
REPORT TO THE MEETING OF THE EXECUTIVE 5 DECEMBER 2018**REPORT FROM THE STRATEGIC DIRECTOR****SUBJECT: COUNCIL PROJECTS 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 The PMO operates to Terms of Reference previously agreed by the Investment Board. 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 that report to that forum.
- 2.2 The PMO dashboards for the Homelessness Project and the ICT Project are set out at Appendix 1 and Appendix 2 respectively.

3 KEY POINTS TO NOTE**Homelessness Project**

- 3.1 The direction of travel for those key milestones: to eliminate the use of bed and breakfast and embed a preventative approach, remains good. The increased officer capacity and new ways of working has increased the level of advisory and advocacy work, including more home visits and new relationships with landlords and letting agents. The Rochford & Rayleigh Citizens Advice service also recently reported for the first time this year, a small reduction in homeless related enquiries, which is further evidence of the success of the housing option's local prevention work.
- 3.2 There also remains ongoing budgetary control of the housing options budget, because of the subsequent reduced use of out of the District's bed and breakfast accommodation. This has been driven by the increased prevention work, but also supported over the last six months by an increase in the supply of new development units (x37), which has enabled movement in the housing register.
- 3.2 New Section 106 development sites remain in progress across the District, but future supply has a number of dependencies, including general market forces, and it is not anticipated that any new significant release of more units will be available until Q2 2019/20. The project milestone, to increase the supply of affordable temporary and settled accommodation is, therefore, closely monitored because of the impact on prevention work and ultimately budgets. In the meantime, work is ongoing to increase supply to the private

rented sector, with joint landlord forums with Castle Point and one to one relationship work with local letting agents. To date this work has resulted in several case successes, but numbers remain low.

3.3 Key areas of ongoing and new work, which are programmed to support the homeless projects milestones include:

- Work with the developers of the Kings Head, 11 West Street, Rochford, to agree a final schedule of works to meet residents' needs, aiming for occupancy, later in spring 2019.
- Maximising funding to further support and increase the levels of local homeless prevention work, with the submission of two joint Government grant bids: one to provide ongoing domestic abuse support and the other to increase access to the private rented sector, with the proposed set up of new private rental and tenancy sustainment officers. The success of both bids will be known December 2018/January 2019.

ICT Project

3.4 Eduserv has been working with the Council under the contract agreement to move to an infrastructure free ICT model base in the Azure Cloud. The implementation strategy has been to run the migration activity in parallel with the continued operation of 'business as usual' ICT systems, applications and hardware that were hosted on physical servers situated at the Council's offices and at Capita's data centre in Corsham.

3.5 As part of the original submission by Eduserv there was an option to lift and shift to their data centre. During the discovery stage of the contract it was realised that the legacy systems and outdated applications would delay the migration to the Azure Cloud; this would mean not being able to meet the Contract termination date agreed with Capita and incurring considerable costs. A decision was made to move to Eduserv's data centre in Swindon in October 2017, and to continue with a managed service provision from Eduserv and the migration to the Azure Cloud.

3.6 The original specification for Eduserv to stand-up servers within the Azure Cloud is almost complete. A formal change control has been agreed with Eduserv for the removal of the Academy, (Revenues and Benefits system), ACR (Axis Cash receipting), Chip & Pin, Income Management and TeamSpirit (Payroll System) as these will be managed under a third party software provider managed service agreement and will not move to the Azure Cloud.

3.7 The IT component failure which occurred in the summer and the recent technical issues with 'business as usual' operational service delivery have caused delays to the moving of applications onto the servers that have been built in the Azure Cloud. The business outcome of this second hardware failure is that the Council needs to review the stability of its business as usual functionality and further assess the risks that the hardware presents and what

contingencies are necessary to ensure that ongoing stability is achieved and maintained.

- 3.8 In addition, the planned pace of migration needs to be compressed to ensure that more users are moved to the Azure Cloud sooner, thus relieving the pressure on the physical hardware. This will require a fundamental review of the project and additional workstreams necessary to complete the transition. Accordingly, the details set out in the PMO Dashboard will need to be re-baselined.

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. The agreed budget for migration and the lift/shift to the Eduserv data centre as part of the original contract is within budget and is reflected on the PMO Dashboard. As the project is re-baselined, additional costs will be identified and reflected in a reviewed business case and updated PMO Dashboard.
- 7.2 Currently PMO work is carried out within existing officer resources which represents an opportunity, rather than a new, cost to the Council. If any additional resources are required to deliver a project this will be subject to approval via the relevant board.

8 LEGAL IMPLICATIONS

- 8.1 None arising directly out of this report.

9 PARISH IMPLICATIONS

- 9.1 None.

10 EQUALITY AND DIVERSITY IMPLICATIONS

10.1 Not applicable to this report.

11 RECOMMENDATION

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

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	8
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	£681,345
BUDGET REMAINING	£28,755
END OF YEAR FORECAST VS PLANNED BUDGET	-4%
FORECAST OVERSPEND/UNDERSPEND	Forecast to underspend by £28,755
RISK CONSIDERATION - ALL PROJECTS	
Number of High Risks	2
Is your budget on track? GOLD ONLY	Yes
Has there been any unforeseen spend? GOLD ONLY	No
Number of Red Milestones	0
Have any of your milestones slipped with consequences?	No
Direction of Travel	OK
RISK STATUS	OK

PUBLIC DOCUMENT

GOLD APPENDIX 1						
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	GREEN	Milestone 2	
2	Increase the supply of affordable temporary and settled accommodation	Apr-18	Mar-19 ongoing	AMBER		
3	To deliver a proactive preventative housing options service	Apr-18	Mar-19 ongoing	GREEN	Milestone 2	
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PROJECT HIGH RISK REGISTER - GOLD AND SILVER PROJECTS ONLY			
REF	DETAIL	REVIEW DATE	RESIDUAL
1	Increased number of households owed a homeless duty.	March 2019 monthly ongoing	Medium
2	Increased number of households requiring alternative private rented accommodation.	March 2019 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.	March 2019 monthly ongoing	Low
5	Lack of supply of local affordable private rented accommodation	April 2018 monthly ongoing	High
6	Reduction in ring fenced homeless grant monies and front line resources, to meet demand.	March 2019 monthly ongoing	Medium
7			
8			



BENEFITS REALISATION - ALL PROJECTS			
REF	KEY BENEFIT	REVIEW DATE	STATUS
1	300 homeless prevention cases completed	31.3.19 monthly monitoring	On Target
2	£250,000 estimated homeless prevention savings	31.3.19 monthly monitoring	On Target
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. New homeless review and new draft Housing & Homeless strategy completed August 2018. Consultation via homeless forum launched June 2018 >40 partners attended. On line consultation October 2018. Active S106 Housing project group - work with RP's/Almshouse trustees- x1 move on success. Discussion with Swan/Moat - no current take up of S106 offer - ongoing dialogue. Kings Head project ongoing. New discussions with local letting agents - successes in gaining ad hoc accommodation via prevention work. Challenges as to ongoing engagement with some external partners but increased pathway discussions with DWP/NPS. Joint CPoint/Rochford private L/L forum Sept. 2018 - engagement of landlords/increase supply/promote RDC landlord offer. New joint NLA (national landlords association) and RDC forum planned for March with external speakers, to engage landlords. Opportunities being taken to maximise funding e.g. New Essex bid for ongoing joint DA hub working has been submitted - this will increase DA capacity for Rochford is successful. New MHCLG funding launched 10th October 2018 - joint bid with CPoint being discussed.

Further Detail (Not for General Publication)

RESOURCE PLANNING AND FORECASTING - GOLD PROJECTS ONLY	Housing Options Team Leader
	Housing Options Allocations/Enabling Officer
	Senior Housing Options officer
	Housing Options officer (Fixed term post grant funded 2018-20)
	Housing Options officer (Fixed term post grant funded 2018-20)
	Housing Options Officer
	Housing Options Officer
	Housing Options Support Officer

OTHER REPORTING STREAMS THAT MUST BE CONSIDERED BUT ARE NOT CURRENTLY INCLUDED ON THIS TEMPLATE	
Work stream Activity	GOLD
Communications Plan	GOLD
Stakeholder Engagement Strategy	GOLD

Change Control Record for Homelessness Reduction Act - EXEMPT DOCUMENT IF PUBLISHED						
Item Amended	Description of Change		Justification	Financial Implications	Date LT Aware	Date IB / Exec Aware
Update to project team numbers. RAG status change to prevention work.	Additional x2 fixed term prevention posts now recruited i.e. 2yr grant funded posts April 2018-20. Note: x1 prevention officer post still frozen/vacant. Invest to save business case in progress		Critical need to increase prevention work and manage the ongoing demands of the HRAct. Prevention milestone risks subsequently reduced.	None Gov. grant i.e. flexible homeless support grant used to fund total cost of both posts	n/a - business cases previously agreed	
Milestone change: Eliminate use of B & B	RAG change to Green.		x5 households in B & B - July position. 81% reduction in numbers since June 2017.	The forecasted year end position, as at the end of June, on the net spend for the wider Housing Options Service, will be 4.05% (£28,800) lower than the budgeted amount	17.7.18 Full Council via K Head report.	17.7.18 Full Council via K Head report
Milestone change: Increase the supply of affordable temporary and settled accommodation	RAG change to Amber.		Kings Head approval to enter into lease agreement, additional 11 temporary units anticipated Q4. x1 additional settled home- almshouse	Anticipated Q4-Q1 19-20	17.7.18 via Full Council. Standing item LT project	17.7.18
Milestone change: To deliver a proactive preventative housing options service	RAG change to Green.		New homeless forum and ongoing relationship work and engagement with existing and new partners (e.g.HARP/ISIAH/MDT- health/ Active Essex)	Indirect via prevention savings e.g sustaining tenancies, new letting agents	LT project meet 31.7.18	
Risk review times for risks, 1,2,4,6.	September review		6months on from the Homeless Reduction Act	Indirect non cashable implications (non engagement of partners) if risks increase.	LT project meet 31.7.18	
Risk register: Increased number of households owed a homeless duty.	RAG change to amber. New review period (6months) set.		6month review - small numbers of clients currently recorded as being owed a duty. Anticipated outcome of new Homeless Reduction Act duties.	Direct - savings to housing options spend.	LT project meet 11.9.18	
Risk register: Increased number of households requiring alternative private rented accommodation	New review period (6 months) set.		No change to RAG status. Number of households in temporary accommodation remain static. Supply unchanged for social housing.	Direct - ongoing temporary emergency accommodation costs, where suitable affordable accommodation can not be found. Indirect - staff resources to support move on and engagement with private landlords.	LT project meet 11.9.18	
Risk register: Non engagement of stakeholders and partners reducing cost effective prevention solution	RAG change to low. Review period reset (6 months)		Increased engagement with partners, as prevention work increases e.g. joint trailblazer work	Indirect - increased prevention savings, reducing B & B costs.	LT project meet 11.9.18	
Risk register: Reduction in ring fenced homeless grant monies and front line resources, to meet demand.	New review period (6 months) set.		March 2019 - gov budgets known.	None - future implications pending grant determinations.	Via monthly finance meetings with Finance manager/S151	
Key benefit status change	Homeless prevention numbers and savings target, changed from 'under review' to 'on target'		On target with key benefits	Indirect financial prevention savings	Monthly budget statements to LT and Leader/D Leader/ Pholders.	

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	01/12/2018
Project Stage	Delivery
Project Team Members	3
PROJECT STATUS	
Project Status	AMBER
Project Score (3)	2
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
Is your budget on track? GOLD ONLY	Yes
Has there been any unforeseen spend? GOLD ONLY	No
Number of Red Milestones	0
Have any of your milestones slipped with consequences?	No
Direction of Travel	OK
RISK STATUS	OK

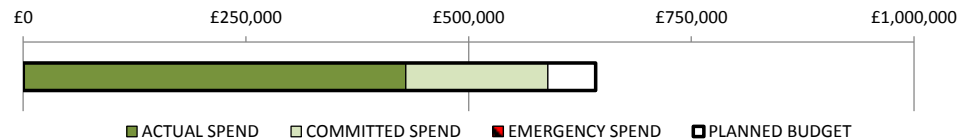
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EXPLANATORY COMMENTARY
The total project budget is £642,848 with a committed spend to date of £583,060. Eduserv have built the servers required in the Azure Cloud. Eduserv will now work with Rochford and its application providers to move the remaining applications which are able to work on the Azure Cloud platform. A number of Finance systems are under review awaiting a decision whether these become a managed service by the provider. Academy Revenues and Benefits is not able to move to the Azure Cloud. A decision is awaited on whether this moves to Capita's Managed Cloud. Civica is in test but as the current system is 10 versions behind UAT will be delayed.

Further Detail (Not for General Publication)

GOLD APPENDIX 2						
MILESTONES AND INTERDEPENDENCIES - GOLD AND SILVER PROJECTS						
CRITICAL PATH - ALL PROJECTS						
REF	DETAIL	START DATE	TARGET / ACTUAL END DATE	RAG	Interdepend encies	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	Complete		Critical Path
4	Officer Pilot Users and Good Users ready	Dec-17	Jun-18	Complete	Milestone 3	
5	Users on exchang server ready for migration to 0365	Dec-17	Dec-18	GREEN	Milestone 4	
6	Windows 2003 servers and app installs	Dec-17	Nov-18	AMBER		
7	Skype and one drive implemented.	Dec-17	Nov-18	AMBER	Milestone 6	
8	Final payment milestone	Dec-17	Dec-18	GREEN	Milestone 6	Critical Path

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	Oct-18	Medium
5	UAT Resource not available	Oct-18	Medium
6			
7			
8			



BENEFITS REALISATION - ALL PROJECTS			
REF	KEY BENEFIT	REVIEW DATE	STATUS
1	Remote access enabling flexible working.	Nov-18	On Target
2	Enterprise Licence will enable the use of Microsoft applications to improve efficiencies		On Target
3	All servers are supported reducing risk of failure	Nov-18	On Target
4	Able to move forward with Transformation and Cultural change project	Nov-18	Under Review
5			

RESOURCE PLANNING AND FORECASTING GOLD PROJECTS ONLY	Dawn Tribe

OTHER REPORTING STREAMS THAT MUST BE CONSIDERED BUT ARE NOT CURRENTLY INCLUDED ON THIS TEMPLATE	
Work stream Activity	GOLD
Communications Plan	GOLD
Stakeholder Engagement Strategy	GOLD

Change Control Record for ICT - EXEMPT DOCUMENT IF PUBLISHED						
Item Amended	Description of Change		Justification	Financial Implications	Date LT Aware	Date IB / Exec Aware
Milestone date change	Change to server migration date for some software applications		Due to the impact on service delivery	None		Jul-18
0365 Pilot user set up	date change		RDS Test server failed and needed to be rebuilt	None		Jul-18
2003 servers and app installs	date change		Loss of a key member of staff and the Major Incident ICT/Outage has impacted on the teams workload	None		Nov-18
Officer migration to 0365	date change		Due to loss of staff and the major incident/ICT outage there has been a re-prioritisation of work	None		Nov-18