

Report to the Cabinet

Report reference: C-045-2016/17
Date of meeting: 1 December 2016



Portfolio: Leader of the Council
Subject: Transformation Programme – October 2016 Highlight Report
Responsible Officer: David Bailey (01992 564105).
Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Cabinet note the progress of Projects and Programmes for October 2016, alongside planned actions for November.**

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for October 2016. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being undertaken.

The report includes progress for all chartered projects of Medium and High Risk Potential, as well as progress on key aspects of the Transformation Programme.

Overall, progress indicators for 'cost', 'delivery / outcomes / outputs' and 'benefits' remain Green. The status indicator for 'time' is reported as Amber to highlight that 4 actions (from a total of 202) are overdue. 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 October 2016 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 includes progress for all chartered 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 2016, 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:

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

5. This report includes progress for the 36 chartered 'live' projects with Medium or High Risk Potential, alongside progress on key aspects of the Transformation Programme overall.
6. Overall, transformation progress status indicators remain Green for 'cost', 'delivery / outcomes / outputs' and 'benefits'. The status indicator for 'time' is reported as Amber to highlight that 4 actions (from a total of 202) are overdue when compared with planned timelines.
7. Aside from the projects referred to above, Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the vast 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.

8. Appendix 1 contains the highlight report for October 2016.

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.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

Progressing the priority transformation projects, particularly the Customer Contact Projects and the Review of Service Accommodation, will improve access to our services for both our customers and our staff from various protected groups.

The benefits would include but are not limited to:

- Improved physical access to the Civic Offices for customers and employees with disabilities or customers with babies and young children;
- Improved self-service access for customers, through online and mobile phone applications, which can be used outside of normal office hours; and
- Reduced transaction times, where customer enquiries are dealt with at the first point of contact.

Appendix 1

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
10	October 2016

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Management Board	<i>Date</i>	08.11.2016
--	------------------	-------------	------------

Distribution list

<i>Name</i>	<i>Job title</i>	<i>Directorate / Department</i>	<i>Organisation</i>
Membership	Transformation Programme Board	-	EFDC

Overall transformation programme progress and status

	<i>RAG status</i>		<i>Comment on overall progress and status and recommended actions</i>
	<i>This period</i>	<i>Last period</i>	
Time	Amber	Amber	4 milestones overdue but under control (from total of 202) as detailed below.
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	Green	Green	

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

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 1 – Customer Experience					
P001 Customer Contact Projects					
B1 Improved customer value B2 Reduced waste and defects	Structural site survey completed	Oct 2016	Structural investigation booked	Dec 2016	Facilities Manager
Workstream 4 – Major Projects					
P111 Council Housebuilding Programme Team					
B4 Increased savings and income	The Development Manager resigned in October, with last working day 28 October	Oct 2016	Due to temporary moratorium on housebuilding imposed by Cabinet, no plans to recruit Development Manager. Review actions	Nov 2016	Assistant Director, Housing Property
	Adverts placed for Development Officer without success. Agencies approached. Interviews took place and appointment made. Development Officer starts 31 October	Oct 2016	Induct Development Officer	Nov 2016	Assistant Director, Housing Property

Continued./...

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 4 – Major Projects					
P114 St. John's Road Development					
B4 Increased savings and income	Following financial agreement between ECC and EFDC and ECC obtaining minister approval to the revised deal, final drafting has been progressed between the Council's solicitors and frontier Estates. A meeting was held on 24 October between EFDC and Frontier Estates to discuss final drafting sticking points. These have been reduced to just three points	Oct 2016	Resolve final three drafting points. EFDC's CEO will take up directly with ECC but if these cannot be agreed then a meeting will be organised with all parties and their solicitors to agree final drafting of these outstanding items	Nov 2016	Development Consultant

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	01.11.2016	October draft	Monika Chwiedz, Performance Improvement Officer	Draft
2.0	01.11.2016	October draft	David Bailey, Head of Transformation	Revision
3.0	08.11.2016	October draft	David Bailey, Head of Transformation	Cabinet APG

*** End of Report ***