

## Appendix 1: Project Categories

Category	Project Characteristics (3 or more apply)	Delivery and Oversight	Finance	HR, Change and Communication
Strategic Transformation	<ul style="list-style-type: none"> <li>• Directly contributes to strategic political or corporate objectives.</li> <li>• Impacts the organisation, ways of working, culture and/or behaviours of 2 or more services.</li> <li>• Delivers significant cashable benefits and/or involves significant corporate investment.</li> <li>• Manages corporate level risks.</li> <li>• Significantly impacts customer engagement and/or outcomes.</li> <li>• Has significant equalities, legal, or climate implications</li> </ul>	<ul style="list-style-type: none"> <li>• Included in the Corporate Transformation Programme.</li> <li>• Overseen by the Corporate Transformation Programme Board.</li> <li>• Head of Policy and Programmes and Head of Service Area jointly responsible for delivery.</li> <li>• Delivered by the Transformation &amp; Programmes Team with Subject Matter Experts from the service.</li> </ul>	<ul style="list-style-type: none"> <li>• Funded by the Corporate Transformation Reserve and corporate led growth bids.</li> <li>• Savings contribute to the Corporate Transformation target.</li> </ul>	<ul style="list-style-type: none"> <li>• HR, Change and Comms resource and activities coordinated by the Transformation &amp; Programmes Team</li> <li>• Resource allocated according to priorities and monitored by the resource plan</li> </ul>
Operational Change	<ul style="list-style-type: none"> <li>• Impacts the organisation, ways of working, culture and/or behaviours of an individual service area.</li> <li>• Delivers moderate or low cashable benefits and/or involves moderate or low corporate investment.</li> <li>• Manages service level risks.</li> <li>• Moderately impacts customer engagement and/or outcomes.</li> <li>• Has moderate equalities, legal, or climate implications</li> </ul>	<ul style="list-style-type: none"> <li>• Included in Service Plans.</li> <li>• Overseen by the Corporate Transformation Board via highlight report and by exception.</li> <li>• Head of Service responsible for delivery.</li> <li>• Delivered by the service with support from the Transformation &amp; Programmes Team, where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Funded by service budgets and service led growth bids.</li> <li>• Savings contribute to service targets.</li> </ul>	<ul style="list-style-type: none"> <li>• HR, Change and Comms resource and activities coordinated by the service and HR/comms teams</li> </ul>

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<b>Category</b>	<b>Project Characteristics (3 or more apply)</b>	<b>Delivery and Oversight</b>	<b>Finance</b>	<b>HR, Change and Communication</b>
Service Improvement	<ul style="list-style-type: none"> <li>• Has a minor impact on 1 service area.</li> <li>• Delivers no cashable benefits and requires no additional investment.</li> <li>• Manages project level and low-level service risks.</li> <li>• Has minimal customer impact</li> </ul>	<ul style="list-style-type: none"> <li>• Included in Service Plans.</li> <li>• Overseen by the Head of Service.</li> <li>• Service Manager responsible for delivery.</li> <li>• Delivered by the service with advice and guidance from the Transformation &amp; Programmes Team, where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Funded by service budgets.</li> <li>• Savings contribute to service targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Change and comms activity coordinated and delivered by the service</li> <li>• HR resource provided where necessary</li> </ul>