

Report to the Cabinet

Report reference: C-026-2016/17
Date of meeting: 12 October 2016



Portfolio: Leader of the Council
Subject: Transformation Programme – August 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 August 2016, alongside planned actions for September.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for August 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 of Medium and High Risk Potential, 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 12 actions (from a total of 169) are overdue. Of the 33 actions (from a total of 294) that were overdue in the previous period, 32 of these returned to Green. 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 August 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 chartered 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 August 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 the 36 chartered 'live' projects with Medium or High Risk Potential, 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 those 12 actions (from a total of 169) that are overdue when compared with planned timelines. Of the 33 actions (from a total of 294) that were overdue in the previous period, 32 of them returned to Green in August.
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.

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.

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>
8	August 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	Amber	12 milestones overdue but under control (from total of 169) 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>		<i>Date</i>	
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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>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					
P001 Customer Contact Projects					
B1 Improved customer value	Undertake structural survey	Sep 2016	Undertake structural survey	Oct 2016	Facilities Manager
B2 Reduced waste and defects	Prototype through Achieve Service and Achieve Self-Service	Aug 2016	Prototype through Achieve Service and Achieve Self-Service	Sep 2016	ICT Operations Manager
	Establish prototype system to test selected alternatives	Aug 2016	Establish prototype system of test selected alternatives	Sep 2016	ICT Operations Manager
Workstream 2 – Business Culture					
P003 Establish Project and Programme Management					
B2 Reduced waste and defects B3 Increased agility B4 Increased savings and income	Design tailored project and programme management framework	Aug 2016	Design tailored project and programme management framework	Sep 2016	Head of Transformation
P020 Legal Document Scanning					
B2 Reduced waste and defects B3 Increased agility	Legal Administration Assistant recruited to replace previous Assistant to undertake scanning and other associated work	Aug 2016	New officer to be trained to undertake scanning work and resume compilation of the Land Terrier	Sep 2016	Assistant Director – Legal Services

Workstream 3 – Resources, Accommodation and Technology

P021 Repairs and Maintenance Hub – North Weald

B4 Increased savings and income	Decision was made at Cabinet on 21 July to hold project until the P002 Service Accommodation Review feasibility report is received from PwC	Sep 2016	Project to be considered at Cabinet on 5 November	Nov 2016	Assistant Director – Housing Property
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P116 HRA Financial Plan Review

B4 Increased savings and income	Options report to be completed for September Finance and Performance Management 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
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Workstream 4 – Major Projects

P111 Council Housebuilding Programme Team

B4 Increased savings and income	Appoint a Development Officer via the Agencies	Sep 2016	Continue to look for Development Officer via the Agencies and appoint if appropriate candidate is found	Oct 2016	Assistant Director – Housing Property
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P112 Operating Partner for North Weald Airfield

B4 Increased savings and income	Project on hold due to officers working on other priority project	Aug 2016	Project on hold due to officers working on other priority project	To be determined	Assistant Director – Neighbourhoods
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P114 St John's Road Development

B4 Increased savings and income	Contract to be agreed	Jun 2016	Contract to be agreed	Sep 2016	Development Consultant
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Workstream 4 – Major Projects**P120 Council Housebuilding Programme**

B4 Increased savings and income	Continued negotiations to result in a Housing Portfolio Holder decision in August and start back on site	Sep 2016	Continued negotiations to result in a Housing Portfolio Holder decision in September and start back on site	Oct 2016	Assistant Director – Housing Property
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Communications

B1 Improved customer value	Communications Plan to be completed	Aug 2016	Communications Plan to be completed	Sep 2016	Public Relations Manager
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<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	01.09.2016	August draft	Charlotte Bryant, Intern Officer	Draft
1.1	02.09.2016	August draft	David Bailey, Head of Transformation	Draft
1.2	02.09.2016	August draft	Charlotte Bryant, Intern Officer	Overdue and remedial actions highlighted
1.3	05.09.2016	August draft	Charlotte Bryant, Intern Officer	Amends
1.4	05.09.2016	August draft	David Bailey, Head of Transformation	Insert key benefits
1.5	06.09.2016	August draft	Charlotte Bryant, Intern Officer	Amends for Cabinet APG

*** End of Report ***