

## **Report to the Cabinet**

**Report reference:** C-024-2017/18  
**Date of meeting:** 9 November 2017



**Portfolio:** Leader of the Council  
**Subject:** Transformation Programme – September 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 September 2017 be noted, alongside planned actions for October 2017.

### **Executive Summary:**

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for September 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 98) was 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 September 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 42 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 September 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 98) was 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 September 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**

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>
<b>21</b>	<b>September 2017</b>

### Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Cabinet Agenda Planning Group	<i>Date</i>	17.10.2017
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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 98 actions
Cost	<b>Green</b>	<b>Green</b>	
Delivery / outcome / output	<b>Green</b>	<b>Green</b>	
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>P107 Estates Service Review</b>					
<ul style="list-style-type: none"> <li>▪ Council retains overall control of Estate Management function and decision making.</li> <li>▪ High calibre staff providing intelligent client role, all managed within one team.</li> <li>▪ Cost savings.</li> <li>▪ Strategic asset management approach ensures timely identification of opportunities for income and capital growth.</li> <li>▪ Self-sufficiency.</li> <li>▪ Retain knowledge gained by delivery of projects.</li> </ul>	Recruitment to new posts and structure	29-Sept-2017	Project sponsor has requested the project be extended for 6 months as it is due to go to Cabinet on 09 November 2017 to agree funding arrangement for new structure.	01-Apr-2018	Chief Estates Officer

## Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	09.10.2017	September draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
1.1	09.10.2017	September draft	David Bailey, Head of Transformation	Minor amends

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