

Report to the Cabinet

Report reference: C-020-2016/17
Date of meeting: 1 September 2016



Portfolio: Leader of Council
Subject: Transformation Programme – June/July 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 June - July 2016, alongside planned actions for August.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for June - July 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, 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 33 actions (from a total of 294) 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 to the Cabinet, 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 June - July 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, as well as progress on key aspects of the Transformation Programme.

3. The Cabinet is requested to review progress for June - July 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 **all** 34 chartered 'live' projects, 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 33 actions (from a total of 294) 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 June - July 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 (3 August 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.

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
6-7	June - July 2016

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	Green	33 milestones overdue but under control (from total of 294) as detailed below.
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	Green	Green	

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	03.08.2016
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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

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

<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				
Collect private interview room usage data	Jun 2016	Collect private interview room usage data	Sep 2016	Assistant Director – Governance and Performance Management
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation
Recruitment	Jul 2016	Recruitment	Aug 2016	Head of Transformation
Commence customer journey mapping	Jul 2016	Commence customer journey mapping	Sep 2016	Head of Transformation
Complete reception specification	Jul 2016	Complete reception specification	Aug 2016	Head of Transformation
Prepare layout options	Jul 2016	Prepare layout options	Sep 2016	Facilities Manager
Plan customer contact centre discovery activities	Jul 2016	Plan customer contact centre discovery activities	Sep 2016	Assistant Director – Human Resources
Assess alternative solutions to Achieve Forms for CRM	Jun 2016	Assess alternative solutions to Achieve Forms for CRM	Sep 2016	ICT Operations Manager
Communications plan stakeholder analysis	Jul 2016	Communications plan stakeholder analysis	Sep 2016	Social Media and Customer Services Officer
P004 Corporate Communications				
Continue discovery	Jul 2016	Continue discovery	Sep 2016	Public Relations Manager
Report findings and Project Initiation Document (PID)	Aug 2016	Report findings and Project Initiation Document (PID)	Oct 2016	Public Relations Manager
P006 Ageing Population Needs Assessment				
A report detailing the research findings	May 2016	A report detailing the research findings	Aug 2016	Assistant Director – Communities
P010 Review Sheltered Housing Scheme Support				
Drafted Report on Careline Monitoring Service	Jun 2016	Report on Careline Service to go to Communities Select Committee 8 November	Nov 2016	Assistant Director – Housing Operations

<i>Actions overdue</i>	<i>Planned date</i>	<i>Remedial actions</i>	<i>Due date</i>	<i>Owner</i>
Workstream 1 – Customer Experience				
P017 Limes Centre, Chigwell, Service Expansion				
Report to Communities Select Committee 6 September	Sep 2016	12 month Review will go to the Communities Select Committee in March 2017	Mar 2017	Assistant Director – Housing Operations
P045 Customer Self-Service Payment Kiosks				
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation
Workstream 2 – Business Culture				
P003 Establish Project and Programme Management				
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation
Visit other authorities and completed system demonstrations	Jul 2016	Visit other authorities and completed system demonstrations	Sep 2016	ICT Operations Manager
Complete specification	Jul 2016	Complete specification	Sep 2016	Head of Transformation
P044 Electronic Invoicing				
Looking to bring in the rest of the Council, initially for large scale/higher volume suppliers	Aug 2016	Looking to bring in the rest of the Council, initially for large scale/higher volume suppliers	Oct 2016	Procurement Manager
Workstream 3 – Resources, Accommodation and Technology				
P002 Service Accommodation Review				
First draft feasibility report received and amends completed	Jul 2016	First draft feasibility report received and amends completed	Aug 2016	Director of Resources
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation
P033 Printer Migration				
Leader to approve PID	Jul 2016	Portfolio Holder decision	Aug 2016	Head of Transformation

<i>Actions overdue</i>	<i>Planned date</i>	<i>Remedial actions</i>	<i>Due date</i>	<i>Owner</i>
Workstream 3 – Resources, Accommodation and Technology				
P116 HRA Financial Plan Review				
Options report to be completed for September Finance and Performance Management Cabinet Committee.	Sep 2016	Options report to be completed for future Finance and Performance Management Cabinet Committee. Project on hold awaiting Government guidance	Dec 2016	Director of Communities
Workstream 4 – Major Projects				
P111 Council Housebuilding Programme Team				
Unsuccessful in appointing a Development Officer	Sep 2016	Looking to select a Development Officer via the Agencies	Sep 2016	Assistant Director – Housing Property
P112 Operating Partner for North Weald Airfield				
Project on hold due to officers working on other priority project	Jul 2016	Project on hold due to officers working on other priority project	To be determined	Assistant Director – Neighbourhoods
P114 St John's Road Development				
Final terms of sale were agreed by ECC Cabinet and EFDC Cabinet	Jun 2016	Submission to Secretary of State and further work on contract	Aug 2016	Development Consultant
P118 Oakwood Hill Depot				
Practical completion of Building	Jun 2016	Practical completion of Building	Jul 2016	Development Consultant
Transfer of all services from Langston Road	Jun 2016	Transfer of all services from Langston Road by 22 August	Aug 2016	Development Consultant
VOSA Accreditation achieved	Jun 2016	VOSA Accreditation achieved	Jul 2016	Development Consultant
P120 Council Housebuilding Programme				
Completion of Phase 1 build	Mar 2016	Continued negotiations to result in a Housing Portfolio Holder decision in August and a start (back) on site in September	Jun 2017	Assistant Director – Housing Property

<i>Actions overdue</i>	<i>Planned date</i>	<i>Remedial actions</i>	<i>Due date</i>	<i>Owner</i>
Workstream 4 – Major Projects				
Send out Phase 3 tenders	Aug 2016	Send out Phase 3 tenders in August and return early September	Sep 2016	Assistant Director – Housing Property
Staff transformation training				
Cohort 2 evaluation	Jul 2016	Cohort 2 evaluation	Aug 2016	Learning & Development Manager
Prepare participant list and dates for Cohort 3	Jul 2016	Prepare participant list and dates for Cohort 3	Aug 2016	Learning & Development Manager

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

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Reporting				
Highlight Report to Cabinet 9 June	Highlight Report to Cabinet 21 July	Highlight Report to Cabinet September	Sep 2016	Leader of the Council
All projects included on Highlight Report	-	-	-	Chief Executive
Workstreams				
TPB agreed project charters: P006 Ageing Population Needs Assessment P017 Limes Centre Service Expansion P008 Museum Heritage Trust P010 Review Sheltered Housing Scheme Support P011 Insurance Administration P012 Council's Apprenticeship Scheme P013 Maximise Corporate Debt Collection P014 Integrated HR Payroll IT System P117 Raise Building Control Profile P109 ICT Strategy Implementation P116 Future Options for the HRA Financial Plan P021 Repairs and Maintenance Hub P118 Oakwood Hill Depot P112 Operating Partner North	TPB agreed project charters: P050 Reprographics Service Review P106 Workforce Development Strategy P108 Shared Services Review P122 Information Management P124 Corporate and Business Planning	TPB consider project charters: ▪ Leisure management contract ▪ Hillhouse masterplan ▪ Council housing strategy TPB consider PIDs: ▪ Off-street parking service review	Aug 2016	Chief Executive

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
P113 Weald Airfield Epping Forest Shopping Park P114 St. John's Road Development P115 Local Plan Projects P107 Estates – Service Review P111 Council Housebuilding Programme Team P120 Council Housebuilding Programme				
-	TPB agreed project closures: P011 Insurance Administration P123 Ongar Academy School	-	-	Chief Executive
TPB used charter information to balance resource deployment across programme	TPB used charter information to balance resource deployment across programme	Continue drafting charters for key projects from Business Plans	Aug 2016	Chief Executive
Workstream 1 – Customer Experience				
P001 Customer Contact Projects				
Brief key cabinet members	-	-	-	Chief Executive
Analyse data	Analysis of customer visits / transactions completed	Collect private interview room usage data.	Jun 2016	Assistant Director – Governance and Performance Management
Project Initiation Document (PID) approved 1 June	-	Leader to approve PID	Jul 2016	Head of Transformation
New job roles evaluated: Assistant Director – Customer Service, Business Analyst – Customer Service	New vacancies advertised: Head of Customer Service and Business Analyst – Customer Service	Recruitment	Jul 2016	Head of Transformation

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 1 – Customer Experience				
-	-	Commence customer journey mapping	Jul 2016	Head of Transformation
-	-	Complete reception specification	Jul 2016	Head of Transformation
-	-	Prepare layout options	Jul 2016	Facilities Manager
-	Structural survey funding approved	Undertake structural survey	Sep 2016	Facilities Manager
-	-	Plan customer contact centre discovery activities	Jul 2016	Assistant Director – Human Resources
-	Priority areas for channel shift identified	-	-	ICT Operations Manager
-	-	Map and review existing channel shift solutions	Sep 2016	ICT Operations Manager
-	-	Develop fit-for-purpose specification through prototype channel shift	Sep 2016	ICT Operations Manager
-	Initial work completed to evaluate Achieve Forms as main CRM portal	Prototype through Achieve Service and Achieve Self-Service	Aug 2016	ICT Operations Manager
-	Assessed alternative solutions to Achieve Forms for CRM	Establish prototype system to test selected alternatives	Aug 2016	ICT Operations Manager
-	-	Communications plan stakeholder analysis	Jul 2016	Social Media and Customer Services Officer
P004 Corporate Communications				
Initial discovery commenced on audit of internal and external communications	Discovery ongoing, included customer survey at North Weald Airfield Centenary	Continue discovery	Jul 2016	Public Relations Manager
-	Work has begun to review Corporate Identity	-	-	Public Relations Manager

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 1 – Customer Experience				
-	Revisions to clarify charter discussed	Agree charter amendments	Aug 2016	Head of Transformation
-	-	Report findings and Project Initiation Document (PID)	Aug 2016	Public Relations Manager
P006 Ageing Population Needs Assessment				
Recommendations from study defined	Study findings presented to Leadership Team and Epping Forest Health and Wellbeing Board	-	-	Assistant Director – Communities
Final text proofed and circulated to key partners for comment	Executive summary produced	-	-	Assistant Director – Communities
-	-	Action Plan to be completed by September (likely to be August)	May 2016	Assistant Director - Communities
P010 Review Sheltered Housing Scheme Support				
Visited Harlow Council to discover lessons learnt from outsourcing	-	-	-	Assistant Director – Housing Operations
-	Change in hours has been achieved	Change of hours will take effect from 6 September	Sep 2016	Assistant Director – Housing Operations
Drafted Report on Careline Monitoring Service	-	Report on Careline Service to go to Communities Select Committee 8 November	Jun 2016	Assistant Director – Housing Operations
P017 Limes Centre, Chigwell, Service Expansion				
Extended opening hours maintained	Extended opening hours maintained	Maintain extended opening hours (month 7)	Aug 2016	Assistant Director – Housing Operations
-	Report to Communities Select Committee 6 September	12 month Review will go to the Communities Select Committee in March 2017	Mar 2017	Assistant Director – Housing Operations

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 1 – Customer Experience				
P045 Customer Self-Service Payment Kiosks				
Project Initiation Document (PID) approved 1 June	-	Leader to approve PID	Jul 2016	Head of Transformation
Visited Basildon DC to inform kiosk installation requirements	-	-	-	Senior Cashier
Publicity banner in cashiers to inform customers of upcoming changes	Follow-up meeting with PR for District Lines article	-	-	Senior Cashier
-	Preparatory work by Facilities for the kiosk installations	Delivery, installation and commissioning of both kiosks confirmed for Tuesday 2 August	Aug 2016	Senior Cashier
Kiosk programming and testing	Visit to supplier for off-site testing prior to delivery	Testing of application and training for staff prior to go-live will be progressed	Aug 2016	Senior Cashier
Workstream 2 – Business Culture				
P003 Establish Project and Programme Management				
Project Initiation Document (PID) approved 1 June	-	Leader to approve PID	Jul 2016	Head of Transformation
Discovery activities	Systems demonstrations	Visit other authorities and completed system demonstrations	Jul 2016	ICT Operations Manager
-	Design specification	Complete specification	Jul 2016	Head of Transformation
-	-	Design tailored project and programme management framework	Aug 2016	Head of Transformation
P008 Museum Heritage Trust				
Awaiting outcome of Arts Council bid for Resilience Funding	Still awaiting outcome of Arts Council bid for Resilience Funding	Trust development cannot commence until October 2016 under funding restrictions	Oct 2016	Assistant Director – Communities

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 2 – Business Culture				
P011 Insurance Administration				
Project closure and evaluation completed	Request project closure from TPB	-	-	Risk Management and Insurance Officer
P012 Council's Apprenticeship Scheme Support				
Project Charter amended following changes in the scheme	Unable to update Project Charter because government changes have not been fully published	Government changes come into effect in April 2017	Apr 2017	Learning and Development Manager
-	Second work-placements being achieved	-	-	Learning and Development Manager
-	All NVQ modules 90-100% complete	-	-	Learning and Development Manager
-	First apprentice has secured 2 year employment contract in Benefits department	Suitable vacancies identified & ring-fenced	Aug 2016	Learning and Development Manager
-	-	BTEC & Functional Skills exams completed	Aug 2016	Learning and Development Manager
-	-	Provide interview skills support	Aug 2016	Learning and Development Manager
P019 File Scanning Building Control				
1,000 files data cleansed and 500 files scanned up to the end of June	1,500 files data cleansed and 900 files scanned up to the end of July	Additional resources engaged to accelerate scanning of 12,100 remaining BC files	May 2017	Senior Business Manager
3,000 Development Control files quality checked and securely destroyed	Total number of files quality checked in 2016/17 is 6,200	8,800 DC files to be quality checked and securely destroyed	Mar 2017	Senior Business Manager
60% of Waltham Holy Cross Urban District Council records scanned	Quality checking resulted in re-evaluation of scanning Waltham Holy Cross Urban District Council records 30% complete	Balance 70% to be scanned	Oct 2016	Senior Business Manager

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 2 – Business Culture				
27,000 Building Control addresses identified that are either missing or need correction to support mobile and flexible working	By end of July, 27,000 BC addresses identified that are either missing or need correction	Resources to be engaged in early August with estimated commencement date late August	Aug 2016	Senior Business Manager
Progress on interactive mapping for internal use prototype	Significant progress has been made with the interactive mapping due to be displayed internally on the intranet for a pilot/test period	Interactive mapping layer with links to planning applications will be placed on EFDC Website by September	Sep 2016	Senior Business Manager
-	-	Correct planning history errors through investigation	Apr 2017	Senior Business Manager
P020 Legal Document Scanning				
Mortgage records scanning completed and originals disposed	-	-	-	Assistant Director – Legal
Land Terrier: Scanned previous months documents #1,459 and available to Estates Service	Land Terrier – Approx. 9000 documents scanned	-	-	Assistant Director – Legal
Enforcement Notice spreadsheet completed	Enforcement Notices – started scanning notices and affixing to the spreadsheet as and when resources were available	-	-	Assistant Director – Legal
Miscellaneous system spreadsheet completed. Scanning assistance provided by Business Process Team	Assistance with scanning is being provided by the Business Process team as and when they have capacity	-	-	Assistant Director – Legal
Implemented paperless files for identified routine work using Timebase system	Monitoring use of Timebase for routine enquiries, looking to see how Timebase can be used in	-	-	Assistant Director – Legal

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 2 – Business Culture				
	other ways to reduce paperwork on files			
-	Member of staff who undertook this work left in July so scanning post advertised and closing date for application was 22 Jul	Progress will depend upon when the potential appointed person is able to start scanning	-	Assistant Director – Legal
-	-	A member of staff is returning and it is intended for them to undertake some of the more routine scanning	Aug 2016	Assistant Director – Legal
P043 Correspondence Scanning				
Initial project team meeting 6 and 30 June	-	-	-	Business Manager
-	Completed indexing across filing systems to share information using I@W so electronic methods used rather than using paper memos as before	-	-	Business Manager
Discovery of postal procedures at Service level	Post Distribution Questionnaires and Process Mapping completed for Directorates at Discovery stage	Trends to be looked at in August	Aug 2016	Business Manager
Phase one – Monitoring of incoming post completed for April-June	-	Phase two – Restart monitoring of post in August-October	Oct 2016	Business Manager
Prototype Council Tax post, scanning and indexing within Business Support	Council Tax incoming post being processed within Business Support Office – completed and working successfully to date	Continue to monitor to ensure successful implementation	Aug 2016	Business Manager

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 2 – Business Culture				
P044 Electronic Invoicing				
E-invoicing pilot continued	Approx. 100 e-invoices have been processed with average processing time being 7 days whereas KPI target is currently 30 days	-	-	Procurement Manager
-	-	Looking to engage with suppliers that are part of the test to encourage submitting e-invoices in various different ways	Aug 2016	Procurement Manager
-	-	Looking to bring in the rest of the Council, initially for large scale/higher volume suppliers	Aug 2016	Procurement Manager
P105 Civic Office Waste and Recycling				
Current contractor given notice of termination 16 June	-	-	-	Environmental Coordinator
-	New bins delivered to Civic Offices on 19 July for waste and recycling	Old compactor will be removed from site	Aug 2016	Environmental Coordinator
Met Biffa to explore contract option to collect Civic Office waste and recycling	-	Biffa to begin collections by 1 August	Aug 2016	Environmental Coordinator
-	-	New recycling and waste bins are being looked at for the offices and will be trialled in August	Aug 2016	Environmental Coordinator
-	-	Training for staff on new bins – there will be more separation at source for food waste and recycling	Aug 2016	Environmental Coordinator

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 2 – Business Culture				
P107 Estate Service Review				
New delegated authority forms in use	-	-	-	Chief Estates Officer
Propman system training for surveyors	-	-	-	Chief Estates Officer
System live and first batch of rent invoices sent out on quarter day	-	-	-	Chief Estates Officer
Reallocation of assets to new staff and between existing staff finalised	-	-	-	Chief Estates Officer
New arrears policy communicated to tenants and sent out with rent invoices	Evaluated practice of arrears policy	-	-	Chief Estates Officer
-	Progress has been made towards strengthening professional resource in line with Project Charter	Further strengthening of professional resource	Aug 2016	Chief Estates Officer
-	Propman implementation has been furthered to allow reports to aid Surveyors	Continue to further Propman implementation to allow reports to aid Surveyors	Oct 2016	Chief Estates Officer
P117 Raise Building Control Profile				
With 6.8 of 7 posts filled, Building Control are working at a 97% staffing level	With 6.8 of 7 posts filled, Building Control are working at 97% staffing level	Continuation of measures to retain qualified staff	Aug 2016	Building Control Manager
Recognition that BC should be the first choice for Surveying services for all EFDC housing projects and assets is not fully established	Recognition that BC should be the first choice for Surveying services for at EFDC housing projects and assets is not fully established	Ongoing review and representations made with Assistant Director – Development Manager and Director of Governance	Oct 2016	Building Control Manager

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 2 – Business Culture				
2 new partnerships have been established working with architects, building professionals and housing associations providing new income streams	New partnerships have been established working with architects, building professionals and housing associations providing new income streams	Ongoing work to identify similar partnerships which is linked to the capacity to provide a professional BC service	Mar 2017	Building Control Manager
P122 Information Management				
-	Started to map the key data sets	Continue mapping	Dec 2016	Chief Internal Auditor
-	<i>Pro forma</i> has been produced and initial feedback has been received to analyse the best way to record information	<i>Pro forma</i> continues to evolve	Dec 2016	Chief Internal Auditor
-	<i>Pro forma</i> sent to Business Manager in Governance to trial	-	-	Chief Internal Auditor
P124 Corporate and Business Planning				
-	Project Charter agreed by TPB 6 July	-	-	Head of Transformation
-	Management Board considered draft Corporate Key Action Plan 6 July	-	-	Senior Performance Improvement Officer
-	Overview and Scrutiny Committee considered draft Corporate Key Action Plan 6 July	-	-	Senior Performance Improvement Officer
-	Initial project team meeting 19 July	-	-	Senior Performance Improvement Officer
-	Joint Management Board and Cabinet considered draft Corporate Key Action Plan 21 July	-	-	Senior Performance Improvement Officer

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 2 – Business Culture				
-	Directorate reps added to project team 27 July	-	-	Head of Transformation
-	-	Sharpen draft Corporate Key Action Plan	Aug 2016	Senior Performance Improvement Officer
-	-	Cabinet adopt Corporate Key Action Plan	Sep 2016	Senior Performance Improvement Officer
Workstream 3 – Resources, Accommodation and Technology				
P002 Service Accommodation Review				
Tender selection and award	-	-	-	Director of Resources
Workshop with Leadership Team 8 June	-	-	-	Director of Resources
External consultants undertake feasibility study	External consultants undertaking feasibility study	First draft feasibility report received and amends completed	May 2016	Director of Resources
-	-	Joint Cabinet and Management Board meeting 1 September	Jun 2016	Director of Resources
-	-	Leader to approve PID	Jul 2016	Head of Transformation
P013 Maximising Corporate Debt Collection				
Performance Management Framework continues to be in place	-	Corporate Debt Working Party to meet 30 August and review the Framework	Aug 2016	Assistant Director – Revenues
P014 HR Payroll IT System				
Project kick-off meeting with three boroughs and Midland HR 15 June	-	-	-	Human Resources Manager
Training on HR and Payroll systems from Midland HR 27-29 June	-	-	-	Human Resources Manager
Structure meeting with Midland	Completed data templates for	-	-	Human Resources

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 3 – Resources, Accommodation and Technology				
HR to populate data 30 June	Midland HR to capture the data to populate the required fields			Manager
-	Data cleansing and audit of HR personal details	-	-	Human Resources Manager
Implementation Governance Board agreed go-live date for December pay run 20 June	Implementation Governance meeting took place on 15 July and the timeline of the payroll system was agreed	Data load to be complete by the end of September	Sep 2016	Human Resources Manager
	-	Work with the current payroll provider to help with the extraction of the relevant data	Aug 2016	Human Resources Manager
P021 Repairs and Maintenance Hub – North Weald				
Planning permission obtained	Current project charter deliverable was for planning permission	-	-	Assistant Director – Housing Property
-	Decision was made at Cabinet on 21 July to hold the project until the P002 Service Accommodation Review feasibility report is received from PwC	Project will be considered at Cabinet on 5 November	Nov 2016	Director of Neighbourhoods
P033 Printer Migration				
Project Initiation Document (PID) approved 1 June	-	Leader to approve PID	Jul 2016	Head of Transformation
-	TPB approved Printer Migration team recommendations	-	-	Assistant Director – ICT & Facilities Management
Printer usage discovery and analysis	MDF positioning within Civic Offices complex has been finalised	-	-	Assistant Director – ICT & Facilities Management

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 3 – Resources, Accommodation and Technology				
-	Xerox have been approved as the supplier	Orders placed with Xerox and the first MFDs will start appearing in October	Oct 2016	Assistant Director – ICT & Facilities Management
-	-	Existing printers will be removed by area once MFD is in place	Oct 2016	Assistant Director – ICT & Facilities Management
P039 Out-of-hours Power Management Systems				
IGel power down test completed	Successfully tested the use of the power down capability on iGels	Continue plans to roll out the power down capability on a group of test machines	Aug 2016	ICT Operations Manager
P046 Propman Property Management System				
Invoices for quarterly rent run produced from Propman	-	-	-	Estate Management Officer
-	Continued development of project	Review due in October	Oct 2016	Estate Management Officer
P109 ICT Strategy Implementation				
Project Initiation Document completed	-	-	-	Assistant Director – ICT and Facilities Management
ICT Strategy programme management migrated into House on the Hill system	-	-	-	ICT Operations Manager
-	All ICT strategy projects have been subject to RPA assessment	-	-	ICT Operations Manager
-	All transformation projects which were not in the strategy programme have been added in	-	-	ICT Operations Manager
-	Consultation with Leadership	Continued consultation with	Aug 2016	ICT Operations

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 3 – Resources, Accommodation and Technology				
	Team for project requirements 2017/18 to link into capital requirements report in the Autumn	Leadership Team		Manager
P116 HRA Financial Plan Review				
Awaiting draft government guidance	The Review cannot be undertaken until Government Guidance is published on the sale of higher value and void properties – which DCLG officials have advised has been delayed	Options report to be completed for future Finance and Performance Management Cabinet Committee. Project on hold awaiting Government guidance	Sep 2016	Director of Communities
Workstream 4 – Major Projects				
P111 Council Housebuilding Programme Team				
Recruitment undertaken: Shortlisted 4 applicants for Development Manager and 2 for Development Officer. Interviewed 3 applicants in total	-	-	-	Assistant Director – Housing Property
-	Successfully appointed a Development Manager	Development Manager due to start on 1 August	Aug 2016	Assistant Director – Housing Property
-	Unsuccessful in appointing a Development Officer	Looking to select a Development Officer via the Agencies	Sep 2016	Assistant Director – Housing Property
P112 Operating Partner for North Weald Airfield				
Started developing specification for competitive dialogue for procurement of operating partner, as result of changes to EU rules on contract procurement	Project on hold due to officers working on other priority project	Project on hold due to officers working on other priority project	Aug 2016	Assistant Director – Neighbourhoods

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 4 – Major Projects				
P113 Epping Forest Shopping Park				
Colliers International progressed marketing / leasing units reported to Asset Management and Economic Development Cabinet Committee	Marketing ongoing	Marketing ongoing	Aug 2016	Development Consultant
Main build tender process undertaken. Main build contract awarded to McLaughlin & Harvey	Award of main construction contract agreed by Cabinet 21 July	-	-	Development Consultant
-	Section 278 partially mobilised	Full start on Section 278 works	Aug 2016	Development Consultant
P114 St John's Road Development				
Revised financial agreement with solicitors finalising legal documentation	Final terms of sale were agreed by ECC Cabinet and EFDC Cabinet	Submission to Secretary of State and further work on contract	Jun 2016	Development Consultant
P115 Local Plan Programme				
Milestones being met in accordance to LDS and reported to MB	Local Development Scheme Timetable agreed	Further workshops on Site Assessment	Aug 2016	Assistant Director – Planning and Economic Development
-	-	Preparation of draft plan for consideration by Cabinet 6 October	Oct 2016	Assistant Director – Planning and Economic Development
P118 Oakwood Hill Depot				
Practical completion accepted of Grounds Maintenance workshop and office building 17 June	Practical completion of Building	-	-	Development Consultant
Staff and equipment relocated 18 June	-	Transfer of all services from Langston Road	Jun 2016	Development Consultant

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 4 – Major Projects				
-	VOSA Accreditation achieved	-	-	Development Consultant
P120 Council Housebuilding Programme				
6 street properties identified on the open market. All offers accepted. One completed	5 properties completed by the end of July	1 property left to complete in August	Aug 2016	Assistant Director – Housing Property
Agreement with Linden Homes to purchase eight affordable homes at Barnfield Roydon	Works commenced on site in July	-	-	Assistant Director – Housing Property
Between March and June, 7 sites (of 13 submitted) obtained planning permission. In addition, 2 sites resubmitted, 1 sold at auction	-	The Council Housebuilding Cabinet Committee has not met since March 2016. There are no plans to meet again until around September or October	Oct 2016	Assistant Director – Housing Property
Planning applications for all Phase 5 sites submitted in April and May: 2 sites gained planning permission	-	All three sites referred to District Development Committee to be considered 3 August	Aug 2016	Assistant Director – Housing Property
Planning applications for Phase 6 sites being prepared	-	Planning applications are being submitted as and when the transport studies and other survey information are available. Since transport studies cannot be undertaken during school holidays, these will be delayed until September or October	Oct 2016	Assistant Director – Housing Property
Terminated Phase 1 contract and negotiated alternative contractors willing to complete the works	Negotiating with P A Finlays to reach an agreeable contract sum for the recovery of Phase 1	Continued negotiations to result in a Housing Portfolio Holder decision in August and a start (back) on site in September	Mar 2016	Assistant Director – Housing Property

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Workstream 4 – Major Projects				
-	Undertaken an in-depth financial appraisal of projected cash-flow and an underspend discovered	Considering the best options to deal with this	Dec 2016	Assistant Director – Housing Property
-	-	Phase 3 tenders sent out in August and returned early September	Aug 2016	Assistant Director – Housing Property
Planning permission obtained for Pyrles Lane nursery site	-	Pyrles Lane nursery due to go before Cabinet	Nov 2016	Assistant Director – Housing Property
Staff transformation training				
Cohort 2 training day 1 delivered 14 June	Cohort 2 training day 2 delivered 5 July	-	-	Learning & Development Manager
-	-	Cohort 2 evaluation	Jul 2016	Learning & Development Manager
-	-	Prepare participant list and dates for Cohort 3	Jul 2016	Learning & Development Manager
Communications				
Update available to staff via Corporate Intranet and District Lines 10 June	Updated staff on key projects via Staff Briefing 7 July	Regular updates through Corporate Intranet, all staff email and District Lines	Aug 2016	Chief Executive
-	Leadership Team update	Regular updates	Aug 2016	Chief Executive
-	Briefing for Elected Members 26 July	Article in Member Bulletin with link to presentation	Aug 2016	Head of Transformation
-	TPB considered Communication Management Strategy	Communications Plan to be completed	Aug 2016	Public Relations Manager
Updated the Leader and key Cabinet members 20 June	Updated Joint Cabinet and Management Board meeting 21 July	-	-	Chief Executive

<i>Progress in June</i>	<i>Progress in July</i>	<i>Actions for August</i>	<i>Due</i>	<i>Owner</i>
Risk				
-	TPB approved Risk Management Strategy	Risk Records to be completed and reported to Corporate Risk Management Group	Sep 2016	Head of Transformation
Programme Benefits				
-	TPB approved Programme Benefits Management Strategy	Programme Benefits Profiles to be completed	Sep 2016	Head of Transformation
Transformation Programme Board (TPB)				
Met 1 June	Met 6 and 20 July	Regular meetings	Aug 2016	Chief Executive
Programme Management Office (PMO)				
Met 8 June	Met 13 and 27 July	Meetings as necessary	Aug 2016	Head of Transformation
£100k transformation savings				
PMO to complete discovery	Initial discovery completed	-	-	Head of Transformation
-	TPB agreed business cases	Report to Cabinet	Sep 2016	Chief Executive

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

Change control for milestones overdue

<i>Workstream / Project</i>	<i>Action taken to resolve a problem</i>	<i>Due date</i>	<i>Owner</i>
P001 Customer Contact Projects	Review / amend charter timeline through change control to account for absence of key personnel	Aug 2016	Head of Transformation
P002 Service Accommodation Review	Review / amend charter timeline through change control	Aug 2016	Director of Resources
P003 Establish Project and Programme Management	Review / amend charter timeline through change control	Aug 2016	Head of Transformation
P004 Corporate Communications	Review / amend charter timeline through change control	Aug 2016	Public Relations Manager
P006 Ageing Population Needs Assessment	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Communities

<i>Workstream / Project</i>	<i>Action taken to resolve a problem</i>	<i>Due date</i>	<i>Owner</i>
P008 Museum Heritage Trust	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Communities
P010 Review Sheltered Housing Scheme Support	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Housing Operations
P013 Maximise Corporate Debt Collection	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Revenues
P014 Integrated HR Payroll IT System	Amend charter timeline to include more detailed plan through change control	Aug 2016	Human Resources Manager
P017 Limes Centre, Chigwell, Service Expansion	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Housing Operations
P019 File Scanning Building Control	Review / amend charter timeline through change control	Aug 2016	Senior Business Manager
P039 Out-of-hours Power Management	Review / amend charter timeline through change control	Aug 2016	ICT Operations Manager
P043 Correspondence Scanning	Review / amend charter timeline through change control	Aug 2016	Business Manager
P044 Electronic Invoicing	Review / amend charter timeline through change control	Aug 2016	Procurement Manager
P046 Propman Property Management System	Review / amend charter timeline through change control. Check possible drift from scope	Aug 2016	Estate Management Officer
P107 Estate Service Review	Review / amend charter timeline through change control	Aug 2016	Chief Estates Officer
P109 ICT Strategy Implementation	Amend charter timeline to include more detailed plan through change control	Aug 2016	ICT Operations Manager
P111 Council Housebuilding Programme Team	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Housing Property
P112 Operating Partner for North Weald Airfield	Review / amend charter timeline to account for Leisure Management Contract through change control	Aug 2016	Assistant Director - Neighbourhoods
P114 St John's Road Development	Review / amend charter timeline through change control	Aug 2016	Development Consultant
P116 HRA Financial Plan Review	Review / amend charter timeline through change control	Aug 2016	Director of Communities

<i>Workstream / Project</i>	<i>Action taken to resolve a problem</i>	<i>Due date</i>	<i>Owner</i>
P118 Oakwood Hill Depot	Review / amend charter timeline through change control	Aug 2016	Development Consultant
P120 Council Housebuilding Programme	Review / amend charter timeline through change control	Aug 2016	Assistant Director – Housing Property
Project Initiation Documents (PID)	Portfolio Holder Decision to approve PIDs: P001, P002, P003, P033 in progress	Aug 2016	Head of Transformation
Staff transformation training	Review / amend timeline to account for absence of key personnel	Aug 2016	Learning & Development Manager

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

None.

Escalated risks

None.

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	07.06.2016	June draft	David Bailey, Head of Transformation	Draft
1.1	06.07.2016	June draft	David Bailey, Head of Transformation	Draft
1.2	26.07.2016	June draft	Charlotte Bryant, Intern Officer	Audit deliverables
1.3	29.07.2016	June draft	David Bailey, Head of Transformation	RAG status
1.4	03.08.2016	June draft	Charlotte Bryant, Intern Officer	Re-check deliverables and RAG status
1.5	03.08.2016	Approved	Transformation Programme Board	Approved with amends
2.1	26.07.2016	July draft	Charlotte Bryant, Intern Officer	Draft and audit deliverables
2.2	29.07.2016	July draft	David Bailey, Head of Transformation	RAG status
2.3	02.08.2016	July draft	Charlotte Bryant, Intern Officer	Re-check deliverables and RAG status
2.4	03.08.2016	Approved	Transformation Programme Board	Approved with amends
2.5	04.08.2016	June - July draft	Charlotte Bryant, Intern Officer	Merge June and July Highlight Reports
2.6	05.08.2016	Final draft	David Bailey, Head of Transformation	Prepare Cabinet Report
2.7	11.08.2016	Approved	Charlotte Bryant, Intern Officer	Minor amends from Cabinet APG

*** End of Report ***