

# ***Supplementary Committee Agenda***



## ***Transformation Task and Finish Panel Monday, 11th September, 2017***

**Place:** Committee Room 1, Civic Offices, High Street, Epping

**Time:** 7.30 pm

**Committee Secretary:** Adrian Hendry, Governance Directorate  
Tel: 01992 564246 Email:  
democraticservices@eppingforestdc.gov.uk

- 5. PROGRESS OF PROJECTS BY SELECT COMMITTEES (Pages 3 - 18)**  
Report as promised.
- 6. RECOVERY AND RISKS FOR THE COVALENT SYSTEM (Pages 19 - 24)**  
Report as promised.
- 7. TRANSFORMATION PROGRAMME COSTS AND BENEFITS (Pages 25 - 32)**  
Report as promised.

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## ***Report to Task and Finish Panel***

***Date of meeting: 11 September 2017***

**Subject: Progress of Projects by Select Committees**

**Officer contact for further information: David Bailey, Head of Transformation**

**Committee Secretary:** Adrian Hendry, Senior Democratic Services Officer

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### **Recommendations/Decisions Required:**

- (1) The Panel considers the progress of projects and programmes by Select Committees, as in the Appendix.**
- (2) That the Panel considers the proposal to include additional information on the regular Cabinet Transformation Highlight Report.**

### **Report:**

1. The progress of projects and programmes by Select Committee is given in the Appendix. The information, structured by Workstream, includes:
  - a. Workstream;
  - b. Project reference number and title;
  - c. Current project lifecycle stage;
  - d. Risk Potential Assessment – High / Medium;
  - e. Start and due dates;
  - f. Select Committee for scrutiny;
  - g. Level of completion (as percentage); and
  - h. Project Sponsor and Project Manager.
2. The Cabinet receive regular Highlight Reports on the Council's Transformation Programme, which contain updates by exception. Broadly the report gives the following information:
  - a. The number of high and medium complexity projects, alongside a summary of how such projects are managed;
  - b. Overall progress indicators for 'time', 'cost', 'delivery / outcomes / outputs' and 'benefits' for the period, given as a Red / Amber / Green alongside actual numbers;
  - c. Actions – the number of actions in progress during the period;
  - d. Project closures – the projects closed during the period; and any
  - e. Overdue actions for the period and remedial actions for the next period.
3. An example of the existing Highlight Report from January 2017 is given in the Appendix (C-065-2016/17).
4. To support the scrutiny of projects within the Transformation Programme, it is proposed to include information on projects that have been chartered, initiated and closed within the existing Highlight Report. This will effectively highlight the decisions of the Transformation Programme Board to charter, initiate and close

individual projects and programmes. Table 1 and Table 2 below give examples of the current and proposed structure of this information.

**Reason for decision:**

The Task and Finish Panel requested the progress of projects and programmes within the Transformation Programme. A proposal for additional information to be included on the Cabinet Transformation Programme Highlight Report, to support the ongoing scrutiny of the programme is also given.

**Options considered and rejected:**

Publication of the full progress report, which is overseen by the Transformation Programme Board, was considered and rejected. This format was originally taken as a report to Cabinet, but the presentation of the larger amount of information did not support the Cabinet's aim to focus on 'management by exception'.

**Resource implications:**

Within existing resources.

**Legal and Governance Implications:**

There are no constitutional implications of this proposal.

**Safer, Cleaner Greener Implications:**

There are no safer, Cleaner or Greener implications.

**Consultation Undertaken:**

No formal consultation was undertaken in the preparation of this report.

**Background Papers:**

Reports to previous meetings of the Task and Finish panel.

**Impact Assessments:****Risk Management:**

There are no Risk Management implications.

**Equality:**

There are no Equality Impact implications.

# Equality analysis report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Progress of Projects by Select Committees
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	<b>Transformation Programme</b>
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.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	03.09.2017
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:	03.09.2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	03.09.2017

**Table 1**

*Example from June / July 2017 Highlight Report showing project status updates being presented to Cabinet:*

**Accountabilities and information flow: Project closures**

<i>Workstream / Project</i>	<i>Progress to report</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
P046 Propman Property Management System	Project closed 21-Jun-2017	-	-	Chief Estates Officer
P125 NEPP Off-Street Parking Review	Project closed 05-Jul-2017	-	-	Assistant Director, Technical

**Table 2**

*Proposed information for future Highlight Reports, example given is for September 2017:*

### **Accountabilities and information flow:**

#### **Project charters**

<i>Workstream</i>	<i>Project</i>	<i>Scrutiny committee</i>	<i>RPA</i>	<i>Project Manager &amp; sponsor</i>
2: Business Culture	P171 Corporate Business Support Team Review, within P106 People Strategy programme	Resources	High	Paula Maginnis, Assistant Director – Human Resources Glen Chip, Chief Executive
2: Business Culture	P172 Corporate ICT Team Review, within P106 People Strategy programme	Resources	High	Paula Maginnis, Assistant Director– Human Resources Glen Chip, Chief Executive

#### **Project initiations**

<i>Workstream</i>	<i>Project</i>	<i>Scrutiny committee</i>	<i>RPA</i>	<i>Project Manager &amp; sponsor</i>
3: Resources, Accommodation and Technology	P166 Relocate Pyrles Lane Nursery, within P160 Service Accommodation programme	Neighbourhoods	High	Philip Hawkins, General Manager Kim Durrani, Assistant Director - Technical
2: Business Culture	P170 Establish a Common Operating Model, within P106 People Strategy programme	Resources	High	Paula Maginnis, Assistant Director – Human Resources Glen Chip, Chief Executive

#### **Project closures**

<i>Workstream</i>	<i>Project</i>	<i>Scrutiny committee</i>	<i>RPA</i>	<i>Project Manager &amp; sponsor</i>
2: Business Culture	P013 Maximising Corporate Debt Collection	Resources	High	Rob Pavey, Assistant Director – Revenues Glen Chipp, Chief Executive
3: Resources, Accommodation and Technology	P033 Printer Migration	Resources	High	David Newton, Assistant Director – ICT and FM Glen Chipp, Chief Executive



<i>Workstream</i>	<i>Project</i>	<i>Scrutiny committee</i>	<i>RPA</i>	<i>Project Manager &amp; sponsor</i>
3: Resources, Accommodation and Technology	P116 HRA Financial Plan Review	Communities	High	Alan Hall, Director of Communities Glen Chipp, Chief Executive
3: Resources, Accommodation and Technology	P118 Oakwood Hill Depot	Neighbourhoods	High	Chris Pasterfield, Consultant Derek Macnab, Deputy Chief Executive, Director of Neighbourhoods
4: Major Projects	P136 Hillhouse Development	Communities	High	Alan Hall, Director of Communities Glen Chipp, Chief Executive

*Note: RPA = Risk Potential Assessment.*

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# Transformation Programme Project Dossier

Generated on: 04 September 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
<b>P001 Customer Service Programme</b>	Prototype	H	01-Apr-2016	31-Mar-2019	59%	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
<b>P142 Customer Satisfaction and Standards</b>	Prototype	H	01-Nov-2016	30-Nov-2017	61%	X	Assistant Director - Governance (GPM01); Head of Customer Service (XEX04)	Head of Customer Service (XEX04)
<b>P145 Customer Reception</b>	Prototype	H	01-Apr-2016	31-Mar-2019	57%	X	Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
<b>P146 Corporate Customer Team</b>	Prototype	H	01-May-2016	31-Dec-2017	68%	X	Assistant Director - Governance (GPM01)	Head of Customer Service (XEX04)
<b>P147 Systems and Digital Development</b>	Prototype	H	01-Jun-2016	31-Dec-2017	50%	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

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P004a Corporate Communications - External</b>	Prototype	H	01-Jun-2016	31-May-2018	64%	G	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)
<b>P130 Corporate Online Bookings System</b>	Implement	H	01-May-2016	30-Jun-2017	100%	R	CSA & P Manager (CCA01)	ICT Program Manager
<b>P134 Licensing Self-Service Applications</b>	Prototype	M	22-Aug-2016	31-Aug-2017	57%	N	Assistant Director - Environment & Neighbourhoods (NNS01)	Licensing Manager (NLS01)
<b>P138 Waltham Abbey Wayfinding</b>	Prototype	M	28-Sep-2016	30-Nov-2017	92%	N	Director of Neighbourhoods (NDR01)	Economic Development Officer (NED03)
<b>P139 Pandemic Flu Plan</b>	Prototype	M	27-Sep-2016	31-Jul-2017	80%	N	Director of Neighbourhoods (NDR01)	Emergency Planning Officer (NEP01)

## Workstream 2 - Business Culture

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P003 Establish Programme and Project Management</b>	Prototype	H	22-Feb-2016	31-Oct-2017	87%	X	Chief Executive (XEX01)	Head of Transformation
<b>P004b Corporate Communications - Internal</b>	Prototype	H	01-Jun-2016	30-Apr-2018	77%	G	Chief Executive (XEX01)	PR & Marketing Officer (GPR01)
<b>P008 Museum Development Trust</b>	Prototype	H	26-Feb-2016	31-Mar-2018	88%	C	Director of Communities (CDR01)	Assistant Director - Community Services & Customer Relations (CSS01)
<b>P010 Review of the Careline Alarm Monitoring Service</b>	Prototype	M	26-Feb-2016	31-Jan-2018	86%	C	Director of Communities (CDR01)	Assistant Director - Housing Operations (COP01)

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P013 Maximising Corporate Debt Collection</b>	Closure	H	01-Apr-2014	31-May-2017	100%	R	Chief Executive (XEX01)	Assistant Director - Revenues (RRE01)
<b>P050 Reprographics Service Review</b>	Prototype	H	15-Jun-2016	31-Jan-2018	81%	R	Director of Resources (RDR01)	Assistant Director - Human Resources (RHR01)
<b>P105 Civic Office Waste and Recycling</b>	Implement	M	01-Mar-2016	31-Jul-2017	100%	N	Assistant Director - ICT & FM	Environmental Co-ordinator (NEC01M)

<i>Programme title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P106 People Strategy</b>	Prototype	H	22-Apr-2016	31-Aug-2017	-	R	Director of Resources (RDR01)	Assistant Director - Human Resources (RHR01)
<i>Project or programme title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P170 Establish a Common Operating Model</b>	Prototype	H	03-Jul-2017	31-Mar-2019	33%	R	Chief Executive (XEX01)	Assistant Director - Human Resources (RHR01)
<b>P171 Corporate Business Support Team Review</b>	Discovery	H	30-Aug-2017	30-Mar-2018	31%	R	Head of Transformation	Assistant Director - Human Resources (RHR01)
<b>P172 Corporate ICT Team Review</b>	Discovery	H	01-Aug-2017	30-Apr-2018	12%	R	Director of Resources (RDR01)	Assistant Director - ICT & FM

<b>P107 Estates Service Review</b>	Implement	M	05-Apr-2015	29-Sep-2017	94%	N	Director of Neighbourhoods (NDR01)	Chief Estates Officer (NEV01)
<b>P108 Shared Services Review</b>	Prototype	H	20-May-2016	30-Apr-2018	90%	X	Chief Executive (XEX01)	Head of Transformation
<b>P117 Building Control Profile</b>	Closure	H	20-May-2016	31-Mar-2018	100%	G	Director of Governance (GDR01)	Building Control Manager (GBC01)

<b>P124 Corporate and Business Planning</b>	Prototype	H	01-May-2016	01-May-2018	78%	X	Chief Executive (XEX01)	Head of Transformation
<b>P126 Modern.Gov Report Management</b>	Prototype	M	26-Jul-2016	31-Mar-2018	48%	G	Director of Governance (GDR01)	Democratic Services Manager (GDS01)
<b>P140 District Emergency Control Centre Plan</b>	Prototype	M	18-Oct-2016	31-Jul-2017	30%	N	Director of Neighbourhoods (NDR01)	Emergency Planning Officer (NEP01)

### Workstream 3 - Resources, Accommodation and Technology

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P014 HR Payroll IT System</b>	Implement	H	04-Mar-2016	30-Mar-2018	90%	R	Assistant Director - Human Resources (RHR01)	Human Resources Manager (RHR03)
<b>P019 BC/DC Quality Improvement and File Scanning</b>	Prototype	M	01-Jan-2016	31-Mar-2019	88%	G	Assistant Director - Development Manager (GDM01)	Service Business Manager (GAD01)
<b>P020 Legal Document Scanning</b>	Prototype	M	25-Feb-2016	25-Apr-2018	97%	G	Director of Governance (GDR01)	Assistant Director - Legal Services (GLG01)
<b>P033 Printer Migration</b>	Closure	H	01-Jun-2013	16-Aug-2017	100%	R	Chief Executive (XEX01)	Assistant Director - ICT & FM
<b>P043 Mail, Correspondence and Document Management</b>	Prototype	H	01-Jun-2016	31-Mar-2018	67%	R	Assistant Director - Benefits (RBE01)	Business Manager (RAD01)
<b>P044 Electronic Invoicing</b>	Prototype	H	01-May-2016	31-Dec-2017	73%	R	Assistant Director - Accountancy (RAC01)	Procurement Manager (RFP02)
<b>P109 ICT Strategy Implementation</b>	Implement	H	01-Apr-2013	30-Nov-2017	96%	R	Assistant Director - ICT & FM	ICT Program Manager

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P116 HRA Financial Plan Review</b>	Closure	H	13-May-2016	30-Jun-2017	100%	C	Chief Executive (XEX01)	Director of Communities (CDR01)
<b>P122 Information Management</b>	Prototype	H	28-Jun-2016	31-Mar-2018	80%	G	Director of Governance (GDR01)	Chief Internal Auditor (GIF01)
<b>P125 Off-Street Parking Review</b>	Closure	M	01-Dec-2015	31-May-2017	100%	N	Assistant Director - Technical (NTS01)	Car park & Street Furniture Mgr Support Officer (NTP02)
<b>P131 Northgate Mobile Working (Planning &amp; BC)</b>	Prototype	M	01-Jan-2016	31-Aug-2017	73%	G	Assistant Director - Development Manager (GDM01)	ICT Program Manager
<b>P133 Scanning Residual Hard Copy Records - Communities Directorate</b>	Prototype	H	01-Aug-2016	31-Jul-2018	0%	C	Director of Communities (CDR01)	Asst. Director; Private Housing & Communities Support

<i>Programme title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P160 Service Accommodation Programme</b>	Prototype	H	22-Feb-2016	31-Mar-2023	16%	R	Chief Executive (XEX01)	Head of Transformation
<i>Project or programme title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P002 Service Accommodation Review</b>	Prototype	H	22-Feb-2016	31-Jan-2018	47%	R	Director of Resources (RDR01)	Head of Transformation
<b>P150 Relocation of Housing Repairs Service</b>	Prototype	H	03-Apr-2017	31-Aug-2018	50%	C	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
<b>P161 Civic Office Refurbishment</b>	Hold	H	-	31-Mar-2023	0%	R	-	-
<b>P162 Civic Office Car Parks</b>	Hold	H	-	31-Mar-2023	0%	R	-	-
<b>P163 Relocate Hemnall Street Operations</b>	Hold	H	-	01-Apr-2020	0%	C	-	-
<b>P164 Relocation from</b>	Prototype	H	-	30-Sep-2018	0%	C	Director of	Assistant Director -

<i>Project or programme title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>Homefield House</b>							Communities (CDR01)	Community Services & Customer Relations (CSS01)
<b>P166 Relocate Pyrles Lane Nursery</b>	Prototype	H	11-May-2017	30-Nov-2018	32%	N	Assistant Director - Technical (NTS01)	General Manager (NGM01)
<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P165 Major Tree Works Procurement</b>	Prototype	H	24-Jul-2017	01-Aug-2018	59%	N	Senior Project Improvement Officer (GPI01)	Assistant Director - Technical (NTS01)

#### Workstream 4 - Major Projects

<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
<b>P112 Operating Partner for North Weald Airfield</b>	Prototype	H	20-May-2015	31-Jul-2017	56%	N	Director of Neighbourhoods (NDR01)	Assistant Director - Environment & Neighbourhoods (NNS01)
<b>P113 Epping Forest Shopping Park</b>	Implement	H	20-May-2015	31-Dec-2017	93%	N	Director of Neighbourhoods (NDR01)	Director of Neighbourhoods (NDR01); Asset Management Development Consultant
<b>P114 St John's Road Development</b>	Implement	H	20-May-2015	31-Dec-2019	90%	N	Director of Neighbourhoods (NDR01)	Director of Neighbourhoods (NDR01); Chief Estates Officer (NEV01)
<b>P115 Local Plan Programme</b>	Prototype	H	17-May-2016	01-Apr-2019	30%	N	Chief Executive (XEX01)	Interim Assistant Director (NFP502);



<i>Project title</i>	<i>Stage</i>	<i>RPA</i>	<i>Start date</i>	<i>Due date</i>	<i>Progress</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
								Director of Neighbourhoods (NDR01); External Consultant (Local Plan)
<b>P120 Council Housebuilding Programme</b>	Implement	H	01-Dec-2015	31-May-2019	74%	C	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
<b>P135 New Leisure Management Contract Programme</b>	Prototype	H	20-May-2015	31-Dec-2020	42%	N	Director of Neighbourhoods (NDR01)	Assistant Director - Environment & Neighbourhoods (NNS01)
<b>P136 Hillhouse Development</b>	Closure	H	01-Feb-2016	31-Dec-2018	100%	C	Chief Executive (XEX01); Director of Neighbourhoods (NDR01)	Director of Communities (CDR01); Assistant Director - Environment & Neighbourhoods (NNS01)

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## ***Report to Task and Finish Panel***

***Date of meeting: 11 September 2017***

**Subject: Recovery and Risks for the Covalent System**



**Officer contact for further information: Steve Bacon, ICT Operations Manager**

**Committee Secretary:** Adrian Hendry, Senior Democratic Services Officer

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### **Recommendations/Decisions Required:**

**That the Panel considers the recovery and risk strategy for the Covalent system.**

### **Report:**

#### Background

1. Covalent is a cloud-based performance and project management software that provides real-time visibility and control of strategic and operational performance, project management and risk. Covalent Software Ltd, based in Taunton, Somerset, was acquired by Ideagen PLC in August 2016. Ideagen provides a range of Governance, Risk and Compliance software products globally, and employs 250 staff based around the UK, the US and Dubai. Ideagen has a customer base of over 2,200 organisations, including Emirates, Boeing, PwC and Heineken.
2. The Council has purchased Covalent system licences for all staff, initially for a twelve-month period. Covalent is a corporate system and as such our access to it is managed and maintained by Corporate ICT. We anticipate renewing the licence on an annual basis.

#### Recovery

3. The exit strategy for Covalent is surprisingly simple and free:
4. Data – the system allows for a backup to be taken of all inputted data, this could then be imported into a database or spreadsheet for reformatting to allow import into any replacement system. A test of this functionality was run successfully as part of the prototyping of the system.
5. Documents / file attachments – any required attached files would need to be manually downloaded. Alternatively, Covalent could export these files for us but there would be a charge for this service.
6. It's important to note that all data within Covalent remains the property of the Council.

#### Risks

7. Ideagen have stated that they regard the acquisition of Covalent as one which

adds functionality to their existing products, as well as strengthening their research and development. They have stated they value the long term customer relationships that Covalent have, and the repeat business from these customers.

8. The risk of the Covalent product being discontinued or substantially altered, adversely affecting our continued use of the product, is therefore assessed as being of low likelihood and medium impact. Consequently, this risk is being monitored but no additional control or mitigation actions are appropriate.

**Reason for decision:**

The Task and Finish Panel requested a report on the recovery and risks for the Covalent system, as introduced by the Transformation Programme.

**Options considered and rejected:**

The Panel could make recommendations regarding the strategy within the Task and Finish Report.

**Resource implications:**

Within existing resources.

**Legal and Governance Implications:**

There are no constitutional implications of this proposal.

**Safer, Cleaner Greener Implications:**

There are no safer, Cleaner or Greener implications.

**Consultation Undertaken:**

No formal consultation was undertaken in the preparation of this report.

**Background Papers:**

Reports to previous meetings of the Task and Finish panel.

**Impact Assessments:****Risk Management:**

Risks are covered in the report above, alongside mitigation and control measures.

**Equality:**

There are no Equality Impact implications.

# Equality analysis report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Recovery and Risks for the Covalent System
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	<b>Transformation Programme</b>
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

<p>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.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	If yes, state which protected groups:
	<p>If no, state reasons for your decision:</p> <p>No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.</p>

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	06.09.2017
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:	06.09.2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	06.09.2017

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## ***Report to Task and Finish Panel***

***Date of meeting: 11 September 2017***

**Subject: Transformation Programme Costs and Benefits**



**Officer contact for further information: David Bailey, Head of Transformation**

**Committee Secretary:** Adrian Hendry, Senior Democratic Services Officer

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### **Recommendations/Decisions Required:**

- (1) That the Panel considers the structure and costs of the Council's Transformation Team and transformation projects.**
- (2) That the Panel considers the structure and benefits of the Council's Transformation Programme and transformation projects.**

### **Report:**

#### Background

1. The terms of reference for the Panel include making recommendations to the Overview and Scrutiny Committee on the scrutiny of two aspects of the Transformation Programme:
  - ▶ The management of the Transformation Programme itself; and
  - ▶ The constituent projects that make up the Transformation Programme.

Further, there are two dimensions to each aspect:

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

2. 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: Scrutiny dimensions*

3. This report seeks to cover each area in turn.

## ❶ Transformation Team Structure and Cost Estimate

4. 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.

<i>Post holder</i>	<i>Job title</i>	<i>Contract</i>
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	Senior Project Improvement Officer	1 FTE, 18 month fixed-term contract to 02 Nov 2018
Monika Chwiedz	Performance Improvement Officer	1 FTE, permanent post

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

5. 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.
6. 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; and
  - ▶ Corporate performance monitoring and reporting.
7. 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.
8. A £100,000 prototype fund for the Transformation Programme was established in 2016/2017. To date around £30,000 has been spent undertaking activities in support of the programme.
9. There are currently 55 High (43) and Medium (12) complexity projects and programmes across the Transformation Programme, supported by the corporate Transformation Team.

## ② Benefits from Management of the Transformation Programme

10. 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).
11. 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.
12. 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.
13. 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

14. 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

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

### **③ Individual Project Costs**

16. As mentioned above, work is currently ongoing to identify the financial 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.

17. 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.

### **④ Individual Project Benefits: Financial and Non-financial**

18. 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.

19. 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.

20. 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.

21. However, 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 be included here.

<i>Project title</i>	<i>Whole life investment</i>	<i>Whole life benefits</i>	<i>Return On Investment</i>
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*

22. 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.
23. 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. Further study would be required to confirm this hypothesis.

#### **Reason for decision:**

The Task and Finish Panel requested a report on the costs and benefits of the Council's Transformation Programme.

#### **Options considered and rejected:**

An option to prescribe transformation 'on-costs' to individual activities, projects and programmes within the Council's Transformation Programme was considered and rejected. It is not meaningful to apportion the time / costs of transformation officers to projects, however, overall indicative costs and benefits for the programme can be considered.

**Table 5: P160 Service Accommodation Programme**

	<i>Benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Cashable savings</i>	<i>Non-cashable value</i>	<i>Benefit owner</i>
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**

	<i>Benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Cashable savings</i>	<i>Non-cashable value</i>	<i>Benefit owner</i>
B1.01	Reduced workforce annual pay bill, including on-costs	£20m	£18m	Apr 2020	£2m	-	Director of Resources

Estimated costs: Revenue £2m.

**Resource implications:**

Within existing resources.

**Legal and Governance Implications:**

There are no constitutional implications of this proposal.

**Safer, Cleaner Greener Implications:**

There are no safer, Cleaner or Greener implications.

**Consultation Undertaken:**

No formal consultation was undertaken in the preparation of this report.

**Background Papers:**

Reports to previous meetings of the Task and Finish panel.

**Impact Assessments:****Risk Management:**

There are no Risk Management implications.

**Equality:**

There are no Equality Impact implications.

# Equality analysis report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme Costs and Benefits
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	<b>Transformation Programme</b>
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.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	04.09.2017
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:	04.09.2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	04.09.2017