

Report to the Cabinet

Report reference: C-002-2016/17

Date of meeting: 9 June 2016



**Epping Forest
District Council**

Portfolio: Leader

Subject: Transformation Programme – Monitoring 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 for March-April 2016; and

(2) That the contract to provide expert assistance to the Accommodation Review is awarded to PricewaterhouseCoopers and that an additional allocation of £14,000 is made from the Invest to Save Fund to pay for this work.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme will be presented to the Cabinet. This is the highlight report for March and April 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.

A key project within the programme is the Accommodation Review and Cabinet agreed in April that a procurement exercise should be undertaken for external support to produce a high level feasibility study. The procurement has been completed and the bid that scored best on the combined price and quality assessment was from PricewaterhouseCoopers. However, this bid requires an additional allocation of £14,000 from the Invest to Save Fund.

Reasons for Proposed Decisions:

To inform Cabinet of progress on the transformation programme and to obtain the necessary funding for a key project.

Other Options for Action:

Members could decide not to award the contract to PricewaterhouseCoopers and conduct another procurement exercise. This is not recommended as it would delay the transformation programme and might not produce a better or cheaper outcome. The joint Member/Officer panel were unanimous in their scoring and in the decision to appoint PricewaterhouseCoopers.

Report:

1. This is the March-April 2016 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 for March-April 2016.
3. 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> |

4. At this stage, all status indicators are green, and this reflects the progress of actions to establish the transformation programme, including workstreams and priority projects.
5. Appendix 1 contains the highlight report for March-April 2016.
6. To inform other projects, such as the work being done on customer contact, and avoid abortive or wasted expenditure a key initial project is the Accommodation Review. Following soft market testing an estimate of £50,000 was made for the costs of a high level feasibility study and Cabinet allocated this money from the Invest to Save Fund in April.
7. An Invitation to Quote was issued to three contractors but one decided not to bid so two quotes were received by the deadline of 18 May. On 23 May an interview panel consisting of the Leader, Deputy Leader, Chief Executive and Director of Resources received presentations from the contractors and questioned them on their proposals.

8. The contractors were scored on price, their proposed approach and their presentations. The results are shown in the table below –

| Award Criteria | Bid A | PwC |
|---|--------------|--------------|
| Price | 17.34 | 12.66 |
| General relevant experience and proposed approach | 24.00 | 40.00 |
| Presentation | 12.00 | 24.00 |
| Total | 53.34 | 76.66 |

9. Whilst the alternative bid was cheaper, and below the initial estimate of £50,000, the panel were unanimous that PricewaterhouseCoopers scored far better on the quality assessment and this more than outweighed the pricing differential. The winning bid was priced at £64,000 and so an additional allocation of £14,000 is being requested from the Invest to Save Fund.

Resource Implications:

Further allocation of £14,000 needed from the Invest to Save Fund. As a percentage of the initial allocation of £50,000 this is significant but this should be seen in the context of the many millions of pounds involved with a decision about potential redevelopment and relocation of the Council's accommodation.

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 (4 May 2016).

Background Papers:

Progress submissions and relevant supporting documentation is held by the Programme Management Office (PMO).

Risk Management:

The Council is seeking to reduce the risks associated with strategic choices on accommodation by engaging appropriate external expertise.

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> |
|---------------|---------------------------|
| 2-3 | March - April 2016 |

Document control

| <i>Version</i> | <i>Date</i> | <i>Status (draft, approved)</i> | <i>Author</i> | <i>Change description</i> |
|----------------|-------------|---------------------------------|--------------------------------|---------------------------|
| 1.0 | 15.03.2016 | March draft | David Bailey | Draft |
| 1.1 | 01.04.2016 | March draft | David Bailey | Revised |
| 1.1 | 23.03.2016 | March approved | Transformation Programme Board | Approved |
| 1.0 | 15.04.2016 | April draft | David Bailey | Draft |
| 1.1 | 29.04.2016 | April draft | David Bailey | Revised |
| 1.1 | 23.03.2016 | April approved | Transformation Programme Board | Approved |
| 2.0 | 05.05.2016 | March-April combined | David Bailey | Draft |

Approval

| | | | |
|--|--------------------------------|-------------|------------|
| <i>Approved for submission to the Cabinet (Sponsoring Group), given by</i> | Transformation Programme Board | <i>Date</i> | 04.05.2016 |
|--|--------------------------------|-------------|------------|

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 | Green | Green | |
| Cost | Green | Green | |
| Delivery / outcome / output | Green | Green | |
| Benefits | Green | Green | |

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

| <i>Workstream / Project</i> | <i>Progress this period</i> | <i>Actions for next period</i> | <i>Due</i> | <i>Owner</i> |
|-----------------------------------|---|---|------------|---|
| Reporting | Cabinet Report adopted 3 March | - | - | Leader of the Council |
| | Cabinet Highlight Report for February 2016 adopted 7 April | - | - | |
| | Highlight Reports for March - April 2016 completed | Report to Cabinet meeting 9 June | Jun 2016 | Leader of the Council |
| Workstreams | TPB agreed project charters: P001 Customer Contact Projects P002 Service Accommodation Review P003 Establish Project and Programme Management P004 Corporate Communications P033 Printer Migration P039 Power Management System P044 Electronic Invoicing P045 Customer Self Service Payment Kiosks P046 Property Management System P105 Civic Office Waste and Recycling | - | - | Chief Executive |
| | Work continued drafting charters for key projects from the Corporate Plan Key Action Plan 2016/17 | Complete charters. TPB uses information to balance resource deployment across programme | Jun 2016 | Chief Executive |
| | Risk Potential Assessment tool piloted. | Continue pilot | Sep 2016 | Head of Transformation |
| P001 Customer Contact Projects | TPB considered report on customer contact manager and ICT support posts. Agreed to progress recruitment from within existing resource | - | - | Chief Executive |
| | Project team formed, initial meeting held, sub-project groups tasked 5 April | Project Initiation Document | Jun 2016 | Assistant Director, Governance & Performance Management |
| | Prepare, design and prototype customer visit monitoring | Monitoring of customer visits / transactions commences | Sep 2016 | Head of Transformation |
| P002 Service Accommodation Review | Project team formed and initial meeting held 31 March | - | - | Head of Transformation |
| | Meetings held with experts regarding feasibility study | - | - | Director of Resources |

| <i>Workstream / Project</i> | <i>Progress this period</i> | <i>Actions for next period</i> | <i>Due</i> | <i>Owner</i> |
|---|--|--|------------|---|
| | Cabinet Report approved funding for expert feasibility study 7 April | - | - | Head of Transformation |
| | TPB approved Project Initiation Document (PID) and specification 20 April | Cabinet (or Leader) to approve PID | May 2016 | Chief Executive |
| | Tender specification issued 26 April | Undertake tender process | May 2016 | Director of Resources |
| P003 Establish Project and Programme Management | Project team formed, initial meeting held and discovery shared 31 March | - | - | Head of Transformation |
| | Progress discovery activities | Project Initiation Document | Jun 2016 | Head of Transformation |
| P004 Corporate Communications | Core project team formed | - | - | Head of Transformation |
| | Communications group reps added to project team | Initial meeting scheduled for 16 May | May 2016 | Public Relations Manager |
| P033 Printer Migration | Printer audit and quote for new multi-function devices completed | - | - | Assistant Director, ICT & Facilities Management |
| | Directorate reps added to project team | - | - | Head of Transformation |
| | Starting a project team meeting 25 April and tasks agreed | Project Initiation Document | May 2016 | Assistant Director, ICT & Facilities Management |
| | Printer usage audit underway | Analyse printer audit | May 2016 | Head of Transformation |
| Staff transformation training | Training specification agreed and provider secured | - | - | Learning and Development Manager |
| | Participants for cohort 1 confirmed | - | - | Head of Transformation |
| | Cohort 1 training day 1 delivered | Deliver second training day 10 May | May 2016 | Learning and Development Manager |
| | Delegate evaluation scheduled | Undertake cohort 1 evaluation 16 May | | |
| | Cohort 2 dates selected and availability of delegates checked | Select participants for cohort 2 | May 2016 | Head of Transformation |
| Communications | Updates to staff via corporate intranet, email and District Lines, March & May | Continue regular updates to staff | Apr 2016 | Head of Transformation |
| | TPB agenda and minutes published | Ongoing | Ongoing | Head of Transformation |
| | Project information available to staff via the Corporate Intranet | Maintain and extend information pages, inc. project management tools | Ongoing | Head of Transformation |
| | Briefings with Leadership Team | Continue regular briefings | Ongoing | Chief Executive |
| | Staff Briefing Q&A on transformation with Chief Executive and Leader | Evaluate staff briefing | May 2016 | Learning and Development Manager |
| | Post-election briefing for Councillors 10 May | Briefing for Council to be arranged | Jul 2016 | Head of Transformation |

| <i>Workstream / Project</i> | <i>Progress this period</i> | <i>Actions for next period</i> | <i>Due</i> | <i>Owner</i> |
|--------------------------------------|--|-------------------------------------|------------|------------------------|
| Transformation Programme Board (TPB) | Met 2 and 23 March, 6 and 20 April | - | - | Chief Executive |
| | Terms of reference agreed | - | - | |
| | TPB agreed PID | - | - | |
| | BT initiative (Cllr Lion) meeting held to consider joint working | Seek direction from Chief Executive | May 2016 | |
| Programme Management Office (PMO) | TPB agreed terms of reference | - | | Chief Executive |
| | Initial meeting scheduled 9 May | Hold meeting | May 2016 | Head of Transformation |
| £100k transformation savings | TPB considered Report and agreed actions | Progress agreed projects | Apr 2016 | Chief Executive |
| | Leadership Team considered options and suggested further ideas | - | - | Chief Executive |
| | TPB refined ideas | PMO to undertake discovery | May 2016 | Head of Transformation |

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

Milestones overdue

| <i>Workstream / Project</i> | <i>Milestone description</i> | <i>Expected end date</i> | <i>Revised end date</i> | <i>Dependent tasks / milestones (Y/N)?</i> | <i>Owner</i> |
|-----------------------------|------------------------------|--------------------------|-------------------------|--|--------------|
| None | | | | | |

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

| <i>Item</i> | <i>Issue</i> | <i>Recommended action(s)</i> | <i>Due date</i> | <i>Owner</i> |
|-------------|--------------|------------------------------|-----------------|--------------|
| | None | | | |

Escalated risks

| <i>Item</i> | <i>Risk</i> | <i>Recommended action(s)</i> | <i>Due date</i> | <i>Owner</i> |
|-------------|-------------|------------------------------|-----------------|--------------|
| | None | | | |

*** End of Report ***