

## **Report to the Cabinet**

**Report reference:** C-009-2017/18

**Date of meeting:** 11 July 2017



**Epping Forest  
District Council**

**Portfolio:** Leader of Council

**Subject:** Transformation Programme – April and May 2017 Highlight Report

**Responsible Officer:** David Bailey (01992 564105).

**Democratic Services:** Gary Woodhall (01992 564470).

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### **Recommendations/Decisions Required:**

(1) That the progress of Projects and Programmes for April and May 2017 be noted, alongside planned actions for June 2017.

### **Executive Summary:**

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for April and May 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 for 'cost' and 'benefits' were Green for this period. The status indicator for 'time' is reported as Amber to highlight that 1 action (from a total of 216) was overdue when compared with planned timelines. The status indicator for 'Delivery / outcome / output' is reported as Amber to highlight that 3 projects require progress report updates. 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/May 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 39 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 and May 2017, 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>
<b>Red</b>	<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>
<b>Amber</b>	<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>
<b>Green</b>	<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 1 action (from a total of 216) was overdue when compared with planned timelines. The status indicator for 'Delivery / outcome / output' is reported as Amber to highlight that 3 projects require progress report updates.

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/May 2017. 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 report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme – April-May 2017 Highlight Report
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	That the Cabinet note the progress of Projects and Programmes for April-May 2017
Relationship with other policies / projects:	<b>All</b>
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:	16.06.2017
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:	16.06.2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	16.06.2017

## Transformation Programme Highlight Report

<i>Report</i>	<i>Period</i>
<b>16-17</b>	<b>April and May 2017</b>

### Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	16.06.2017
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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	<b>Amber</b>	<b>Amber</b>	1 action is overdue out of a total of 216 actions
Cost	<b>Green</b>	<b>Green</b>	
Delivery / outcome / output	<b>Amber</b>	<b>Amber</b>	3 projects require progress report updates
Benefits	<b>Green</b>	<b>Green</b>	

## 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>
	None			

## 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>
<b>Workstream 2 – Business Culture</b>					
<b>P105 Civic Office Waste and Recycling</b>					
<ul style="list-style-type: none"> <li>▪ Increased recycling rates.</li> <li>▪ Decreased waste-to-landfill rates.</li> <li>▪ Decreased costs to EFDC</li> </ul>	<p>Review recycling rates for first quarter of implementation</p> <p>Monitor how the recycling is progressing and answer staff questions (To continue monthly for 3 to 4 months)</p> <p>Spot-checks of bins to be carried out</p>	30-Jun-2017	PMO to seek update from project manager	30-Jun-2017	Elizabeth Ainslie, Environmental Co-ordinator
<b>P124 Corporate and Business Planning</b>					
<ul style="list-style-type: none"> <li>▪ Improved Corporate Plan Key Action Plan (SMART).</li> <li>▪ Improved clarity across directorate business and service plans.</li> <li>▪ Improved outcomes, benefits realisation and Council performance, through the delivery of the Corporate Plan.</li> </ul>	Directorate business plans signed off by Portfolio Holders.	15-Jun-2017	Directorates have business plans signed off by Portfolio Holders	30-Jun-2017	Alan Hall, Director of Communities

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
<b>P020 Legal Document Scanning</b>					
<ul style="list-style-type: none"> <li>Improved access to digital versions of records, to support flexible and mobile working</li> </ul>	Progress report unavailable due to staff absence	30-Apr-2017	PMO obtain progress report by oral interview with officer covering department. Officer to be trained to update Covalent going forward	30-Jun-2017	Colleen O'Boyle, Director of Governance  Gareth Nicholas, Senior Project Improvement Officer
<b>P125 Off-Street Parking Review</b>					
<ul style="list-style-type: none"> <li>Cost saving for the provision of off street parking</li> </ul>	Successful completion of project and evaluation	30-Apr-2017	Complete finance outturn for project closure	30-Jun-2017	Amanda Hoadley, Car Park & Street Furniture Mgr Support Officer

### Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	16.06.2017	April-May draft	Monika Chwiedz, Performance Improvement Officer	Draft
2.0	16.06.2017	April-May draft	Gareth Nicholas, Senior Project Improvement Officer	Report
3.0	16.06.2017	April-May draft	David Bailey, Head of Transformation	Amends

\*\*\* End of Report \*\*\*