

Report to the Cabinet

Report reference: C-???-2016/17

Date of meeting: XX June 2018



**Epping Forest
District Council**

Portfolio: Leader of the Council

Subject: Transformation Programme – May 2018 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 May 2018, alongside planned actions for June 2018.**

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for May 2018 and covers progress for all chartered projects of Medium and High Risk Potential, as well as key aspects of the Transformation Programme.

Overall, progress indicators for 'cost' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Red to highlight that 9 actions (from a total of 101) are overdue on its deadline, when compared with planned timelines. 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, 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:

- This is the May 2018 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 covers progress for the 34 chartered 'live' projects with Medium or High Risk Potential, as well as progress on key aspects of the Transformation Programme.

3. The Cabinet is requested to review progress for May 2018, 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. Overall, progress indicators for 'cost' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Red to highlight that 9 actions (from a total of 101) are overdue when compared with planned timelines.

6. Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the 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.

7. Appendix 1 contains the highlight report for May 2018. Any project closures are also noted.

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.

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.

Equality Analysis

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an Appendix to this report.

Appendix 1

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
29	May 2018

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	08.06.2018
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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	Red	Amber	9 actions are overdue out of a total of 101 actions
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	Green	Green	

Accountabilities and information flow: Project closures

<i>Workstream / Project</i>	<i>Progress to report</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
P112 Operating Partner for North Weald Airfield	Project closed 02-May-2018	N/A	-	Acting Chief Executive
P113 Epping Forest Shopping Park	Project closed 02-May-2018	N/A	-	Acting Chief Executive

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

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 1 – Customer Experience					
P004a – Corporate Communications - External					
<p>Increased customer awareness, recognition and understanding of EFDC services</p> <p>Improved communications for customers with disabilities and the elderly</p> <p>Increased staff awareness, recognition and understanding of EFDC services</p>	Completion of closure process	31-May-2018	<p>Project timeline reviewed by project manager and new timeline of actions proposed – change control report deferred by Transformation Programme Board (due to wider discussion re: prioritisation of PR communications plan)</p> <p>Project manager to review changes to project timeline with Transformation link officer - to consider any amendments to the proposed new timeline</p> <p>Report to be brought back to Transformation Programme Board to seek approval for new timeline changes</p>	30-Jun-2018	<p>Tom Carne, Public Relations Manager</p> <p>Derek Macnab, Acting Chief Executive</p>

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
P175 – Behavioural Insights					
TBC - broadly increased compliance with regulatory activity, increased levels of debt collection rates	Liaising with Social Engine	31-May-2018	New timeline to be devised for project actions with project manager and Transformation lead officer	30-Jun-2018	Robin Ray, Assistant Director – Private Housing & Communities Support
	Develop and create Risk Register	31-May-2018			
	Develop Communications Plan	31-May-2018			
	Develop and complete PID for TPB	31-May-2018			
<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 2 – Business Culture					
P008 – Museum Development Trust					
Potential for securing new and additional income for museum activities, exhibitions and events	Set up and launch Development Trust	31-May-2018	New timeline devised and change control item taken to the transformation Programme Board for approval	30-Jun-2018	Julie Chandler, Assistant Director – Community Services
A significant increase in income generation through the MHC service					Alan Hall, Director – Communities
Opportunities for greater inclusion of minority groups within the museum services, both as visitors, within					

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
<p>volunteering and as staff</p> <p>It is anticipated that the amount of funding that can be raised through the Development Trust will far exceed the initial match funding</p>					
P176 – Pay and Benefits Review					
Effective job evaluation, pay and rewards	<p>Scope current arrangements against proposals with costings</p> <p>Produce Communication Plan</p> <p>TPB to agree Phase 1 and initiate Phase 2</p>	<p>31-May-2018</p> <p>31-May-2018</p> <p>31-May-2018</p>	<p>Project agreed to be placed on hold by Management Board.</p> <p>New timeline to be devised for project actions with project manager and Transformation lead officer</p>	30-Jun-2018	<p>Paula Maginnis, Assistant Director – HR</p> <p>Derek Macnab, Acting Chief Executive</p>
Workstream 4 – Major Projects					
P114 – St John’s Road Development					
<p>Income from business rates</p> <p>Plug gap in retail spend (there is leakage out of the district – highlighted in planning research).</p> <p>Economic development.</p>	Completion	31-Mar-2018	Update required by project manager and/or sponsor	30-Jun-2018	<p>Karim Pabani, Estates Manager</p> <p>Derek Macnab, Acting Chief Executive</p>

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	08.06.2018	May draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
2.0	08.06.2018	May draft	David Bailey, Head of Transformation	Amends
3.0	29.06.18	May draft	Gareth Nicholas, Senior Project Improvement Officer	Amends

*** End of Report ***