

Report to the Cabinet

Report reference: C-052-2017/18

Date of meeting: 10 April 2018



**Epping Forest
District Council**

Portfolio: Leader of the Council

Subject: Transformation Programme Monitoring Report – January and February 2018.

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 and February 2018, alongside planned actions for March 2018.

Executive Summary:

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for January and February 2018 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 12 actions (from a total of 90) are 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 January/February 2018 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 January and February 2018, 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, 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 90) are 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 January and February 2018. 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>
25-26	January and February 2018

Approval

<i>Approved for submission to the Cabinet (Sponsoring Group), given by</i>	Transformation Programme Board	<i>Date</i>	02.03.2018
--	--------------------------------	-------------	------------

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	Amber	2 actions are overdue out of a total of 90 actions
Cost	Green	Green	
Delivery / outcome / output	Green	Green	
Benefits	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>
P004b Corporate Communications - internal	Project closed 17-Jan-2018	N/A	-	Chief Executive
P130 Corporate Online booking System	Project closed 17-Jan-2018	N/A	-	CSA and P Manager
P142 Customer Satisfaction and Standards, part of P001 Customer Service Programme	Project closed 17-Jan-2018	N/A	-	Assistant Director - Governance

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 Licensing Self-Service Applications					
To allow individuals and businesses to apply for licences 24/7	Further URL's to be collected	15-Dec-2017	Transformation lead to liaise with project manager to discover latest development for project.	30-Mar-2018	Jim Nolan, Assistant Director - Environment & Neighbourhoods
To reduce the number of licences that have to be handled manually			It is anticipated that this project is complete but there has been no update on the project status from the project manager		
To reduce the number of cheque payments made for licence applications and thereby reduce cost to the Council					

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Owner</i>
Workstream 3 – Resources, Accommodation and Technology					
P043 Mail, Correspondence and Document Management					
Supporting flexible / homeworking Reduce duplication across the Council Mail is immediately available, specifically to those in satellite locations Potential savings in messenger service, postal, stationary etc By identifying and merging bulk mail outs to direct more work through Reprographics Ensure consistent and efficient use of scanning.	Next service team to be agreed and paper post to be delivered electronically. Test new process, change and evaluate process	28-Feb-2018	Transformation lead officer to obtain project update from project manager	30-Mar-2018	Janet Twinn, Assistant Director - Benefits Sharon Lekha, Business Manager

Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	02.03.2018	January-February draft	Gareth Nicholas, Senior Project Improvement Officer	Draft and Report
2.0	02.03.2018	January-February draft	David Bailey, Head of Transformation	Amends

*** End of Report ***