REPORT TO THE MEETING OF THE EXECUTIVE 11 JULY 2018

REPORT FROM STRATEGIC DIRECTOR

SUBJECT: COUNCIL PROJECT PROGRAMME MANAGEMENT OFFICE

1   PURPOSE OF REPORT

1.1   To present the latest version of the Projects Programme Management Office (PMO) Dashboard to the Executive.

2   INTRODUCTION

2.1   As previously agreed by the Investment Board, the PMO operates to the Terms of Reference set out in Appendix 1. The PMO produces the Dashboard as part of its assurance work for GOLD, SILVER and BRONZE projects. The PMO Dashboard is provided to the Investment Board for projects which report to that forum.

2.2   The PMO Dashboards for the Homelessness Project and the ICT Project are set out at Appendix 2 and Appendix 3 respectively.

3   KEY POINTS TO NOTE

Homelessness Project

3.1   Examples of progress against the key drivers for this project (Eliminate the use of bed and breakfast / Increased housing supply and preventative approach) can be evidenced over the last year, with a 100% increase in successful prevention casework and new supplies of temporary accommodation at Francis Cottee Lodge, Rayleigh and 22 South Street, Rochford, all of which has improved budgetary control and reduced the use of out of district B & B accommodation by 81%/ In June 2017, 27 households were recorded as being accommodated in B & B, compared with a current 5 households.

3.2   Further milestones programmed for this project include a decision to lease 11 West Street, Rochford, completion of a new homeless review and draft housing and homeless strategy. This project will change as new priorities and associated action plans emerge from the strategy.

ICT Project

3.3   Amendments to the PMO Dashboard milestones for the ICT Project are captured in the change control record in exempt Appendix 4.

3.4   Amendments bring the milestones into line with the detailed project plan that has now been agreed with Eduserv and which will determine the timeline to completion of the migration element of the ICT Project.

3.5   The original migration cost of £151,000 to deliver the milestones included in the PMO Dashboard is on target; this is part of the total £280,081 budget set out in the business case agreed by Council in July 2016. As a result of other unforeseen costs additional budget was subsequently agreed to deliver the ICT programme in May 2017, giving rise to the total budget of £642,848 set out at Appendix 3.

3.6   It was necessary to amend the critical path to reflect the fact that the milestone for Remote Access (RDS) test server readiness has been delayed. This was because the Council's corporate portal failed to load onto the server which, in turn, meant that there was not a correct working platform on which the new Office 365 could be tested. This was not a risk that could have been foreseen or any previous mitigation put in place. Despite the best efforts of experts at Eduserv and the Council's IT team, it has not been possible to resolve the problem due to the way that the server (a legacy from the Capital contract) had been configured. In order to prevent the entire programme from stalling, a decision was made to build a brand new test server and to reload the application software.

3.7   The final payment milestone has also been changed to reflect an operational decision to delay the migration to the cloud of the Council's finance system and parts of the Academy software system due to the risk of failure at a what would be a business critical time for that part of the Council and to ensure that the service area is able to adequately resource user acceptance testing.

4   RISK IMPLICATIONS

4.1   The risks identified in the PMO Dashboard are considered to be fully mitigated at present but will continue to be reviewed as these projects evolve. The re-baselined milestones for the migration element of the ICT Project reflect the expectations of both the Council and Eduserv.

5   CRIME AND DISORDER IMPLICATIONS

5.1   None.

6   ENVIRONMENTAL IMPLICATIONS

6.1   None.

7   RESOURCE IMPLICATIONS

7.1   The individual project budgets set out in the appendices have already been agreed at the relevant forums or as part of the Medium Term Financial Strategy. All projects are currently on track to deliver within their latest agreed budget. Should this change it will be raised with Members at the earliest opportunity in a subsequent report.

7.2   PMO work is carried out within existing officer resources; this, therefore, represents an opportunity cost rather than an additional cost to the Council.

8   LEGAL IMPLICATIONS

8.1   None arising direction out of this report

9   PARISH IMPLICATIONS

9.1   None

10   EQUALITY AND DIVERSITY IMPLICATIONS

10.1   Not applicable to this report.

11   RECOMMENDATION

11.1   It is proposed that the Executive **RESOLVES** to

       (1)   Note the contents of the PMO Dashboard

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

LT Lead Officer Signature: _____

Strategic Director

Background Papers:-

None.

For further information please contact Angela Hutchings on:-

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If you would like this report in large print, Braille or another language please contact 01702 318111.

Rochford District Council
Programme Management Office Group (PMO)
Terms of Reference

The Terms of Reference for the PMO are set out in this document. These Terms of Reference will be reviewed by the Strategic Director on at least an annual basis.

Purpose

1. To oversee delivery of the business plan projects and report progress on the "Gold" projects to the Investment Board and Executive via the Project Dashboard, with "Silver" and "Bronze" projects being reported on an exception basis.

2. To monitor progress within projects, ensuring leads seek support to deliver the savings and benefits identified.

3. To identify slippage/bottlenecks in the progress of projects and agree plans to bring back into line with projected timescales.

4. To ensure that accountability and responsibility for delivering projects are clear within the organisation.

5. To ensure that the actions and outputs from PMO meetings are communicated and cascaded appropriately.

Outcomes

1. To ensure that the delivery of projects are undertaken in a timely and effective way.

2. To ensure that all schemes are supported by a detailed, evidence-based Project Initiation Document (PID) and progress is monitored and any slippage addressed.

3. To ensure that all schemes are appropriately assessed for the potential impact on the Council's Business Plan.

4. To facilitate the effective communication of the impact of the Council's projects.

5. To ensure that any issues arising are included in the project Risk Register, as appropriate.

Methods

The PMO will provide support and mentoring for the Council's projects to ensure they follow best project practices and are able to deliver the proposed benefits, which ultimately deliver the Business Plan priorities and address the Medium Term Financial Strategy.

Accordingly, the PMO will invite project leaders to update the PMO on progress, as necessary, setting out the challenges and opportunities within the project. (This would predominantly apply where material projects were slipping or not delivering to plan.)

The Project Dashboard will be reported to the Strategic Director and the Leadership Team on a monthly basis; on a quarterly basis to each Investment Board (or Executive or elsewhere as appropriate) and Council. This will allow overview of performance against all project plans using the Project Dashboard and the development of actions plans to address slippage or under performance.

Membership

The core membership of the group will be as follows:
- Strategic Director
- Overview & Scrutiny Officer
- Principal Performance Business Support Officer

21/02/18

PROJECT DETAIL - ALL PROJECTS

Project Reference	5
Project Title	Homelessness Reduction Act
Project Lead	Assistant Director - Community and Housing
Reports to	Executive

PROJECT DETAIL

Project Start Date	01/04/2018
Project Finish Date	01/03/2019
Project Stage	Delivery
Project Team Members	7

PROJECT STATUS

Project Status	GREEN
Project Score (10)	3
DIRECTION OF TRAVEL	Ahead of Target

BUDGETING AND FORECASTING - GOLD PROJECTS ONLY

PLANNED BUDGET	£710,100
END OF YEAR FORECAST	£683,102
BUDGET REMAINING	£26,998
END OF YEAR FORECAST VS PLANNED BUDGET	-4%
FORECAST OVERSPEND/UNDERSPEND	Forecast to underspend by £26,998

RISK CONSIDERATION - ALL PROJECTS

Number of High Risks	3	1
Is your budget on track? GOLD ONLY	Yes	0
Has there been any unforeseen spend? GOLD ONLY	No	0
Number of Red Milestones	1	1
Have any of your milestones slipped with consequences?	No	0
Direction of Travel	OK	0
RISK STATUS	At Risk	2

PUBLIC DOCUMENT

MILESTONES AND INTERDEPENDENCIES - GOLD AND SILVER PROJECTS
CRITICAL PATH - ALL PROJECTS

REF	DETAIL	START DATE	TARGET / ACTUAL END DATE	RAG	Interdependencies	Critical Path
1	Eliminate the use of B & B	Apr-18	Mar-19	AMBER	Milestone 2	
2	Increase the supply of affordable temporary and settled accommodation	Apr-18	Mar-19 ongoing	RED	Milestone 3	
3	To deliver a proactive preventative housing options service	Apr-18	Mar-19 ongoing	AMBER	Milestone 4	
4						
5						
6						
7						
8						

PROJECT HIGH RISK REGISTER - GOLD AND SILVER PROJECTS ONLY

REF	DETAIL	REVIEW DATE	RESIDUAL
1	Increased number of households owed a homeless duty.	May -2018 monthly ongoing	High
2	Increased number of households requiring alternative private rented accommodation.	May -2018 monthly ongoing	High
3	non engagement of stakeholders and partners to enable agreed pathways for referrals and prevention work.	Nov-18 monthly ongoing	Medium
4	non engagement of stakeholders and partners reducing cost effective prevention solutions.	May -2018 monthly ongoing	Medium
5	Lack of supply of local affordable private rented accommodation	May-2018 monthly ongoing	High
6	Reduction in ring fenced homeless grant monies and front line resources, to meet demand.	May 2018 monthly ongoing	Medium
7			
8			

PLANNED BUDGET · END OF YEAR FORECAST

BENEFITS REALISATION - ALL PROJECTS

REF	KEY BENEFIT	REVIEW DATE	STATUS
1	300 homeless prevention cases completed	31.3.19 monthly monitoring	Under Review
2	£250,000 estimated homeless prevention savings	31.3.19 monthly monitoring	Under Review
3	0 B & B placements	31.3.19 monthly monitoring	Under Review
4			
5			

EXPLANATORY COMMENTARY

EELGA review of Housing Options service completed. with positive endorsement of work approach and readiness for HRAct. Draft Housing & Homeless strategy in progress. Draft report anticipated June-July 2018. New homeless forum to launch June 2018. Active S106 Housing project group - working with Almshouse trustees. Nomination agreement in place. X1 property viewed pending move in and sign up and working with private development to lease local HMO for new temporary accommodation. Ongoing discussions with HARP /Christian Aid Charity to establish new prevention pathways. x2 new grant funded prevention officers in place to support implement the new HRA and embed prevention. Key benefits figures for prevention and savings increased by 50% for 2018/19

PROJECT DETAIL - ALL PROJECTS

Project Reference	2
Project Title	ICT
Project Lead	Assistant Director - Transformation
Reports to	Executive
PROJECT DETAIL	
Project Start Date	01/12/2017
Project Finish Date	01/09/2018
Project Stage	Delivery
Project Team Members	3
PROJECT STATUS	
Project Status	**GREEN**
Project Score (3)	3
DIRECTION OF TRAVEL	On Track

BUDGETING AND FORECASTING - GOLD PROJECTS ONLY

PLANNED BUDGET	£642,848
ACTUAL SPEND TO DATE	£429,455
COMMITTED SPEND TO DATE	£159,553
EMERGENCY SPEND	£0
Budget Remaining	*£53,840*
Percentage of Planned Budget Spend	*92%*

RISK CONSIDERATION - ALL PROJECTS

Number of High Risks	3	1
Is your budget on track? GOLD ONLY	Yes	0
Has there been any unforeseen spend? GOLD ONLY	No	0
Number of Red Milestones	0	0
Have any of your milestones slipped with consequences?	No	0
Direction of Travel	OK	0
RISK STATUS	**OK**	1

PUBLIC DOCUMENT

MILESTONES AND INTERDEPENDENCIES - GOLD AND SILVER PROJECTS
CRITICAL PATH - ALL PROJECTS

REF	DETAIL	START DATE	TARGET / ACTUAL END DATE	RAG	Interdependencies	Critical Path
1	Office 365 -First pilot user migrated (members) and High Level Designs issued	Dec-17	Mar-18	**Complete**		Critical Path
2	Azure tenancy ready for use	Dec-17	Feb-18	**Complete**		
3	RDS Test Server ready for use	Dec-17	Jun-18	**GREEN**		Critical Path
4	Officer Pilot Users and Good Users ready	Dec-17	Jun-18	**GREEN**	Milestone 3	
5	Officer migration to O365	Dec-17	Jul-18	**GREEN**	Milestone 4	
6	Windows 2003 servers and app installs	Dec-17	Jul-18	**GREEN**		
7	Skype and one drive implemented. Filestore migrated to SharePoint	Dec-17	Aug-18	**GREEN**		
8	Final payment milestone	Dec-17	Sep-18	**GREEN**		

PROJECT HIGH RISK REGISTER - GOLD AND SILVER PROJECTS ONLY

REF	DETAIL	REVIEW DATE	RESIDUAL
1	Rochford do not have the resources or skills to complete the project	Jun-18	**High**
2	Eduserv do not have the resources or skills to complete the project	Feb-18	**High**
3	Data Centre at Swindon fails	Aug-18	**High**
4	Lack of documentation for software and server install	Jul-18	**Medium**
5	UAT Resource not available	Jul-18	**Medium**
6			
7			
8			

£0	£250,000	£500,000	£750,000	£1,000,000

■ ACTUAL SPEND ☐ COMMITTED SPEND ■ EMERGENCY SPEND ☐ PLANNED BUDGET

BENEFITS REALISATION - ALL PROJECTS

REF	KEY BENEFIT	REVIEW DATE	STATUS
1	Stable managed IT infrastructure	Sep-18	**On Target**
2	Enterprise Licence will allow for the use of Microsoft applications to improve efficiencies		**On Target**
3	All servers are supported reducing risk of failure	Jul-18	**On Target**
4	Able to move forward with Transformation and Cultural change project	Aug-18	**Under Review**
5			

EXPLANATORY COMMENTARY

The total project budget is £642,848 with a committed spend to date of £583,060.
The committed spend includes all completed works such as the Datacentre move and £151,555 for the milestones included within this document. 3.5 The original migration cost of £151,000 to deliver the milestones included in the PMO Dashboard is on target; this is part of the total £280,081 budget set out in the business case agreed by Council in July 2016 . As a result of other unforeseen costs, additional budget was subsequently agreed to deliver the ICT programme in May 2017 giving rise to the total bud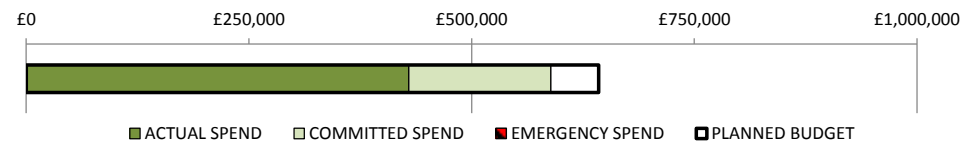get of £642,848 set out at Appendix 3.