

## **Report to the Cabinet**

**Report reference:** C-012-2017/18  
**Date of meeting:** 7 September 2017



**Portfolio:** Leader of Council  
**Subject:** Transformation Programme Monitoring Report – June and July 2017 and the People Strategy.  
**Responsible Officer:** David Bailey (01992 564105).  
Paula Maginnis (01992 564536).  
**Democratic Services:** Gary Woodhall (01992 564470).

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

- (1) That the progress of Projects and Programmes for June and July 2017 be noted, alongside planned actions for August 2017;
- (2) That the Cabinet notes the definition of the People Strategy Programme and agrees to proceed to initiate the projects within the programme;
- (3) That, in order to fund the external support for the production of the Council's new Common Operating Model (COM) Cabinet agrees to the allocation of £25,000 from the Transformation Programme prototype fund; and
- (4) That the progress of the Customer Service Programme be noted.

### **Executive Summary:**

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for June and July 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 2 actions (from a total of 219) was overdue when compared with planned timelines. The status indicator for 'Delivery / outcome / output' is reported as Amber to highlight that 6 projects require progress report updates.

The Programme Definition Document for the People Strategy is presented, which follows workshops with staff, managers and councillors. The programme details a set of projects to ensure the Council meets future challenges and adapts to new ways of working. This programme will change the way the authority is organised, removing current Directorates and creating a new organisational structure, known as the Common Operating Model. Approval is sought to allocate £25,000 from the Transformation Programme prototype fund to produce the proposed Common Operating Model.

The Customer Service Programme has reached a number of key milestones since the Head of Service joined the organisation in November 2016 and implementation began in earnest. A Customer Programme Board has been created, along with a revision of the projects that form

the programme. In particular, the development of the corporate Customer Service Team and activity to promote digital self-service for customers has made good progress.

There are dependencies with other Transformation projects, particularly the Accommodation Review and forthcoming People Strategy, which can provide challenges around capacity in key service areas and timely decision making. Issues with systems infrastructure have impacted on some project timelines but not the delivery of benefits from the overall programme.

#### **Reasons for Proposed Decisions:**

To inform Cabinet of progress on the Transformation Programme, including workstreams, programmes and projects.

To agree the objectives of the People Strategy and approve funding to initiate the programme.

To provide Cabinet with an update on the progress of the Customer Service Programme, and highlight any risks or issues.

#### **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.

Cabinet could decide not to progress the People Strategy or to progress the programme but fund it in some other way. If the programme was not to be progressed it would mean foregoing the opportunity to transform the Council's workforce and working practices, so this is not recommended.

Revenue funding could be provided through a supplementary estimate although this is not recommended as sufficient resource exists within the current Transformation Programme prototype budget.

No other options are available. Failure to monitor and review progress of the Customer Service Programme may mean the opportunities for improvement are lost.

#### **Report:**

- **Transformation Programme Monitoring Report**

1. This is the June and July 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 45 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 June and July 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>	The matter should be escalated to the project sponsor and Transformation Programme Board immediately.
<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>	The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.
<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>	No action needed.

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 2 actions (from a total of 219) was overdue when compared with planned timelines. The status indicator for ‘Delivery / outcome / output’ is reported as Amber to highlight that 6 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 June and July 2017. Any project closures are also noted.

- **People Strategy Programme**

8. The Council needs to continue to provide and improve upon the excellent services it provides, while working towards the goal of financial independence from Government. To do this, ‘where we work’ and ‘how we work’ will need to change. A number of workshops with staff, Leadership Team, Management Board and Councillors explored the impact of these issues for our workforce, resulting in the development of the People Strategy.

9. The People Strategy sets out a programme of projects to ensure the Council’s officer structure and workforce is able to meet future challenges and adapt to new ways of working. The programme will change the way the authority is organised, removing current Directorates and creating a new organisational structure, known as the Common Operating Model (COM).

It will also review roles to ensure they meet the future needs of the Council and that officers focus on working together as 'One Council'.

10. The Customer Service programme is currently reviewing our customer service functions across the organisation whilst bringing them together into a central team. To enable operational staff to concentrate on provision of services to our residents, it is proposed to do the same for administrative functions, bringing them together into a centralised Business Support team. Another part of the programme will consider the number and levels of management as these are brought into the Common Operating Model. Behaviours and accountabilities will be refreshed to ensure consistency across the organisation.

11. The Service Accommodation [reference P160], Customer Service [P001] and People Strategy [P106] programmes set out to ensure the Council has the flexibility and freedom to innovate and respond to change. These programmes will help the Council to maintain its financial strength to meet future challenges and better deliver the local services that our residents need.

12. The Assistant Director – Human Resources and Head of Transformation have approached the Local Government Association (LGA) regarding their Decision Making Accountability tool. The LGA can facilitate a Decision Making Accountability study for £18,750 under a government family procurement framework. This study will bring forward detailed proposals regarding the Common Operating Model that would fit Council requirements. A Project Initiation Document has been prepared for the Transformation Programme Board (30 August 2017). With approval for the award of this contract, work should take place during September and October, with a report to Cabinet scheduled for December 2017.

13. The Programme Definition Document for the People Strategy, including tranche plan, current blueprint and Common Operating Model are presented in the Appendices.

- **Customer Services Programme**

#### Customer Reception

14. The Council's Reception project has been scoped and preliminary layout plans have been produced to enable costs estimates to be brought to Cabinet. In the interim, the Cabinet has taken the decision to move towards locating its staff base into the new building over a five year period. This is the main thrust of the Accommodation project.

15. The opportunity therefore has been taken to pause the process of seeking final designs pending proposals for the whole building to be brought forward by PwC, currently scheduled to report to the December 2017 Cabinet. This project will include the reception works as an early phase. It should be noted that such a building project would be subject to formal European notice and appointment processes. This will mean (as far as we know currently) that this element will be delayed from its currently agreed timeline of reporting final designs in October 2017.

#### Corporate Customer Team

16. The first phase of the project brought the Neighbourhoods Contact Centre and Switchboard function together informally to form the foundation of the corporate team. A number of activities have taken place to establish the processes and resources which need to remain in the Neighbourhoods Directorate including;

- Transfer of line management of the two teams to the Head of the Customer Service;

- Relocation of the switchboard function to facilitate cross training, knowledge sharing and informal integration;
- Process mapping of all activity currently undertaken by the Neighbourhoods Contact Centre and analysis of process maps and volume data to establish time and resource required;
- Evaluation of new job descriptions for the corporate customer team; and
- Agreement to transfer Street Naming and Numbering process to IT as part of an initiative to improve mapping software

17. The two teams are now in formal consultation to move staff onto the new job descriptions with appropriate resourcing levels. Performance issues with the Council's telephone system has delayed some activity to integrate telephony functions and enable cross training, and impacted occasionally on the ability of the team to resolve customer enquiries at the first point of contact.

18. Following the retirement of the Council's Complaints' Officer, the Complaints Policy has been updated to reflect current best practice and the role of Complaints Officer has not been re-appointed to embed complaints management into the organisation with oversight provided by the Head of Customer Service.

19. The next phase of the customer team will be confirmed following the completion of the current consultation and implementation period.

#### Customer Satisfaction and Standards

20. This work moved from the Communications project to join the Customer Service Programme in January 2017 and bring all customer service related activity into one area. An external customer satisfaction survey was commissioned with the final report received in April. The survey highlights that for those questions that can be benchmarked against national polls, EFDC consistently scores higher than average on value for money, trust and the local area being a nice place to live. The survey has also demonstrated that staff are polite, friendly and dedicated to helping our customers but that there is an opportunity to use our website better to provide information and services.

21. A member briefing session to discuss the results of the survey is being scheduled for the autumn after which we will publish the findings to the public via our website.

22. The Customer Service programme will use the results of the recently undertaken Customer Satisfaction survey to prioritise improvements to the website, redesign processes during the development of the corporate team and support the design of new Reception. Now the benchmark has been established, the project will repeat the survey on an annual basis to track the impact of the Transformation programme and the anticipated improvements to customer experience.

#### Digital and Systems Development

23. This project develops our Customer Relationship Management (CRM) system and online customer self-service tools, seeking to achieve a 'tell us once' approach for receiving and storing customer information and where possible establishing a single view of the customer. This project also supports the development of the Epping Forest District Council website to promote these tools with additional oversight provided by the Website Development Board (now chaired by the Head of Customer Service).

24. To date, the project has introduced or improved a number of customer facing self-

service forms such as Special Collections, Council Tax account management and is prototyping the use of the CRM with the Civic Offices Reception team to manage visits to the building and answer general enquiries. The CRM system will also be used to create a database of FAQs available to both the public and the corporate customer team ensuring that consistent information is provided to members of the public. A set of new design principles for the website has also been agreed which will underpin how the website looks and feels in the future. Work on the beta version of the website will commence shortly.

25. This project is a continually evolving programme which prioritises those journeys that will have the largest impact in terms of volume or improvements to experience for the customer.

#### **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.

As mentioned above, a broad fee indication has been provided of £18,750. However, it is felt prudent to allow a budget of £25,000 to provide a project contingency.

The Transformation Programme currently includes a budget of £80,000 for prototype study. Given that this budget is available to be allocated to cover the study this seems more sensible than further over inflating the programme with a supplementary estimate.

The Customer Service Programme's resource allocation is overseen by the Customer and Transformation Programme Boards and the projects will rely heavily on IT and HR support during various parts of implementation. Capacity issues are closely monitored and escalated to the Board(s) on a regular basis

#### **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.

The Cabinet have previously agreed that the Leader of Council or Cabinet may approve the allocation of funds from the Transformation Programme prototype budget.

#### **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.

A Scrutiny Task & Finish Panel had been set up to gain a full understanding of the purpose and aims of the Transformation Programme, and the costs associated with it.

Workshops on the People Strategy programme were undertaken with a cross-section of staff, as well as Leadership Team, Management Board and the Cabinet. A constructive dialogue

has been maintained with the trades unions and all staff communications undertaken. A staff briefing is scheduled for 18 September 2017.

For the Customer Services Programme extensive consultation has been undertaken with staff before any permanent changes to working practices are implemented.

**Background Papers:**

Progress submissions and relevant supporting documentation is held by the Programme Management Office (PMO).

Report to July 2017 Finance and Performance Management Cabinet Committee (FPM-007-2017/18) showing the relationship of the People Strategy programme [P106] within the context of the draft Corporate Plan 2018-2023.

**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.

The use of appropriate external support in constructing the Common Operating Model reduces the risk that the People Strategy may be delayed or may ultimately not be deliverable.

Changing working practices could impact service delivery whilst those changes are implemented. This will be mitigated by prototyping and trialling such changes prior to full scale implementation.

**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 at Appendix 1 to the report.

# 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 – June and July 2017 Highlight Report and People Strategy
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	That the Cabinet note the progress of Projects and Programmes for June and July 2017, and specifically agrees the definition of the People Strategy
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

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.  If no, state your reasons for this decision. Go to step 7.  <i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	If yes, state which protected groups:
	If no, state reasons for your decision:  No. Any equalities impact assessment for individual projects or programmes is detailed on the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	08.08.2017
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:	08.08.2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	08.08.2017

Appendix 1

## Transformation Programme Highlight Report

Report	Period
<b>18-19</b>	<b>June and July 2017</b>

### Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Cabinet Agenda Planning Group	Date	14.08.2017
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### Distribution list

Name	Job title	Directorate / Department	Organisation
Membership	Transformation Programme Board	-	EFDC

### Overall transformation programme progress and status

	RAG status			Comment on overall progress and status and recommended actions
	Previous period	June	July	
Time	Amber	Amber	Amber	June: 1 action is overdue out of a total of 106 actions July: 1 action is overdue out of a total of 113 actions
Cost	Green	Green	Green	
Delivery / outcome / output	Amber	Amber	Amber	June: 2 projects require progress report updates July: 4 projects require progress report updates
Benefits	Green	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>
P046 Propman Property Management System	Project closed 21-Jun-2017	N/A	-	Chief Estates Officer
P125 NEPP Off-Street Parking Review	Project closed 05-Jul-2017	N/A	-	Assistant Director, Technical

## Highlight: Overdue actions for June and remedial actions

<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 1 – Customer Experience</b>					
<b>P130 Corporate Online Bookings System</b>					
▪ Improved Customer Experience. ▪ Increased levels of online take up. ▪ Increased levels of online payment. ▪ Increased Simplification of administration.	Go Live	30-Jun-2017	Project manager to liaise with 2 third parties to finalise the Go Live process	31-Jul-2017	Stephen Bacon, ICT Operations Manager
<b>Workstream 3 – Resources, Accommodation and Technology</b>					
<b>P133 Scanning Residual Hard Copy Records - Communities Directorate</b>					
▪ Office space freed up to meet business needs and objectives of related Transformation Projects ▪ Facilitating the move of Housing Repairs staff from Depot site	Project has been unable to be progressed due to project manager retiring (Lyndsay Swan, Assistant Director – Housing)	30-Jun-2017	Project be placed on hold until replacement project manager commences employment (Robin Ray, Asst. Director - Private Housing & Communities Support)	1-Sep-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>
<p>to a new location.</p> <ul style="list-style-type: none"> <li>▪ Facilitating alterations to the reception area at Civic Offices.</li> <li>▪ Facilitating mobile working</li> </ul>					
<b>Workstream 4 – Major Projects</b>					
<b>P115 Local Plan Programme</b>					
<ul style="list-style-type: none"> <li>▪ Number one corporate priority.</li> <li>▪ Statutory requirement.</li> <li>▪ Allows the Council and partners to set out the vision of the District for the plan period 2033.</li> <li>▪ Up to date planning policies to support the vision of the District</li> </ul>	<p>Progress report unavailable due to recent changes to the Local Plan timeline (in agreement with Members and Management Board)</p>	30-Jun-2017	<p>Review of Local Plan timeline (LDS) in progress and due to be formally reported to Cabinet in October 2017</p>	12-Oct-2017	Alison Blom-Cooper, Interim Assistant Director Forward Planning

## Highlight: Overdue actions for July and remedial actions

<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 1 – Customer Experience</b>					
<b>P004a Corporate Communications - External</b>					
<ul style="list-style-type: none"> <li>▪ Increased customer awareness, recognition and understanding of EFDC services (see definition of customer above)</li> <li>▪ Improved communications for customers with disabilities and the elderly</li> <li>▪ Increased staff awareness, recognition and understanding of EFDC services</li> </ul>	Completion of audit and analysis  Guidelines approved by Transformation Programme Board	17-July-2017  31-July-2017	PMO obtain progress report by oral interview with officer covering department	31-Aug-2017	Tom Carne, PR & Marketing Officer
<b>P139 Pandemic Flu Plan</b>					
<ul style="list-style-type: none"> <li>▪ Meet the requirements of the Civil Contingencies Act 2004</li> <li>▪ Provide assurance to the public, staff, Members and partners that critical services will continue to operate</li> </ul>	Awareness raising programme	31-July-2017	PMO obtain progress report by oral interview with officer covering department	31-Aug-2017	Peter Charman, Emergency Planning Officer

<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>P140 District Emergency Control Centre Plan</b>					
▪ Improved response to Civil Emergencies	Initial discovery/desktop research/establishment of working group and solution options	14-Jul-2017	PMO obtain progress report by oral interview with officer covering department	31-Aug-2017	Peter Charman, Emergency Planning Officer
▪ Meet or exceed statutory/regulatory requirements	Solution proposals and selection by Management Board	19-Jul-2017			
▪ Increased preparedness (internal)	Solution development, testing and training	26-Jul-2017			
▪ Improved staff awareness	Solution implementation	31-Jul-2017			
	Evaluation of project	31-Jul-2017			
<b>Workstream 3 – Resources, Accommodation and Technology</b>					
<b>P141 Business Continuity Plan Template</b>					
▪ Meet the requirements of the Civil Contingencies Act 2004	Delivery of an agreed template	14-Jul-2017	PMO obtain progress report by oral interview with officer covering department	31-Aug-2017	Peter Charman, Emergency Planning Officer
▪ Provide assurance to the public, staff, Members and partners that critical services will continue to operate	Distribute template to all services for completion.	07-Aug-2017			

<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 4 – Major Projects</b>					
<b>P120 Council Housebuilding Programme</b>					
<ul style="list-style-type: none"> <li>▪ Increase the opportunity for applicants on the Council's Housing Register to meet their housing need by building properties</li> <li>▪ Reducing CO2 emissions through energy efficient homes</li> <li>▪ Reducing energy bills making the properties more affordable</li> <li>▪ Improving lifestyle for occupants via Lifetime Homes</li> <li>▪ Reducing anti-social behaviour via repurposing derelict sites</li> </ul>	<p>New Housing Manager due to start at the end of July 2017, Covalent training and updating programme to be completed. Housing Manager did not commence employment</p>	31-Jul-2017	<p>PMO obtain progress report by oral interview with project manager and to gain information on new timeline for a Housing Manager to commence employment</p>	31-Aug-2017	Paul Pledger, Assistant Director - Housing Property

## Document control

Version	Date	Status (draft, approved)	Author	Change description
1.0	13.07.2017	June draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
2.0	26.07.2017	Amend	Derek Macnab, Director of Neighbourhoods	Amend
3.0	07.08.2017	July draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
4.0	07.08.2017	June & July draft	David Bailey, Head of Transformation	Combined reports and edit
5.0	08.08.2017	Include people strategy	David Bailey, Head of Transformation Paula Maginnis, Assistant Director – Human Resources	Include People Strategy [P106]

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