

Annex 2: IT Project Portfolio Categories

The delivery of IT and Digital projects at Surrey County Council is delivered through a portfolio of activity that follows the Run, Grow and Transform model. This covers the breadth of projects that range from maintaining current service provision to changing the way the council operates. Each type of activity has different drivers, benefits and outcomes therefore the approach, skills and capability used varies accordingly. Below is a summary of the objectives, value and characteristics of each category.

Run Projects

Objective: Maintain current business capabilities

Value: Optimise efficiency whilst adapting to changes

These projects are entirely managed by the IT & Digital service. Typically, these projects implement new IT systems and infrastructure, and maintain/upgrade existing technology capabilities. These projects are usually undertaken in response to changes in policy, procedures, legislation, compliance, security or new software features.

Grow Projects

Objective: Improve and expand existing business capabilities

Value: Maximise outcomes from targeted service improvements

These are business change initiatives that use technology along with improvements to data, process and culture. Started and led by services to improve the way they operate. These projects include a technology workstream as part of a wider business change programme. The role of the IT & Digital service is to provide resources and provide technical guidance and advice.

Transform Projects

Objective: Drive innovation and introduce new business capabilities

Value: Step-changes in new ways of working and delivering significantly improved resident outcomes

These are projects that drive innovation and stretch ambition. Applying new approaches to problem solving, business and human centred design using new and emerging technologies. Targeting strategic imperatives and complex challenges to deliver transformed ways of working, culture change and improved resident outcomes.

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