Report to the Cabinet

Report reference: C-021-2017/18
Date of meeting: 12 October 2017

Epping Forest District Council

Portfolio: **Leader of the Council**

Subject: **Transformation Programme - Highlight Report (August 2017)**

Responsible Officer: **David Bailey**   **(01992 564105).**

Democratic Services: **Gary Woodhall**   **(01992 564470).**

Recommendations/Decisions Required:

(1) That the progress of the Projects and Programmes within the Transformation Programme for August 2017 be noted, alongside the planned actions for September 2017.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for August 2017 and covers progress for all chartered projects of Medium and High Risk Potential, as well as key aspects of the Transformation Programme.

Overall, progress indicators for 'cost', 'delivery / outcome / output' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Amber to highlight that 5 actions (from a total of 71) were overdue when compared with planned timelines. Project and Programme Managers have actions in place to deal with any potential negative effects. Progress will be kept under review and it is anticipated that the status of the majority of these items will return to Green in the next report.

Reasons for Proposed Decisions:

To inform Cabinet of progress on the Transformation Programme, including workstreams, programmes and projects.

Other Options for Action:

No other options are available. Failure to monitor and review progress of the Transformation Programme and to consider corrective action where necessary, could have negative implications for the Council's reputation, and may mean the opportunities for improvement were lost.

Report:

1. This is the August 2017 Highlight Report for the Transformation Programme. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being taken.

2.   The report covers progress for the 55 chartered 'live' projects with Medium or High Risk Potential, as well as progress on key aspects of the Transformation Programme.

3.   The Cabinet is requested to review progress for August 2017, alongside actions scheduled for the next period and any remedial actions being undertaken.

4.   The highlight report uses the RAG rating, based on Red, Amber and Green colours used in a traffic light system. The definitions of the RAG ratings are:

Light	Definition	Action
Red	There are significant issues with the project, programme or workstream. The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project manager or project team. One or more aspects of project viability – time, cost, scope – exceed tolerances set by the Transformation Programme Board.	The matter should be escalated to the project sponsor and Transformation Programme Board immediately.
Amber	A problem has a negative effect on project performance but can be dealt with by the project manager or project delivery team. Action is taken to resolve the problem or a decision made to watch the situation. One or more aspect of project viability – time, cost, scope – is at risk. However, the deviation from plan is within tolerances assigned to the project manager.	The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.
Green	The project is performing to plan. All aspects of project viability are within tolerance. However, the project may be late or forecast to overspend (within tolerance).	No action needed.

5.   Overall, progress indicators for 'cost', 'delivery / outcome / output' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Amber to highlight that 5 actions (from a total of 71) were overdue when compared with planned timelines.

6.   Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the majority is within tolerances, most often within one calendar month. It is anticipated that the status of the majority of these items will return to Green by the end of the next period and progress will be kept under review.

7.   Appendix 1 contains the highlight report for August 2017. Any project closures are also noted.

Resource Implications:

Resource requirements for actions to achieve specific outcomes or benefits will have been identified by the Transformation Programme Board and reflected in the budget for the year.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific outcomes or benefits will have been identified by the Transformation Programme Board.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

Consultation Undertaken:

Progress has been reviewed by the Transformation Programme Board.

Background Papers:

Progress submissions and relevant supporting documentation is held by the Programme Management Office (PMO).

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: *be specific*	Transformation Programme – August 2017 Highlight Report
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	That the Cabinet note the progress of Projects and Programmes for August 2017
Relationship with other policies / projects:	**All**
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant*.*	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7. *The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.*	If no, state reasons for your decision: No. Any equalities impact assessment for individual projects or programmes is detailed on the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	11.09.2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	11.09.2017
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	11.09.2017

Appendix 1
Transformation Programme Highlight Report

Report	Period
20	**August 2017**

Approval

Approved for submission to the Cabinet (Sponsoring Group), given by	Cabinet Agenda Planning Group	*Date*	

Distribution list

Name	*Job title*	*Directorate / Department*	*Organisation*
Membership	Transformation Programme Board	-	EFDC

Overall transformation programme progress and status

	RAG status		*Comment on overall progress and status and recommended actions*
	This period	*Last period*	
Time	**Amber**	**Amber**	5 actions are overdue out of a total of 71 actions
Cost	**Green**	**Green**	
Delivery / outcome / output	**Green**	**Amber**	
Benefits	**Green**	**Green**	

Accountabilities and information flow: Project closures

Workstream / Project	Progress to report	Actions for next period	Due	Owner
Workstreams	TPB agreed project closures: P013 Maximising Corporate Debt Collection P033 Printer Migration P116 HRA Financial Plan Review P118 Oakwood Hill Depot P136 Hillhouse Development	TPB consider project closures: P105 Civic Office Waste and Recycling	Sep 2017	Chief Executive

Highlight: Overdue actions for this period and remedial actions for the next period

Key Benefit	Actions Overdue	Planned Date	Remedial Actions	Due Date	Owner
Workstream 3 – Resources, Accommodation and Technology					
P131 Northgate Mobile Working (Planning & BC)					
▪ Improved access to data onsite. ▪ Reduced need for paper plans/documents. ▪ Increased updating speed of systems and improved customer service as a result. ▪ Improvement in site visit process. ▪ Increased staff flexibility. ▪ Reduction in travel time/cost. ▪ Reduced office space required.	Staff Briefing (DC). Implementation (DC). Implementation (DC Enf). Likely completion of BC install, potential go-live of pilot. BC User Acceptance Testing (UAT).	31-Aug-2017 31-Aug-2017 31-Aug-2017 31-Aug-2017 31-Aug-2017	Project manager has requested the timeline be extended for 2 months to realign outstanding actions with a new deadline – to be approved by Transformation Programme Board.	31-Oct-2017	Stephen Bacon, ICT Operations Manager

Document control

Version	Date	Status (draft, approved)	Author	Change description
1.0	11.09.2017	August draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report

*** End of Report ***