Report to the Cabinet

Report reference: **C-083-2015/16**
Date of meeting: **7 April 2016**

**Epping Forest
District Council**

Portfolio: **Leader**

Subject: **Transformation Programme – February 2016 Highlight Report**

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

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

Recommendations/Decisions Required:

(1)   That the Cabinet review the progress of the Transformation Programme through the highlight report from the end of February 2016; and

(2)   To consider an Invest to Save funding bid for the costs associated with the procurement process for the undertaking of a feasibility study for the Service Accommodation Review Project.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme will be presented to the Cabinet. This is the highlight report for February 2016. It is anticipated that the format of the highlight report will evolve over time in order to remain an effective tool for highlighting progress, slippage and remedial actions being undertaken.

The transformation programme is at an early stage and all progress indicators are green.

This report also presents a £50,000 Invest to Save request in order to complete a headline business case on options for future service accommodation as part of the Service Accommodation Review Project [P002].

Reasons for Proposed Decision:

To present progress highlights from the transformation programme to the Cabinet, including workstreams, programmes and projects.

To request Invest to Save funding to enable a headline feasibility study to be completed on a timeline which fits with other transformation projects, like the Customer Contact Projects [P001]. External experts are required to complete the feasibility study as the necessary skills and capacity is not available in-house.

Other Options for Action:

No other options are appropriate. 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.

No other option to complete the feasibility study is available as the required skills and capacity do not exist in-house.

The next Cabinet meeting is 9 June 2016. A Project Initiation Document, including a full business case could be prepared, but this would delay the decision to agree the Invest to Save funding bid by two months.

Report:

Transformation Programme – Progress Highlight Report

1.	This is the first regular highlight report brought to the Cabinet for the transformation programme. As such, it's anticipated that the format may change over time so as to remain effective at highlighting progress, slippage and any remedial actions in the programme overall.

2.	The Cabinet is requested to review progress at the end of February 2016.

3.	Key milestones for the transformation programme are being considered by the Transformation Programme Board. It is anticipated that these will be reported as part of the next highlight report to the Cabinet.

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.   At this stage, all status indicators are green, and this largely reflects the progress of actions to establish the transformation programme itself, including the workstreams.

6.   At their away day (16 February 2016) Management Board agreed to prioritise two workstreams: (1) Customer experience and (3) Resources, Accommodation and Technology.

7.   Appendix 1 contains the highlight report for February 2016.

Invest to Save Funding Bid

8.   The Transformation Programme Board has chartered a Service Accommodation Review project [P002] to undertake a headline feasibility study of different options for Council office accommodation. Full details of the four options to be investigated are contained in the Project Charter in Appendix 2.

9.   Early discovery has shown that the project would require a feasibility study, completed by an external specialist with access to appropriate business consultancies. Initial quotations have shown that the cost of this work would be in the region of £50,000 and would take 4-6 weeks to complete.

10.   Clearly without the completion of the study it is only possible to speculate on the magnitude of savings that could be realised from a Council decision to change the use of Council service accommodation.

11.   One conservative estimate for the capital receipt for the sale of the current Council Offices site in Epping is £11 million. As an alternative to further the Council's ambition to be self-financing, the Council could retain and develop the site. Early indications are that this could secure a substantial income stream.

12.   Therefore, it is in the public interest to complete a thorough and appropriate study of the options with professional and expert support.

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.

The Invest to Save fund currently has a balance of £156,000 available to allocate to schemes.

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 (2 March 2016).

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

Report	Period
1	**February 2016**

Document control

Version	Date	Status (draft, approved)	Author	Change description
1.0	29.02.2016	Draft	David Bailey	Draft
1.1	02.03.2016	Approved	Transformation Programme Board	Note prioritisation of projects in workstreams 1 & 3

Approval

Approved for submission to the Cabinet (Sponsoring Group), given by	Transformation Programme Board	Date	02.03.2016

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	**Green**	-	To be agreed
Cost	**Green**	-	To be agreed
Delivery / outcome / output	**Green**	-	To be agreed
Benefits	**Green**	-	To be agreed

Progress this period and actions for the next period (in addition to those overdue)

Workstream / Project	Progress this period	Actions for next period	Due	Owner
Workstream 1: Customer experience	Report from Customer Contact Review due at Cabinet 3 March. Customer Contact Projects charter drafted.	Cabinet Report adoption. Project Charter due at TPB 2 March. Project team initial meeting to prepare for further study of customer transactions.	Mar 2016	Project Manager and Head of Transformation
Workstream 2: Business Culture	Establish Project and Programme Management charter drafted.	Consider project charter at TPB 2 March. Initiate project group.	Mar 2016	Head of Transformation
Workstream 3: Resources, accommodation and technology	Service Accommodation Review project charter drafted.	Consider project charter at TPB 2 March. Initiate project group.	Mar 2016	Project Manager and Head of Transformation
Workstreams	Charters drafted for key projects from the Corporate Plan Key Action Plan 2016/17. Risk Potential Assessment (RPA) tool, to indicate level of project management complexity, drafted and discussed at Corporate Risk Management Group.	Complete project charters. TPB balances resource deployment across programme using information from project charters. Risk Potential Assessment tool piloted.	Mar 2016	Transformation Programme Board
Staff training	Training specification completed and expressions of interest obtained.	Meet with preferred supplier to ensure quality, and if agreed, undertake preparation for cohort 1.	Mar 2016	Learning and Development Manager
Communications	Established transformation information pages on the corporate intranet. Delivered staff briefing and updates through District Lines and Leadership Team.	Maintain and extend information pages, including project management tools.	Mar 2016	Head of Transformation
Transformation Programme Board	Governance structure established.	Initial meeting held, terms of reference agreed.	Mar 2016	Chief Executive

Workstream / Project	Progress this period	Actions for next period	Due	Owner
Programme Management Office	Governance structure established.	Initial meeting held, terms of reference agreed.	Mar 2016	Head of Transformation
Project Initiation Document to establish transformation programme	Updated PID prepared for Management Board.	Agenda item for 2 March.	Mar 2016	Head of Transformation
£100k transformation savings	Ideas generated and TPB report drafted.	Report due at TPB 2 March. Work on savings commences.	Mar 2016	Chief Executive

Note: TPB – Transformation Programme Board, PMO – Programme Management Office

Milestones overdue

Workstream / Project	Milestone description	Expected end date	Revised end date	Dependent tasks / milestones (Y/N)?	Owner
None					

Escalated issues (including those from the last highlight report not yet resolved)

Item	Issue	Recommended action(s)	Due date	Owner
1.1	Engagement with Councillors	General briefing for Elected Members	Apr 2016	Head of Transformation

Escalated risks

Item	Risk	Recommended action(s)	Due date	Owner
	None			

*** End of Report ***