

Report to the Cabinet

Report reference: C-065-2016/17

Date of meeting: 9 March 2017



**Epping Forest
District Council**

Portfolio: Leader of Council

Subject: Transformation Programme – January 2017 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 January 2017, alongside planned actions for February 2017.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for January 2017 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 remain Green for 'cost', 'delivery / outcomes / outputs' and 'benefits'. The status indicator for 'time' is reported as Amber to highlight that 3 actions (from a total of 216) are overdue 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 January 2017 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 33 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 November and December 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. 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 3 actions (from a total of 216) are overdue when compared with planned timelines.

6. 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 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 January 2017.

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 report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme – January 2017 Highlight Report
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	That the Cabinet note the progress of Projects and Programmes for January 2017
Relationship with other policies / projects:	All
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	If yes, state which protected groups:
	<p>If no, state reasons for your decision:</p> <p>No. Any equalities impact assessment for individual projects or programmes is detailed on the respective reports.</p>

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	07.02.2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	07.02.2017
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	07.02.2017

Appendix 1

Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
13	January 2017

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Cabinet Agenda Planning Group	<i>Date</i>	14.02.2017
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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	Green	3 milestones overdue but under control from total of 216 actions
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	Green	Green	

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					
P134 Self-Service for License Applications					
<ul style="list-style-type: none"> ▪ Increased customer satisfaction through self-service licence applications (B1) ▪ Increased efficiency through reduced paper licence applications (B2) ▪ Increased efficiency through electronic payment processes (B4) 	Progress report unavailable due to staff sickness absence and other urgent work issues	Jan 2017	Complete progress report through oral interview and ensure project work is balanced with business as usual	Feb 2017	Project Manager: Licensing Manager Project Sponsor: Assistant Director – Neighbourhoods
Workstream 2 – Business Culture					
P107 Estates Service Review					
<ul style="list-style-type: none"> ▪ Increased opportunities for income and capital growth (B4) ▪ Reduced costs (B4) 	The formal process of consulting with staff to commence in January 2017	Jan 2017	Commence staff consultation	Feb 2017	Project Manager: Chief Estates Officer Project Sponsor: Director of Neighbourhoods
P126 Modern.Gov Report Management Functionality					
<ul style="list-style-type: none"> ▪ Increased efficiency through integrated report management system (B2) ▪ Improved use of chief officer time and resources through cessation of formal Cabinet APG meetings (B2) 	Implementation of report management functionality is on hold to allow a period of transition following the externalisation of server hosting at the end of 2016. Completed business case for this project was scheduled for March 2017	Jan 2017	Review project plan to enable effective project planning and monitoring	Feb 2017	Project Manager: Democratic Services Manager Project Sponsor: Director of Governance

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	27.01.2017	January draft	Monika Chwiedz, Performance Improvement Officer	Draft
2.0	07.02.2017	January draft	David Bailey, Head of Transformation	Draft
3.0	14.02.2017	January draft	Cabinet Agenda Planning Group	Amendment

*** End of Report ***