD WL	3	3	9	HR Service Review moving to delivery stage and BAU
R15	HR and Workforce Development	Policy framework and terms and conditions are not resolved	Slippage and reduction in staff morale	5	4	20	HR and Workforce Development Workstream will specifically address this risk and considered within service reviews	HR & WD WL	3	4	12	Completed
R19	Comms and Engagement	Current market for communications specialists makes recruitment into revised roles more challenging.	Failure to recruit. Delays and/or benefits eroded. Transformation not achieved. Reputational damage	5	4	20	None at present	C&E WL	4	4	16	This risk will become clearer as the implementation of the business case is delivered. Market may also change as current situation is believed to have only arisen in past 6 months.
R23	Programme	Impact of Tier 3 review and vacant posts	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Recruitment to vacant Tier 3 posts and Road Map reviewed in light of appointments made June 2022. Interim arrangements in place as may be required (to be discussed at monthly #OneTeam Project Team meetings). 12.07.22 position to be assessed at Project Team meeting September 2022 - agreed Phase 2 remains on track. Nov 22 - interim arrangements in place therefore risk reduced until final permanent appointments and full establishment of Tier 3 in place	PS	3	3	9	Tier 3 recruitment to be undertaken in Spring 2023, covered by interims at present
R24	Programme	Finance function under resourced	Phase 2 service reviews within the Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	06.10.22 Recruitment to vacant posts underway. SD WL considering best way to create capacity and temporary resourcing within Phase 2 of the Programme	SRO	3	3	9	Situation impacted further with present staff not available due to personnel reasons or sickness. Continuing to discuss situation with Finance Managers
R25	ICT	Failure to manage risks within ICT, including resources, contract and management workload	Phase 2 service reviews within the Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Regular Meetings held with ICT on their particular workstream Involved in the OneTeam Review process therefore aware of particular workload	DoCS&D	5	2	10	Continue to be part of process.
<b>Definitions</b>												
	<b>Impact</b>	<b>Likelihood</b>	<b>Key</b>		<b>Name, Position</b>							
1	Negligible	Unlikely	<b>Project Sponsor</b>		Jonathan Smith, CEO		PS					
2	Minor	Less Likely	<b>Senior Responsible Officer</b>		Emily Yule, Strategic Director - from October 2022		SRO					
3	Moderate	Likely	<b>HR &amp; Workforce Development Workstream Lead</b>		Nichola Mann, HR Manager		HR & WD WL					
4	Significant	Very Likely	<b>Service Delivery Workstream Lead</b>		Greg Campbell - Director - Policy & Delivery		SD WL					
5	Major	Definite	<b>Communication &amp; Engagement Workstream Lead</b>		Leona Murray-Green, Comms Manager		C&E WL					

## Issues Log

Project Name: #OneTeam Transformation Programme						
Version_Date: 16.01.23						
Ref	Date Logged	Issue	Impact	Priority	Action(s)	Update & Date
I1	24.02.22	Clarity on agreed shared principles and priorities to guide Phase 2 service reviews	Delay to start of Phase 2	Critical	JS working with Members to aim to have shared principles and priorities to guide Phase 2 service reviews	16.01.23 - alignment review of Corporate Strategy and Business Plan being undertaken by JS in liaison with key Member leads
I2	24.02.22	Lack of key programme resources	Inability to deliver programme	Critical	Commission sufficient external resources and second internal staff to key programme project roles to build resilience within the organisation to be able to maintain momentum, capacity and energy to deliver programme  Consideration of extra resource to support financial information to be considered  Prioritise HR and Comms service reviews	16.01.22 - key programme resources commissioned and in place. Additional resources to be considered by the SRO within the allocated programme resourcing budget  HR and Comms service reviews prioritised and implementation of business cases being delivered
<b>Key</b>						
Critical	Project will stop if issue not resolved					
High	Project budget, timeline, quality or scope will be effected (exceeding tolerance) if issue not resolved					
Medium	Project budget, timeline, quality or scope may be moderately effected (within tolerance) if issue not resolved. Potential to escalate to "High".					
Low	Project budget, timeline, quality or scope may be slightly effected (within tolerance) if issue not resolved.					