

Supplementary Committee Agenda



Transformation Task and Finish Panel Tuesday, 1st August, 2017

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

Time: 7.30 pm

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

5. PROJECT LIFE CYCLE - PRINTER MIGRATION (Pages 3 - 8)

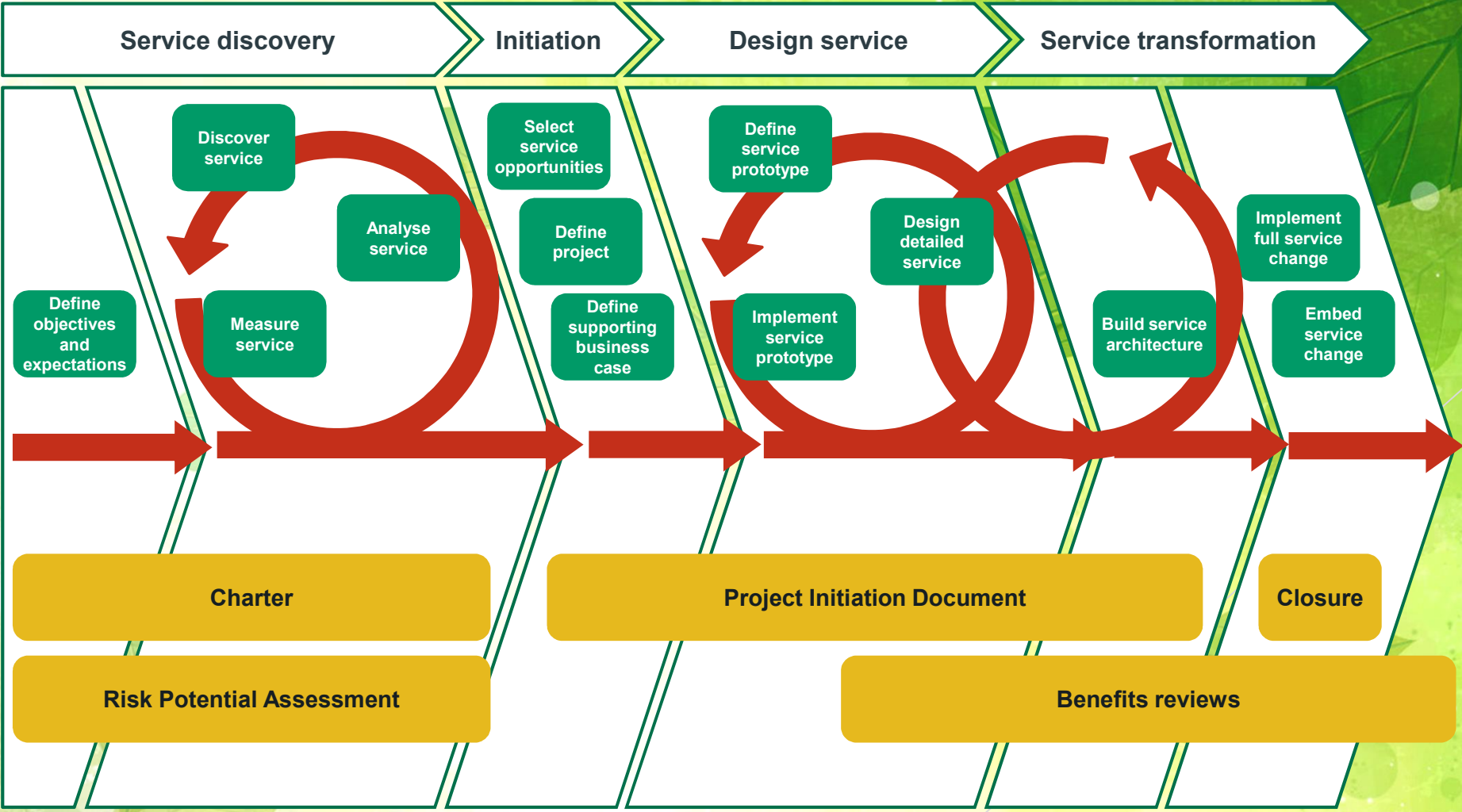
(Head of Transformation) To look at one Transformational project from start to finish.
Revised appendix 1a and 1f attached..

9. OVERVIEW OF HIGH LEVEL PROJECTS (Pages 9 - 14)

(Head of Transformation) Promised report attached.

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Project lifecycle



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Project close

1. Project title	Printer Migration	5. Reference	P033
2. Manager name	David Newton, Assistant Director, ICT and Facilities Management	6. Date	19 July 2017
3. Sponsor	Glen Chipp, Chief Executive	7. Version	1.0
4. Corporate Plan link	Aim 3.b. Modernising council operations		
8.	Baseline	Actual	
Start Date	23 March 2016	23 March 2016	
Finish Date	April 2017	July 2017	
Budget	£48,500	£48,500	
9. Timeline	10. Executive Summary	11. Recommendations	
See page 3 and 4 of report for Completed Timeline view and Action Tree view (Source: Covalent).	<p>What was the project? To introduce new MFDs and remove desktop printers</p> <p>What did you do? Replaced approx. 30 MFDs and removed 90 desktop printers with approx. 26 new MFDs</p> <p>Why was it established? To save money, efficiency saving for IT as old printers were faulty, improved resilience, improved data security as ID cards are required to pick up printing</p>	<ul style="list-style-type: none"> ▪ To formally close the project ▪ Letter head templates to be put in to Business as Usual, for IT ▪ Relocation of HR loan printer (due to payslips transitioning to online) ▪ Review project implementation, including MFD locations and issues log in October 2017 ▪ Review benefits realisation in October 2017 	
	12. Benefits		
	<ul style="list-style-type: none"> ▪ Increased Savings for; fee of new MFD contract, colour printing, routing of large print jobs to Reprographics and removal of fax lines ▪ Improved Efficiency – staff can access any MFD at any site for print and scanning functions, IT staff will have reduced ▪ Reduction in stock holding of expensive ink cartridges 		
13. Projects and/or programmes of work that are affected by this project			
<ul style="list-style-type: none"> ▪ Reprographics Service Review (P050) – diverting large print jobs to Reprographics and how the service is managed ▪ Relocation of the housing repairs service (P150) - MFD will require relocation to other sites Oakwood Hill Depot ▪ Review of the Careline Alarm Monitoring Service (P010) - removal of HP printer from Parsonage Court ▪ Relocation of MFD to Town Mead 			
14. What went well?	15. Areas to be improved?		
<ul style="list-style-type: none"> ▪ There was good support from Management Board ▪ Out of hours removal of MFDs went well ▪ Senior managers reaffirmed decisions made by the group and dealt with descent from staff 	<ul style="list-style-type: none"> ▪ A lack of regard for the project decision making process around the replenishment of MFDs ▪ Some Directorate reps were not given sufficient support to cascade information to colleagues ▪ Prioritisation of resource management for projects over Business as Usual (within sections of Directorates) e.g. service areas not agreeing to develop letter head templates for the duration of the project 		
16. Findings			
<ul style="list-style-type: none"> ▪ Savings for 2016/17 were £15,000 with an expectation of £7,500 for this period ▪ For 2017/18 savings are on track for £18,000 as stated in the Transformation Programme Board report (20 July 2016) ▪ Proposed solution cost has been reduced to £30,500 (budget has been adjusted) – ICT 33080: 3020 (IH015 & IH016) 			

Project close

- The project has highlighted a skills gap for basic IT skills which will be addressed in 2017/18 IT training offering

17. Data

- ICT budget; 33080: code 3020 (job numbers: IH015 & IH016)

18. Project members

Project Sponsor: Glen Chipp, Chief Executive

Project Manager: David Newton, Assistant Director, ICT & FM

Transformation Lead: David Bailey, Head of Transformation

ICT systems: Steve Bacon, ICT Operations Manager

ICT: Chris Askew, Service Desk Supervisor

Facilities: Stuart Mitchell, Facilities Manager

Business support: Sharon Lekha, Business Manager

Directorate representatives: Gary Woodhall, Senior Democratic Services Officer (Governance) Kay Cobbin, Housing Admin Officer (Communities) and outstations Anna Whittaker, Business Support Officer (Resources) Elizabeth Ainslie, Environmental Co-ordinator (Neighbourhoods) and Green agenda rep James Carstairs, Administration and Premises Manager (Communities) and outstations

19. Change control

Project close

Go To... 7
Actions 7
Covalent
Print
Help

P033 Printer Migration

Progress 94%

Status ● **Overdue**

Weight 1

Next Update Due 19 Jul 2017

Details
Action Tree 2
Timeline
Milestones
Related To
More...

Parent

Code & Title	Progress	Status	Due Date
▶ WS3 Workstream 3 - Resources, Accommodation and Technology	<div style="width: 76%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 76%		31 Mar 2023

Sub-Actions

Code & Title	Progress	Status	Due Date
✔ P033.01 Transformation Programme Board	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		23 Mar 2016
✔ P033.02 Project meeting	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		25 Apr 2016
✔ P033.03 Undertake printer usage	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		25 Apr 2016
✔ P033.04 Analyse printer Audit	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 May 2016
✔ P033.05 Draft PID	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		23 May 2016
✔ P033.06 PID Agreed by TPB	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		01 Jun 2016
✔ P033.07 Transformation Programme Board	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Jul 2016
✔ P033.08 Multi-Function Devices	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Jul 2016
✔ P033.09 Xerox	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Jul 2016
✔ P033.10 Leader to approve the PID	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Aug 2016
✔ P033.11 Approve Supplier	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Jul 2016
✔ P033.12 Supplies	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		20 Jun 2016
✔ P033.13 MDF positioning	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Jul 2016
✔ P033.14 Templates complete agreed	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		30 Sep 2016
✔ P033.15 Template approved by TPB	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Oct 2016
✔ P033.16 Order Placed with Xerox	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Oct 2016
✔ P033.17 Installation	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Oct 2016
✔ P033.18 Installation	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Oct 2016
✔ P033.19 Delivery	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Oct 2016
✔ P033.20 MFD removal	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		27 Feb 2017
✔ P033.21 Satellite offices	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		30 Nov 2016
✔ P033.22 Communications	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		30 Nov 2016
✔ P033.23 Installations commence	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Dec 2016
✔ P033.24 Desktop printer removal	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		30 Jan 2017
✔ P033.25 Installation	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		20 Dec 2016
✔ P033.26 Test Template	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		05 Dec 2016
✔ P033.27 Deliver	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Jan 2017
✔ P033.28 Redundant MFDs	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Jan 2017
✔ P033.29 Printer tables	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Mar 2017
✔ P033.30 Technical justification	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Jan 2017
✔ P033.31 All desktop units	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Mar 2017
✔ P033.32 Implementation issues resolved	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Mar 2017
✔ P033.33 Lines terminated	<div style="width: 100%; height: 10px; background-color: #95a5a6; margin: 2px 0;"></div> 100%		31 Mar 2017

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Project close

P033 Printer Migration-

Current **Description**

Progress  94%

Status **Overdue**

Weight 1

Next Update Due 19 Jul 2017

2013 2014 2015 2016 2017

01 Jun 2013

19 Jul 2017

Details **Action Tree 2** Timeline Milestones Related To More...

Sorted by Due Date

Zoom    Print

Code & Title	Progress	2015	2016	2017
✓ P033.01 Transformation Programme Board	100%			
✓ P033.02 Project meeting	100%			
✓ P033.03 Undertake printer usage	100%			
✓ P033.05 Draft PID	100%			
✓ P033.04 Analyse printer Audit	100%			
✓ P033.06 PID Agreed by TPB	100%			
✓ P033.12 Supplies	100%			
✓ P033.07 Transformation Programme Board	100%			
✓ P033.08 Multi-Function Devices	100%			
✓ P033.09 Xerox	100%			
✓ P033.11 Approve Supplier	100%			
✓ P033.13 MDF positioning	100%			
✓ P033.10 Leader to approve the PID	100%			
✓ P033.14 Templates complete agreed	100%			
✓ P033.15 Template approved by TPB	100%			
✓ P033.16 Order Placed with Xerox	100%			
✓ P033.17 Installation	100%			
✓ P033.18 Installation	100%			
✓ P033.19 Delivery	100%			
✓ P033.21 Satellite offices	100%			
✓ P033.22 Communications	100%			
✓ P033.26 Test Template	100%			
✓ P033.25 Installation	100%			
✓ P033.23 Installations commence	100%			
✓ P033.24 Desktop printer removal	100%			
✓ P033.27 Deliver	100%			
✓ P033.28 Redundant MFDs	100%			
✓ P033.30 Technical justification	100%			
✓ P033.20 MFD removal	100%			
✓ P033.29 Printer tables	100%			
✓ P033.31 All desktop units	100%			
✓ P033.32 Implementation issues resolved	100%			
✓ P033.33 Lines terminated	100%			

Report to Task and Finish Panel

Date of meeting: 1 August 2017

Subject: Transformation Programme

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

Committee Secretary: Adrian Hendry, Senior Democratic Services Officer



Recommendations/Decisions Required:

That the Panel considers the proposal for the location of scrutiny for transformation projects and programmes within the Office of the Chief Executive, as the Overview and Scrutiny Committee.

Report:

1. The majority of transformation projects and programmes have a lead directorate, with scrutiny provided by the respective selection committee – Communities, Governance, Neighbourhoods and Resources.
2. However, a small number of projects and programmes – currently four – are located within the Office of the Chief Executive. See Appendix 1. The arrangements for the scrutiny of this work are to be clarified.
3. The proposal is for such projects and programmes to be scrutinised by the Overview and Scrutiny Committee.

Reason for decision:

The Chairman of the Task and Finish Panel requested a report to propose a location for the scrutiny of transformation projects within the Office of the Chief Executive.

Options considered and rejected:

A new selection committee for the Office of the Chief Executive was considered.

A new Task and Finish Panel to scrutinise the individual transformation projects that are not already within the remit of the Select Committees was considered.

These options were rejected due to the lead in times and resources required to establish new structures when the Overview and Scrutiny Committee could effectively and immediately provide this function.

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 Task and Finish Panel
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	Transformation Programme
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>	<p>If yes, state which protected groups:</p>
	<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:	26.07.2017
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:	26.07.2017
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	26.07.2017

Appendix 1 - Project and Programme Register

Project / programme reference and title	Directorate
P001 Customer Service Programme, including P142 Customer Satisfaction and Standards P145 Customer Reception P146 Corporate Customer Team P147 Systems and Digital Development	Office of the Chief Executive
P130 Corporate Online Booking System	Resources
P134 Self-Service Licence Applications	Neighbourhoods
P138 Waltham Abbey Wayfinding	Neighbourhoods
P139 Pandemic Flu Plan	Neighbourhoods
P004a External Corporate Communications	Governance
P003 Establish Programme Management	Office of the Chief Executive
P008 Museum Heritage Trust	Communities
P010 Review Sheltered Housing Scheme	Communities
P050 Reprographics Service Review	Resources
P108 Shared Services	Office of the Chief Executive
P105 Civic Office Waste and Recycling	Neighbourhoods
P107 Estates Service Review	Neighbourhoods
P106 Workforce Development Strategy	Resources
P124 Corporate and Business Planning	Office of the Chief Executive
P004b Internal Corporate Communications	Governance
P140 District Emergency Control Centre Plan	Neighbourhoods
P014 Integrated HR Payroll IT System	Resources
P019 BC File Scanning Phase one	Governance
P020 Legal Document Scanning	Governance
P044 Electronic Invoicing	Resources
P122 Information Management	Governance
P043 Post, Correspondence and Document Management	Resources
P109 ICT Strategy Implementation	Resources
P131 Northgate Mobile Working (Planning & BC)	Governance
P133 Scanning Residual Hard Copy Records – Communities Directorate	Communities
P160 Service Accommodation Programme, including P002 Service Accommodation Review P161 Civic Office Refurbishment P162 Civic Office Car Parks P163 Relocate Hemnall Street Operations P164 Relocation from Homefield House	Resources
P150 Relocation of Housing Repairs Service to Oakwood Hill Depot	Communities

Project / programme reference and title	Directorate
P112 Operating Partner for North Weald Airfield	Neighbourhoods
P113 Epping Forest Shopping Park	Neighbourhoods
P114 St. John's Road Development	Neighbourhoods
P115 Local Plan Programme	Neighbourhoods
P120 Council House Building Programme	Communities
P135 New Leisure Contract	Neighbourhoods
P136 Hillhouse Development	Communities

(19 June 2017)

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