

Report to the Cabinet

Report reference: C-013-2016/17
Date of meeting: 21 July 2016



Portfolio: Leader of Council
Subject: Transformation Programme – May 2016 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 May 2016; and**
- (2) That the Cabinet endorses the decision of the Transformation Programme Board to progress permanent recruitments for the customer service posts from within existing resources.**

Executive Summary:

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

The Cabinet agreed on 3 March 2016 (C-074-2015/16) to proceed with the appointment of a Customer Services Manager for the Council and IT support post.

Reasons for Proposed Decisions:

To inform Cabinet of progress on the Transformation Programme and to endorse the recruitments of the customer service posts.

Other Options for Action:

Members could decide not to endorse the recruitment but this would delay the implementation of the priority Customer Contact project.

Report:

1. This is the May 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 May 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>	The matter should be escalated to the project sponsor and Transformation Programme Board immediately.
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>	The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.
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>	No action needed.

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 May 2016.

6. The Cabinet agreed on 3 March 2016 (C-074-2015/16) to proceed with the appointment of a Customer Services Manager for the Council and IT support post. Job Descriptions and other materials have been drafted and the roles evaluated as Head of Customer Service, Grade 11, and Business Support Analyst, Grade 5, respectively. Funding for these recruitments will come from the salary budget underspend in 2016/17 and from a consolidation of roles across the directorates from 2017/18. Any proposed changes to employment contracts will be undertaken in line with the Council's agreements with staff and Trades Unions.

Resource Implications:

Funding for the customer service recruitments will come from salary underspends in 2016/17. The Management Board commits to manage the costs within the overall salary budget from 2017/18 through the consolidation of roles across the directorates.

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 (1 June 2016).

Background Papers:

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

Transformation Programme – Customer Experience Workstream Cabinet Report, 3 March 2016, C-074-2015/16.

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.

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
4	May 2016

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	13.05.2016	May draft	David Bailey	Draft
1.1	01.06.2016	Draft	David Bailey	Draft

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	01.06.2016
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Distribution list

<i>Name</i>	<i>Job title</i>	<i>Directorate / Department</i>	<i>Organisation</i>
Transformation Programme Board	Membership	-	EFDC
Cabinet	Portfolio Holders	-	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	-	Report to Cabinet meeting 9 June	Jun 2016	Leader of the Council
	-	Include all charted projects on June highlight report	Jun 2016	Chief Executive
Workstreams	TPB agreed project charters: P019 File Scanning Building Control P020 Legal Document Scanning P043 Correspondence Scanning	-	-	Chief Executive
	Work continued drafting charters for key projects from the Corporate Plan Key Action Plan 2016/17	Present charters for approval. TPB uses information to balance resource deployment across programme	Jun 2016	Chief Executive
P001 Customer Contact Projects	Monitoring of customer visits / transactions commenced	Analyse data	Sep 2016	Assistant Director, Governance & Performance Management
	Team draft Project Initiation Document (PID)	TPB consider PID 1 June	Jun 2016	Head of Transformation
	-	Commence customer journey mapping	Jun 2016	Head of Transformation
P002 Service Accommodation Review	Tender selection and award	-	-	Director of Resources
	-	External consultants start feasibility study	Jun 2016	Head of Transformation
	-	Workshop with Leadership Team	Jun 2016	Director of Resources
P003 Establish Project and Programme Management	Discovery activities	Design prototype	Aug 2016	Head of Transformation
	Team draft Project Initiation Document (PID)	TPB consider PID 1 June	Jun 2016	Head of Transformation
P004 Corporate Communications	Initial meeting 18 May	Undertake discovery	Sep 2016	Public Relations Manager
P033 Printer Migration	Printer usage discovery and analysis	-	-	Assistant Director, ICT & Facilities Management
	Team draft Project Initiation Document (PID) 23 May	TPB considers PID 1 June	Jun 2016	Assistant Director, ICT & Facilities Management
P039 Out-of-hours Power Management	SCCM system tested on PCs and laptops as replacement for Verismic	IGel power down test	Jun 2016	ICT Operations Manager

<i>Workstream / Project</i>	<i>Progress this period</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
P043 Correspondence Scanning	-	Establish project team	Jun 2016	Business Manager
P044 Electronic Invoicing	E-invoicing pilot commenced with Facilities Management 23 May	Continue pilot	Jun 2016	Procurement Manager
P045 Customer Self-Service Payment Kiosks	Live upgrade to software v8.1	-	-	Senior Cashier
	Equipment delivered to facilities	-	-	Senior Cashier
	Visit to Basildon BC arranged	-	-	Senior Cashier
	-	Kiosk programming and testing	Aug 2016	Senior Cashier
	-	First kiosk installed in Civic Offices cashiers reception	Aug 2016	Senior Cashier
P046 Propman Property Management System	Testing and updates for UPRN addresses	Invoices for quarterly rent run to be produced from Propman	Jun 2016	Estate Management Officer
P105 Civic Office Waste and Recycling	Discovery to determine current recycling rates, costs, contract constraints	Appoint provider	Aug 2016	Environmental Co-ordinator
Staff transformation training	Cohort 1 training day 2 delivered 10 May	-	-	Learning & Development Manager
	Cohort 1 evaluation completed 16 May	-	-	Learning & Development Manager
	TPB selected cohort 2 delegates	Deliver cohort 2	Jun 2016	Learning & Development Manager
Communications	Update available to staff via Corporate Intranet 3 May	Maintain and extend information pages, inc. project management tools	Ongoing	Head of Transformation
	-	Evaluate staff briefing	May 2016	Assistant Director, Human Resources
	Post-election briefing for Councillors 10 May	Briefing for Council to be arranged	Jul 2016	Head of Transformation
	District Lines articles 11 May	-	-	Assistant Director, Human Resources
	Draft Communication Management Strategy	TPB considers Communication Management Strategy	Jun 2016	Public Relations Manager

<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 4 and 18 May	-	-	Chief Executive
	-	BT initiative (Cllr Lion) seek direction from Chief Executive, meeting 26 May	May 2016	
Programme Management Office (PMO)	Initial meetings held 9 and 25 May	Regular meetings	Jun 2016	Head of Transformation
£100k transformation savings	PMO to undertake discovery	Progress agreed projects	Jun 2016	Head of Transformation
	-	TPB considers business cases	Jun 2016	Chief Executive

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

Milestones overdue

None.

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

None.

Escalated risks

None.

*** End of Report ***