

Report to the Cabinet

Report reference: C-001-2018/19

Date of meeting: 14 June 2018



**Epping Forest
District Council**

Portfolio: Leader of the Council

Subject: Transformation Programme – April 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 April 2018, alongside the planned actions for May 2018.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for April 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 Amber to highlight that 18 actions (from a total of 110) are overdue on their deadlines, 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:

1. This is the April 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 37 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 April 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 team.</p> <p>Action is taken to resolve the problem or a decision made to monitor 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.</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 Amber to highlight that 18 actions (from a total of 110) were 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 April 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>
28	April 2018

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	16.05.2018
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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	Amber	Amber	18 actions were overdue out of a total of 110 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>
P138 Waltham Abbey Wayfinding	Project closed 18-Apr-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>Remedial Action Due</i>	<i>Owner</i>
Workstream 1 – Customer Experience					
P004a – Corporate Communications - External					
Increased customer awareness, recognition and understanding of EFDC services	Guidelines revised	30-Apr-2018	Project agreed to be on hold until 30-Apr-2018 by Transformation Programme Board due to project manager working on more urgent activities. Report to be brought forward by project manager to Transformation Programme Board to propose new timeline for project actions and to set priorities of work	06-Jun-2018	Tom Carne, Public Relations Manager Derek Macnab, Acting Chief Executive
Improved communications for customers with disabilities and the elderly	Guidelines approved by TPB	30-Apr-2018			
Increased staff awareness, recognition and understanding of EFDC services	Procurement and production	30-Apr-2018			
	Internal communication	30-Apr-2018			
	Follow-up	30-Apr-2018			
Workstream 2 – Business Culture					
P172 – Corporate ICT Team Review					
Increased capacity and capability to deliver the ICT strategy 2018-2023, and it's support of the Corporate Plan, i.e. team is fit for purpose for the future	TPB to agree draft corporate ICT model	30-Apr-2018	New timeline devised and change control item taken to the Transformation Programme Board for approval	31-May-2018	David Newton, Assistant Director – ICT & FM Paula Maginnis, Assistant Director – HR
	Consultation with staff	30-Apr-2018			
	Restructure	30-Apr-2018			
Improved control of equipment purchases to ensure Value for	New structure complete	30-Apr-			

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Remedial Action Due</i>	<i>Owner</i>
<p>Money (VFM) and consistency with ICT strategy</p> <p>Improved control of system changes/initiatives to ensure VFM and consistency with ICT strategy</p> <p>Improved resourcing and infrastructure to support the successful implementation of the new COM</p>		2018			
P176 – Pay and Benefits Review					
Effective job evaluation, pay and rewards	<p>Document agreed</p> <p>Plan agreed</p> <p>Initial proposals presented to Cabinet, achieving general agreement</p>	<p>30-Apr-2018</p> <p>30-Apr-2018</p> <p>19-Apr-2018</p>	New timeline to be devised for project actions with project manager and sponsor	11-May-2018	<p>Paula Maginnis, Assistant Director – HR</p> <p>Derek Macnab, Acting Chief Executive</p>
P140 – District Emergency Control Centre Plan					
<p>Improved response to Civil Emergencies</p> <p>Meet or exceed statutory/regulatory requirements</p> <p>Increased preparedness (internal)</p>	<p>Initial discovery / desktop research / establishment of working group and solution options</p> <p>Solution proposals and selection by Management Board</p>	<p>30-Apr-2018</p> <p>30-Apr-2018</p>	Transformation lead officer to meet with project manager to determine corrective actions	31-May-2018	<p>Lisa Lipscome, Contingency Planning and Council Safety Officer</p> <p>Jim Nolan, Assistant Director – Environment and Neighbourhoods</p>

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Remedial Action Due</i>	<i>Owner</i>
Improved staff awareness	Solution development, testing and training	30-Apr-2018			
	Solution implementation	30-Apr-2018			
	Evaluation of project	30-Apr-2018			
Workstream 4 – Major Projects					
P114 – St John’s Road Development					
Income from business rates Plug gap in retail spend (there is leakage out of the district – highlighted in planning research). Economic development.	Completion	31-Mar-2018	Transformation lead officer to obtain project update from project manager	31-May-2018	Karim Pabani, Estates Manager Derek Macnab, Acting Chief Executive

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	09.05.2018	April draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
2.0	17.05.2018	April draft	David Bailey, Head of Transformation	Amends

*** End of Report ***