Report to the Cabinet

Report reference: **C-034-2017/18**
Date of meeting: **07 December 2017**

Epping Forest District Council

Portfolio: **Leader of Council**

Subject: **Transformation Programme – October 2017 Highlight Report and Transformation Budget**

Responsible Officer: **Glen Chipp** **(01992 564758).**

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

Recommendations/Decisions Required:

(1) That the Cabinet note the progress of Projects and Programmes for October 2017, alongside planned actions for November 2017;

(2) That a District Development Fund bid in the sum of £135,000 be made to support process mapping and organisational redesign activity within transformation projects;

(3) That a Continuing Services Budget growth bid in the sum of £20,000 be made to commission the annual customer satisfaction survey, with the understanding that appropriate compensatory savings within the CSB budget will be found;

(4) That a District Development Fund bid in the sum of £59,000 be made to re-establish the Senior Project Improvement Officer, 24 months fixed-term at Grade 9, if an internal secondment exercise is not successful at filling the forthcoming vacancy; and

(5) That the Council's Invest to Save fund be brought within the auspices of the Transformation Programme and realigned to match the aims and objectives of the Corporate Plan.

Executive Summary:

The purpose of this report is four-fold.

First, regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for October 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' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Red to highlight that 3 actions (from a total of 94) were overdue and 1 project is overdue on its deadline, 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.

Second, the Corporate Plan 2018-2023 describes the Council's ambitious plans for the next five years, including transforming the way the Council conducts its business, including interdependent programmes to transform our use of technology, accommodation, people and customer service. Funding for the ongoing work of the Transformation Team needs to be set aside for 2018/19. The Team support and co-ordinate these programmes and around 45 projects across the organisation. The recent Task and Finish Panel concluded that the work of the team has contributed to significant improvements to the successful delivery of change for the Council. A top-up of the funding available for process mapping and organisational redesign is recommended. Without continued support, the Council risks being unable to deliver on the ambition expounded by the Corporate Plan.

Third, In order to assess the impact of Transformation, in particular the Customer Services Programme, on our residents it is important to track any changes to satisfaction from the established baseline. Undertaking an annual customer satisfaction survey will enable us to measure our performance against the key benefit of the Corporate Plan to put the customer at the heart of our services.

Fourthly, realignment of the Invest to Save funding to support the Corporate Plan is also recommended.

Reasons for Proposed Decisions:

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

The ambition of the Council for its Transformation Programme, as demonstrated through the Corporate Plan and the plans for key programmes including the Customer Service, Technology, Accommodation and People, is large and complex. The delivery of the programme will continue to gear up through 2018 and 2019, with the need to undertake detailed analysis and implement change to business processes. There is a continuing need for the current resource within the Transformation and Customer Service Teams as well as for fixed-term dedicated resource to complete specific work.

Other Options for Action:

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.

To undertake satisfaction monitoring in-house. To ensure that the evidence base is robust, the survey must be conducted with a demographically representative group of residents. The Council does not hold the necessary customer data in order to achieve this; the data that is held is fragmented across numerous systems and without gaining resident's permission to use their information for this type of work, under the Data Protection Act or forthcoming General Data Protection Regulation (GDPR), we are prevented from accessing it for the purpose of surveying.

Report:

Highlight Report for October 2017

1.   This is the October 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 45 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 October 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' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Red to highlight that 3 actions (from a total of 94) and 1 project 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 October 2017. Any project closures are also noted.

Transformation Team

8.   The Council has set out an ambitious programme of change through the Corporate Plan 2018-2023. Objectives within this plan are delivered through a wide range of change projects and programmes, with interdependencies, resources, risks, communications and

benefits, co-ordinated and supported by the transformation team. The purpose of the transformation programme is to make fundamental changes in how we deliver services, improving the customer experience and moving the Council towards financial independence.

9. Considerable work has been undertaken to ensure that all change projects are properly planned and supported. The programmes in Customer Service, Accommodation, Technology and People, are advancing to various stages of detailed analysis and implementation. This work, alongside around 45 projects across the organisation, requires ongoing support, co-ordination and performance monitoring, to ensure they deliver successful change.

Costs and Benefits Report to the Transformation Task and Finish Panel

10. The recently completed Task and Finish scrutinised the Transformation Programme, including an examination of:

- The management of the Transformation Programme itself; and
- The constituent projects that make up the Transformation Programme.

    And further, two dimensions to each aspect:

- Costs; and
- Performance – also known as benefits. Please note that benefits can be both financial and non-financial.

11. Table 1 below summaries these different dimensions.

	Cost dimension	Performance dimension
The Transformation Programme	❶	❷
Individual projects and activities within the programme	❸	❹

Table 1: Cost-benefit dimensions

12. These four dimensions are considered below and are drawn from the report given to the Transformation Task and Finish Panel.

❶ CURRENT TRANSFORMATION TEAM STRUCTURE AND COST ESTIMATE

13. The Council's corporate Transformation Team (also known as the Programme Management Office) consists of the posts listed in Table 2 below. This current establishment reflects the merger of the previous transformation team with the Council's Performance Improvement Unit. This has united efforts to manage the improvement of performance across both Business As Usual (BAU) and Business Transformation.

Post holder	Job title	Contract
David Bailey	Head of Transformation	1 FTE, 3 year fixed-term contract to 31 Oct 2018
Gareth Nicholas	Senior Project Improvement Officer	1 FTE, permanent post
Susan Lewis (leaves	Senior Project Improvement	1 FTE, 18 month fixed-term

| December 2017) | Officer | contract to 02 Nov 2018 |
| Monika Chwiedz | Performance Improvement Officer | 1 FTE, permanent post |

Table 2: Transformation Team. Note: FTE – Full Time Equivalent

14.   The total salary cost for the team is £206,500 for 2017/2018, including on-costs. This excludes the costs of any apprentices or internships within the team, both of which are funded from central Human Resource budgets. As with other officers that undertake specific project work in support of their operational areas, the work of the Head of Customer Service is not included in the costs of the corporate Transformation Team.

15.   The corporate Transformation Team also undertake a range of non-transformational duties, i.e. Business As Usual (BAU) activities, including:

- Corporate Public Sector Equality Duty (as defined by the Equality Act 2010) and promotion of the equal opportunities;
- Corporate and business planning activities, including the Corporate Plan; and
- Corporate performance monitoring and reporting.

16.   Overall, it's estimated that these Business As Usual functions currently occupy around 1.5 FTE, leaving the remaining 2.5 FTE attributable to transformation activities. This reduces the proportion of the team's wage bill attributable to transformation activities to around £130,000 for 2017/2018.

17.   A £100,000 prototype fund for the Transformation Programme was established in 2016/2017. To date £55,000 has been spent undertaking activities in support of the programme with a further £19,000 committed, leaving a balance of around £36,000.

18.   There are currently 45 High (36) and Medium (9) complexity projects and programmes across the Transformation Programme, supported by the corporate Transformation Team.

❷ BENEFITS FROM MANAGEMENT OF THE TRANSFORMATION PROGRAMME

19.   The purpose of the establishment of effective Project and Programme Management is to maintain consistently good project management across the Council, through implementing a standard approach to managing change. A project to implement this approach was chartered on 23 March 2016, led by the Head of Transformation (Project P003).

20.   An assessment of the authority's current capability in project, programme and portfolio management has been undertaken, using the Portfolio, Programme and Project Management Maturity Model (P3M3). The P3M3 model describes five levels of capability, across seven process perspectives through three maturity models: Project, programme and portfolio. The seven perspectives are:

- Management control;
- Benefits management;
- Financial management;
- Stakeholder management;
- Risk management;
- Organisational governance; and
- Resource management.

21.   An assessment of the baseline position was completed in December 2015 by the Head of Transformation. The target capability for the Council was also assessed and shared with Management Board. Please note that very few organisations need to reach P3M3 Level 5 maturity, and it is advisable to adopt a fit-for-purpose approach. Management Board agreed that level 3 was appropriate across the three models: Project, Programme and Portfolio.

22.   Table 3 below gives the P3M3 headline assessments for December 2015, August 2017 and the organisations target maturity levels. This shows that the Council has increased its capacity to successfully manage projects and programmes. Plans are in place to reach the target levels alongside the establishment of the new Corporate Plan.

P3M3	Maturity Level (1-3, 3 is highest)		
Model	December 2015	August 2017	Target
Project Level	1	3	3
Programme Level	1	2	3
Portfolio Level	2	2	3

Table 3: P3M3 assessments

Non-financial Benefits

23.   The detailed benefits of reaching maturity level 3 across the management of projects and programmes are detailed in the Project Initiation Document (PID) for this project (P003).

Financial Benefits

24.   At inception, the Transformation Programme was set a savings target for 2016/2017 of £100,000. These savings have been identified and delivered.

❸ INDIVIDUAL PROJECT COSTS

25.   Work is currently ongoing to identify the costs and benefits – both financial and non-financial – across all transformation projects. The costs being tracked are the costs of direct delivery. It should be noted that there are challenges accounting for project management costs like the apportionment of officer time or costs that are described as 'within existing resources'. Further, it is reasonable to question the value of undertaking such cost estimates.

26.   Project delivery costs can be met by a variety of funds:

▪ Directorate or service budgets – Continuing Services Budget, District Development Fund and Housing Revenue Account;
▪ Transformation funds; and
▪ Invest to save.

❹ INDIVIDUAL PROJECT BENEFITS: FINANCIAL AND NON-FINANCIAL

27.   The benefits from the projects which constitute the Transformation Programme are expected to contribute to the four key benefits previously agreed by the Cabinet (C-073-2015/16):

- Improved customer value – recognising what customers' value about our services and placing them at the heart of everything we do;
- Reduced waste – Focussing on getting things right first time through joined up services;
- Increasing agility – Reducing red tape to simplify how we work; and
- Increased savings and income – Delivery of resource savings and income generation, to keep Council Tax low.

28.   The mapping, tracking and realisation of benefits from the programme are currently in the mapping stage. This involves the specification of measurable benefits for all projects across the Transformation Programme. This work has only recently become practicable with the introduction of the Covalent project management system. This work is also being progressed through the development of a new Corporate Plan and business planning processes. The Transformation Programme Board has asked for this work to be completed and presented alongside work to finalise the Corporate Plan 2018-2023. Therefore it is not currently possible to present a picture of the benefits expected from or to be realised by the Transformation Programme, either financial or non-financial.

29.   Indications from a small number of major projects and programmes illustrate the potential financial benefits identified. See Tables 4, 5 and 6 below. Please note that other projects and programmes which pre-date the Transformation Programme, like the Council House Building Programme (P120) or the Epping Forest Shopping Park (P113) have not been included here.

Project title	Whole life investment	Whole life benefits	Return On Investment
P106 People Strategy	£2m revenue	£7.5m revenue	275% £5.5m over 5 years
P160 Service Accommodation Programme	£5.17m capital £150k revenue	£4.58m capital £3.2m borrowing £2.88m revenue	100% £5.3m over 5 years

Table 4: Indicative Transformation Programme Return on Investment (ROI).
Note: ROI = (savings – costs) ÷ costs

30.   The effort required to successfully manage projects and programmes across different industry sectors varies enormously, but research suggests the cost of managing should represent between 12-18% of the total project cost (Casper Jones, 2007). As an illustration of how the Council compares with this research finding, for the two programmes mentioned above (P106 and P160), project management effort represents an estimated 6.0% of the total costs.

31.   It is clear therefore that the current level of investment in project and programme management represents very good value for money for the Council. However, it is conceivable that this level of investment may not be adequate to support the realisation of benefits and achieve the Corporate Plan.

Proposed Transformation Cost Estimate

32.   In order to place the work of the Transformation Team on a more robust footing, it is proposed to seek a two year secondment for the post of Senior Project Improvement Officer. This is essential to ensure the Council has the resources to deliver the Corporate Plan and key programmes including Customer Service, Technology, Accommodation and

People. A District Development Fund growth bid in the sum of £59,000 be made to re-establish this role, 24 months fixed-term at Grade 9, if the internal secondment exercise is not successful as filling the vacancy. It is likely that the Transformation Team will require further review as part of the Corporate People Strategy Common Operating Model, but the Transformation Team is required to support the large and complex programmes and cannot await that decision.

33. The Transformation Programme requires flexible resources to undertake further work, particularly process reengineering. The Council are poised to embark on a new Common Operating Model, which will see further customer contact work brought together, as well as the development of centralised administrative support and technology staff. This work will realise substantial savings for the Council and improve customer service. To achieve these outcomes, detailed process mapping of customer journeys needs to be undertaken. Additional resource is required to complete this work as it cannot be accommodated within existing resource. Without this work it will not be possible to deliver these savings, customer service improvements and organisational redesign. A District Development Fund bid in the sum of £135,000 is requested to support process mapping and redesign activity within the transformation projects.

34. The current list of medium and high complexity projects and programmes is given for reference in Appendix 2. This project dossier indicates the scale and complexity of project and programme work being supported by the Transformation Team on behalf of the Council.

Invest to Save funding

35. The Invest to Save reserve was established within the General Fund in 2015/16 to support innovation activities, where business cases would reduce the Continuing Services Budget (CSB) in future years following an investment to 'do things differently' or generate income. The fund of £0.5 million was established in 2015/16 and replenished in 2016/17 with £154,000. A figure of £59,000 remains unallocated as of the date of this report, although a further bid for £25,000 funding is anticipated in December 2017. This would leave £34,000 in the reserve.

36. So as to present a coordinated approach to managing change, remove unnecessary duplication and effectively manage the delivery of benefits, it is recommended that the Invest to Save funding be realigned and brought within the auspices of the Transformation Programme.

Customer Service

37. In 2017 the Council undertook an externally commissioned telephone survey to produce an independent, demographically representative baseline of customer satisfaction. £15,000 was allocated from the Transformation Programme Prototype Fund to appoint The Campaign Company to survey 500 residents, with a number of key observations made.

38. CSB funding for £20,000 is required to complete the resident satisfaction survey on an annual basis. An annual survey allows the Council to measure its progress against the benchmark survey from 2017, as well as enabling any new customer insights to be identified. Compensatory CSB funding will be made, including reviewing the current SLA with Essex County Council for library related services.

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.

DDF funding of £135,000 is requested to support process mapping and redesign activity within the transformation projects.

DDF funding of £59,000 may be needed to top up the funding available for the fixed term Senior Project Improvement Officer post. The current DDF funding for the post covers a period of ten months after the current post holder leaves. If it is not possible to cover the post through secondment, it will be necessary to offer a two year fixed term contract to attract applications.

Legal and Governance Implications:

The transformation team support the ongoing good governance of programme and project management. The Head of Transformation has a duty to advise the Chief Executive, Management Board and Elected Members on all matters concerning the successful management of change – referred to as transformation.

The Head of Transformation also has corporate responsibility for the Corporate Plan, performance measurement and reporting, and the Public Sector Equality Duty.

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 and Programme Management Office.
Overview and Scrutiny Task and Finish Panel on the Transformation Programme.
Transformation Programme Management Office.

The Assistant Director, Human Resources has been consulted on good people management practice and contractual matters. The Director of Resources and Assistant Director – Accountancy have been consulted on financial matters.

Background Papers:

Progress submissions and relevant supporting documentation is held by the Programme Management Office (PMO).
The Corporate Plan 2018-2023.
Service Area Plans for Transformation and Customer Service.
Cabinet Reports on the Technology Strategy (C-025-2017/18, 9 November 2017), Accommodation Strategy (C-005-2017/18, 15 June 2017), People Strategy (C-012-2017/18, 7 September 2017) and Customer Service Programme (C-012-2017/18), including the respective Programme Definition Documents (PDDs).
Report to Cabinet – Transformation Programme – Resourcing, 12 October 2016 (C-027-2016/17).

The Corporate Plan 2015/20.
The Corporate Plan – Key Action Plans 2015/16, 2016/17 and 2017/18.
Transformation Programme (C-051-2015/16, 3 December 2015).
Transformation Programme – Scope and Methodology (C-073-2015/16, 3 March 2016).
Transformation Programme – Customer Experience Workstream (C-074-2015/16, 3 March 2016).
Transformation Programme Monitoring Reports.

Risk Management:

Failure to resource the identified ongoing workload could lead to missed deadlines, lack of lateral co-ordination between co-dependent projects and programmes, increased stress levels and potential financial and/or reputational damage to the authority.

Equality Analysis

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an Appendix to this report.

Table 5: P160 Service Accommodation Programme

	Benefit description	Current value	Target value	Timing	Cashable savings	Non-cashable value	Benefit owner
B1.01	Capital receipt from sale of part of Civic Office site	-	£4.58m	Apr 2023	£4.58m capital receipt	-	Chief Executive
B1.02	Reduction in Civic Office running costs	£1.1m /yr operating costs	£600k /yr	Apr 2023	£500k /yr by 2023	-	Director of Resources
B1.04	Saving from not building a separate Housing Repairs and Maintenance Depot [P021]	£3.2m	-	Apr 2018	-	£3.2m in borrowing	Director of Neighbourhoods
B1.05	Reduction in Civic Office planned maintenance costs	-	£120k by 2023	Apr 2023	£120k by 2023	-	Director of Resources

Estimated costs: Office refurbishment £3.88m, Reception works £534k, Oakwood Hill works £755k, Fees: £150k

Table 6: P106 People Strategy Programme

	Benefit description	Current value	Target value	Timing	Cashable savings	Non-cashable value	Benefit owner
B1.01	Reduced workforce annual pay bill, including on-costs	£20m	£17.5m	Apr 2020	£2.5m	-	Director of Resources

Estimated costs: Revenue £2m implementation, £70,000 support.

Transformation Programme Highlight Report

Report	Period
22	**October 2017**

Approval

Approved for submission to the Cabinet (Sponsoring Group), given by	Transformation Programme Board	Date	14.11.2017

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	**Red**	**Amber**	3 actions are overdue out of a total of 94 actions and 1 project is overdue on its deadline.
Cost	**Green**	**Green**	
Delivery / outcome / output	**Green**	**Green**	
Benefits	**Green**	**Green**	

Accountabilities and information flow: Project closures

Workstream / Project	Progress to report	Actions for next period	Due	Owner
P020 Legal Document Scanning	Project closed 18 Oct 2017	N/A	-	Director of Governance

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 1 – Customer Experience					
P004a Corporate Communications - External					
Increased customer awareness, recognition and understanding of EFDC services (see definition of customer above)

Improved communications for customers with disabilities and the elderly

Increased staff awareness, recognition and understanding of EFDC services | Guidelines revised

Guidelines approved for TPB | 27 Oct 2017

16 Oct 2017 | Project sponsor has Status updates and adjusted deadlines to be sought from project manager. | 30 Nov 2017 | Glen Chipp, Chief Executive

Tom Carne, Public Relations & Marketing Manager |

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.	Building Control - User Acceptance Testing	31 Oct 2017	Project manager to provide information on change control item to request extension of the project deadline. There are no impacts on other key pieces of work (programmes or projects).	30 Nov 2017	Nigel Richardson, Assistant Director – Development Manager Steve Bacon, ICT Program Manager

Document control

Version	Date	Status (draft, approved)	Author	Change description
1.0	07.11.2017	October draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
2.0	07.11.2017	October draft	David Bailey, Head of Transformation	Amends

Appendix 2

Transformation Programme Project Dossier

Generated on: 17 November 17

Key:
Stage = project lifecycle stage, i.e. Discovery (chartered), Initiation (PID / PDD), Prototype (design service), Implementation (transformation), Closure
RPA = Risk Potential Assessment, i.e. M – Medium, H – High
Scrutiny = Scrutiny Committee, i.e. C – Communities, R – Resources, N – Neighbourhoods, G – Governance, X – Overview & Scrutiny

Workstream 1 - Customer Experience

Programme title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P001 Customer Service Programme	Prototype	H	01-Apr-2016	31-Mar-2019	63%	X	Chief Executive (XEX01); Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P142 Customer Satisfaction and Standards	Prototype	H	01-Nov-2016	30-Nov-2017	75%	X	Assistant Director - Governance (GPM01); Head of Customer Service (XEX04)	Head of Customer Service (XEX04)
P145 Customer Reception	Prototype	H	01-Apr-2016	31-Mar-2019	57%	X	Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
P146 Corporate Customer Team	Prototype	H	01-May-2016	31-Mar-2019	50%	X	Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
P147 Systems and Digital Development	Prototype	H	01-Jun-2016	31-Mar-2019	72%	X	Assistant Director - Governance (GPM01)	Assistant Director - Revenues (RRE01); Head of Customer Service (XEX04)

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P004a Corporate Communications - External	Prototype	H	01-Jun-2016	31-May-2018	56%	G	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)
P130 Corporate Online Bookings System	Closure	H	01-May-2016	30-Jun-2017	100%	R	CSA & P Manager (CCA01)	ICT Program Manager
P134 Licensing Self-Service Applications	Prototype	M	22-Aug-2016	15-Dec-2017	83%	N	Assistant Director - Environment & Neighbourhoods (NNS01)	Licensing Manager (NLS01)
P138 Waltham Abbey Wayfinding	Prototype	M	28-Sep-2016	31-Dec-2017	93%	N	Director of Neighbourhoods (NDR01)	Economic Development Officer (NED03)
P139 Pandemic Flu Plan	Closure	M	27-Sep-2016	31-Oct-2017	100%	N	Director of Neighbourhoods (NDR01)	Emergency Planning Officer (NEP01)

Workstream 2 - Business Culture

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P003 Establish Programme and Project Management	Prototype	H	22-Feb-2016	31-Dec-2017	87%	X	Chief Executive (XEX01)	Head of Transformation
P004b Corporate Communications - Internal	Prototype	H	01-Jun-2016	30-Apr-2018	63%	G	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)
P008 Museum Development Trust	Prototype	H	26-Feb-2016	31-Mar-2018	81%	C	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P010 Review of the Careline Alarm Monitoring Service	Prototype	M	26-Feb-2016	31-Jan-2018	80%	C	Director of Communities (CDR01)	Assistant Director - Housing Operations (COP01)

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P050 Reprographics Service Review	Prototype	H	15-Jun-2016	31-Jan-2018	16%	R	Director of Resources (RDR01)	Assistant Director - Human Resources (RHR01)

Programme title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P106 People Strategy Programme	Prototype	H	22-Apr-2016	31-Mar-2020	63%	R	Director of Resources (RDR01)	Assistant Director - Human Resources (RHR01)

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P170 Establish a Common Operating Model	Prototype	H	03-Jul-2017	31-Mar-2019	83%	R	Chief Executive (XEX01)	Assistant Director - Human Resources (RHR01)
P171 Corporate Business Support Team Review	Discovery	H	30-Aug-2017	30-Mar-2018	33%	R	Head of Transformation	Assistant Director - Human Resources (RHR01)
P172 Corporate ICT Team Review	Discovery	H	01-Aug-2017	30-Apr-2018	37%	R	Director of Resources (RDR01)	Assistant Director - ICT & FM

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P107 Estates Service Review	Implement	M	05-Apr-2015	01-Apr-2018	79%	N	Director of Neighbourhoods (NDR01)	Chief Estates Officer (NEV01)
P124 Corporate and Business Planning	Prototype	H	01-May-2016	01-May-2018	94%	X	Chief Executive (XEX01)	Head of Transformation
P126 Modern.Gov Report Management	Prototype	M	26-Jul-2016	31-Mar-2018	43%	G	Director of Governance (GDR01)	Democratic Services Manager (GDS01)
P140 District Emergency Control Centre Plan	Prototype	M	18-Oct-2016	31-Jan-2018	44%	N	Director of Neighbourhoods (NDR01)	Assistant Director - Environment & Neighbourhoods (NNS01)

Workstream 3 - Resources, Accommodation and Technology

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P014 HR Payroll IT System	Implement	H	04-Mar-2016	30-Mar-2018	75%	R	Assistant Director - Human Resources (RHR01)	Human Resources Manager (RHR03)
P019 BC/DC Quality Improvement and File Scanning	Prototype	M	01-Jan-2016	31-Mar-2019	52%	G	Assistant Director - Development Manager (GDM01)	Service Business Manager (GAD01)
P043 Mail, Correspondence and Document Management	Prototype	H	01-Jun-2016	31-Mar-2018	22%	R	Assistant Director - Benefits (RBE01)	Business Manager (RAD01)
P044 Electronic Invoicing	Prototype	H	01-May-2016	31-Dec-2017	77%	R	Assistant Director - Accountancy (RAC01)	Procurement Manager (RFP02)
P109 ICT Strategy Implementation	Implement	H	01-Apr-2013	30-Nov-2017	96%	R	Assistant Director - ICT & FM	ICT Program Manager
P131 Northgate Mobile Working (Planning & BC)	Prototype	M	01-Jan-2016	31-Oct-2017	98%	G	Assistant Director - Development Manager (GDM01)	ICT Program Manager
P133 Scanning Residual Hard Copy Records - Communities Directorate	Prototype	H	01-Aug-2016	31-Jul-2018	98%	C	Director of Communities (CDR01)	Asst. Director; Private Housing & Communities Support

Programme title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P160 Service Accommodation Programme	Prototype	H	22-Feb-2016	31-Mar-2023	21%	R	Chief Executive (XEX01)	Head of Transformation

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P002 Service Accommodation Review	Prototype	H	22-Feb-2016	31-Jan-2018	82%	R	Director of Resources (RDR01)	Head of Transformation

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P150 Relocation of Housing Repairs Service	Prototype	H	03-Apr-2017	31-Aug-2018	62%	C	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
P161 Civic Office Refurbishment	Hold	H		31-Mar-2023	0%	R	-	-
P162 Review Civic Office Car Parks	Discovery	H	04-Oct-2017	31-Mar-2023	6%	N	Chief Executive (XEX01)	Assistant Director - Technical (NTS01)
P163 Relocate Hemnall Street Operations	Hold	H		01-Apr-2020	0%	C	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P164 Relocation from Homefield House	Prototype	H	02-Oct-2017	30-Sep-2018	8%	C	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P166 Relocate Pyrles Lane Nursery	Prototype	H	11-May-2017	30-Nov-2018	33%	N	Assistant Director - Technical (NTS01)	Assistant Director - Technical (NTS01); General Manager (NGM01)

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P165 Major Tree Works Procurement	Prototype	H	24-Jul-2017	01-Aug-2018	87%	N	Senior Project Improvement Officer (GPI01)	Assistant Director - Technical (NTS01)

Workstream 4 - Major Projects

Project title	Stage	RPA	Start date	Due date	Progress	Scrutiny	Sponsor	Manager
P112 Operating Partner for North Weald Airfield	Prototype	H	20-May-2015	06-Dec-2017	75%	N	Director of Neighbourhoods (NDR01)	Assistant Director - Environment & Neighbourhoods (NNS01)
P113 Epping Forest Shopping Park	Implement	H	20-May-2015	31-Dec-2017	99%	N	Director of Neighbourhoods (NDR01)	Director of Neighbourhoods (NDR01); Asset Management Development Consultant
P114 St John's Road Development	Implement	H	20-May-2015	31-Dec-2019	50%	N	Director of Neighbourhoods (NDR01)	Director of Neighbourhoods (NDR01); Chief Estates Officer (NEV01)
P115 Local Plan Programme	Prototype	H	17-May-2016	01-Apr-2019	32%	N	Chief Executive (XEX01)	Interim Assistant Director (NFP502); Director of Neighbourhoods (NDR01); External Consultant (Local Plan)
P120 Council Housebuilding Programme	Implement	H	01-Dec-2015	31-May-2019	21%	C	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
P135 New Leisure Management Contract Programme	Implement	H	20-May-2015	31-Mar-2023	1%	N	Director of Neighbourhoods (NDR01)	Emergency Planning Officer (NEP01)