Report to the Cabinet

Report reference: C-049-2017/18
Date of meeting: 8 March 2018

Epping Forest District Council

Portfolio:	**Leader of Council**
Subject:	**Transformation Programme – December 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 December 2017, alongside planned actions for January 2018.**

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for December 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 9 actions (from a total of 75) is overdue on its deadline, 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 December 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 31 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 December 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:

Light	Definition	Action
Red	There are significant issues with the project, programme or workstream. The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project manager or project team. One or more aspects of project viability – time, cost, scope – exceed tolerances set by the Transformation Programme Board.	The matter should be escalated to the project sponsor and Transformation Programme Board immediately.
Amber	A problem has a negative effect on project performance but can be dealt with by the project manager or project delivery team. Action is taken to resolve the problem or a decision made to watch the situation. 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.	The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.
Green	The project is performing to plan. All aspects of project viability are within tolerance. However, the project may be late or forecast to overspend (within tolerance).	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 9 actions (from a total of 75) is 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 December 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.

Transformation Programme Highlight Report

Report	Period
24	**December 2017**

Approval

Approved for submission to the Cabinet (Sponsoring Group), given by	Cabinet Agenda Planning Group	*Date*	18.01.2018

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*
	This period	*Last period*	
Time	**Amber**	**Amber**	9 actions are overdue out of a total of 75 actions
Cost	**Green**	**Green**	
Delivery / outcome / output	**Green**	**Green**	
Benefits	**Green**	**Green**	

Accountabilities and information flow: Project closures

Workstream / Project	Progress to report	Actions for next period	Due	Owner
	None			

Highlight: Overdue actions for this period and remedial actions for the next period

Key Benefit	Actions Overdue	Planned Date	Remedial Actions	Due Date	Owner
Workstream 1 – Customer Experience					
P004a Corporate Communications – External					
Increased customer awareness, recognition and understanding of EFDC services (see definition of customer above) Improved communications for customers with disabilities and the elderly Increased staff awareness, recognition and understanding of EFDC services	Procurement and production Internal communication	15-Dec-2017 31-Dec-2017	Change request to place project on hold is to be sought from Transformation Programme Board, due to the project manager having to focus on higher priority work – primarily the Local Plan	31-Jan-2018	Glen Chipp, Chief Executive Tom Carne, Public Relations & Marketing Manager
P134 Licensing Self-Service Applications					
To allow individuals and businesses to apply for licences 24/7 To reduce the number of licences that have to be handled manually To reduce the number of cheque payments made for licence applications	Further URL's to be collected	15-Dec-2017	Support has been secured from the Public Relations team to input remaining URL's and therefore complete this project	31-Jan-2018	Jim Nolan, Assistant Director - Environment & Neighbourhoods Kim Tuckey, Licensing Manager

Key Benefit	Actions Overdue	Planned Date	Remedial Actions	Due Date	Owner
and thereby reduce cost to the Council					
Workstream 2 – Business Culture					
P140 District Emergency Control Centre Plan					
Improved response to Civil Emergencies Meet or exceed statutory/regulatory requirements Increased preparedness (internal) Improved staff awareness	Working group and solution options Management Board approval Plan amendments (if necessary) Plan implementation	31-Dec-2017 31-Dec-2017 31-Dec-2017 31-Dec-2017	Change request to place project on hold is to be sought from Transformation Programme Board, due to a new Emergency Planning and Health and Safety Officer commencing employment and deemed most appropriate to take this project forward	31-Jan-2018	Derek Macnab, Director of Neighbourhoods Jim Nolan, Assistant Director - Environment & Neighbourhoods
Workstream 4 – Major Projects					
P113 Epping Forest Shopping Park					
To make the council a large capital profit and to provide income to the council Economic development (creation of 200 local jobs)	Highways contractor	31-Dec-2017	Change request scheduled to go to Transformation Programme Board to place this action in to Business as Usual and therefore complete this project	31-Jan-2018	Derek Macnab, Director of Neighbourhoods
P114 St. John's Road Development					
Income from business rates Plug gap in retail spend Economic development	Completion	31-Dec-2017	Change request to extend due date to allow for agreement between Epping Town Council and Frontier Estates	31-Jan-2018	Glen Chipp, Chief Executive Derek Macnab, Director of Neighbourhoods

Document control

Version	Date	Status (draft, approved)	Author	Change description
1.0	18.01.2018	December draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
2.0	19.01.2018	December draft	David Bailey, Head of Transformation	Amends

*** End of Report ***