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**REPORT TO THE MEETING OF THE EXECUTIVE 3 APRIL 2019****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. Examples of successes include:
- Confirmed funding for the South Essex (SE) Domestic Abuse Hub, which will increase the Council's capacity to support residents with more 'drop in' services.
  - Ongoing joint working with Essex to set up protocols with the Probation Service to manage the increase in ex-offenders approaching the service.
  - Local protocols with Rochford Mental Health team to manage the increasing number of residents with complex support needs.
- 3.2 As evidenced in the MTFs, there remains control of the housing options budget because of the ongoing reduced use of bed and breakfast accommodation. Monthly budget statements are circulated to enable this position to be closely monitored.
- 3.3 The number of residents in temporary accommodation has remained static. In February there were 68 homeless households, which, in total, accounts for approximately 10% of those on the housing register. This part of the project remains on Amber and has significant dependencies on the ongoing supply of affordable housing.

- 3.4 Supply of affordable housing, as a key milestone, remains a high risk, with dependencies, on Section 106 development sites only. Currently over 13 sites are still in progress across the District, equivalent to an estimated 300 properties still to be developed and over half of these sites have yet to start. Any new release of more units is not anticipated until late 2019/20.
- 3.5 The project milestone, to increase the supply of affordable temporary and settled accommodation will, therefore, need to be closely monitored because of the impact on prevention work, the slowing up of movement for those in temporary accommodation and, ultimately, budgets.
- 3.6 Key areas of ongoing and new work, which are programmed to support the homeless projects milestones, include:
- Ongoing dialogue with the developers of the Kings Head, 11 West Street, Rochford. Internal works have started on site. The project is aiming for occupancy, Q2 2019. Risks remain medium, until the developer's works schedule/timelines become more certain.
  - Increased joint working across districts to increase supply in the private rented sector with a joint Rochford/Castle Point landlord forum (20 March 2018) arranged in partnership with the National Landlords Association and external speakers.
  - The Assistant Director, Community and Housing Services currently chairs a new South Essex private housing group, and a new South Essex landlord forum is planned for November, to communicate a more 'joined up' offer to landlords. The purpose of the forum remains the need to increase supply in the private sector, which is one of the key supply risks for this project.

### **ICT Project**

#### **Server Migration to Azure**

- 3.7 Of the original 125 servers, 61 are no longer required, either because applications are no longer in use or several applications have been re-hosted on one server. Sixteen servers were not in scope, 38 servers have been built in the cloud, three servers are awaiting application provider specifications and seven have been replaced by a web service.

#### **0365 Microsoft**

- 3.8 Work has been completed to move Members across to the 0365 Microsoft platform and training has been arranged on the new laptops, SharePoint and Onedrive functionality.
- 3.9 An officer 0365 migration plan is in place and to date 75 officers have migrated; full migration is due to be completed in July/August. The majority of staff will be using 0365 before this date; however the Revenues and Benefits

Academy system is dependent on a migration to the Capita managed service platform, since Capita will not support this application in the Council's own cloud. This is subject to a separate Executive decision paper..

**Infrastructure Audit.**

3.10 An electrical inspection of the server room has taken place and Southend Borough Council has completed its technical audit of the following:

- Server room
- Cabinets at Rochford offices on the South Street site and
- Rayleigh Civic Suite

3.11 The findings of the audit are awaited, following which they will be reviewed and prioritised.

**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 RESOURCE IMPLICATIONS**

5.1 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 may be identified and reflected in a revised business case and updated PMO Dashboard.

5.2 Currently PMO work is carried out within existing officer resources which represents an opportunity, rather than a new, cost to the Council. Any additional resources required to deliver a project will be subject to approval via the relevant board.

**6 LEGAL IMPLICATIONS**

6.1 None arising directly out of this report.

**7 EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 An Equality Impact Assessment has not been completed as no decision is being made.

**8 RECOMMENDATION**

It is proposed that the Executive **RESOLVES**

That the contents of the PMO Dashboard be noted.

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:



Angela Hutchings  
Strategic Director

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**Background Papers:-**

None.

For further information please contact Angela Hutchings on:-

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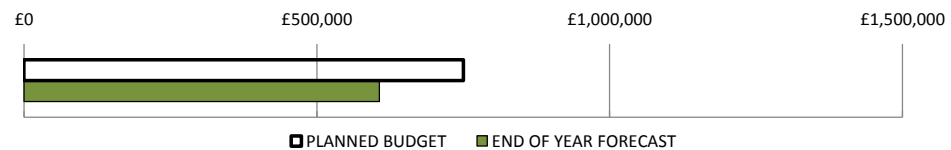
If you would like this report in large print, Braille or another language please contact 01702 318111.

PROJECT DETAIL - ALL PROJECTS	
Project Reference	5
Project Title	Homelessness Reduction Act
Project Lead	Assistant Director - Community and Housing
Reports to	Executive
<b>PROJECT DETAIL</b>	
Project Start Date	01/04/2018
Project Finish Date	01/03/2019
Project Stage	Delivery
Project Team Members	8
<b>PROJECT STATUS</b>	
Project Status	GREEN
Project Score (10)	3
DIRECTION OF TRAVEL	Ahead of Target
BUDGETING AND FORECASTING - GOLD PROJECTS ONLY	
PLANNED BUDGET	£750,100
END OF YEAR FORECAST	£606,924
BUDGET REMAINING	£143,176
END OF YEAR FORECAST VS PLANNED BUDGET	-24%
FORECAST OVERSPEND/UNDERSPEND	Forecast to underspend by £143,176
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
<b>RISK STATUS</b>	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	
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.	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	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. Homeless review completed. New draft Housing & Homeless strategy completed - consultation via homeless forum launched June 2018 >40 partners attended. Active S106 Housing project group - work with Almshouse trustees- x2 move on successes and a new 100% nomination agreement for all Almshouse properties. Ongoing dialogue with RP providers for matching funding S106 monies. Kings Head project ongoing- anticipated completion June 2019. Ongoing 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/ March 2019 - opportunity to promote RDC landlord offer. RDC chairs new South Essex private housing group - opportunity to promote joint working with housing options. Maximising funding i.e. November 2018 successful bid outcome for continuation of South Essex Domestic Abuse Hub and increased front line resources for RDC.

**Further Detail (Not for General Publication)**

<b>RESOURCE PLANNING AND FORECASTING</b> <b>- GOLD PROJECTS ONLY</b>	Housing Options Team Leader
	Housing Options Allocations/Enabling Officer
	Senior Housing Options officer
	Housing Options officer
	Housing Options officer ( Fixed term post grant funded 2018-21)
	Housing Options Officer
	Housing Options Officer
	Housing Options Support Officer

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

Change Control Record for Homelessness Reduction Act						
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. November 18- Business case agreed. Vacancy		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 to 'under review'		new H-Click gov. statistical return has since published Q1 results. Traditional monitoring no longer aligned to HRAct. New benefits to be reviewed for 2019/20 to align with housing plans - outcomes for clients.	No direct implications. Budget of total service monitored and reported monthly.	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	01/07/2019
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	£490,133
COMMITTED SPEND TO DATE	£130,138
EMERGENCY SPEND	£0
Budget Remaining	£22,577
Percentage of Planned Budget Spend	96%
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

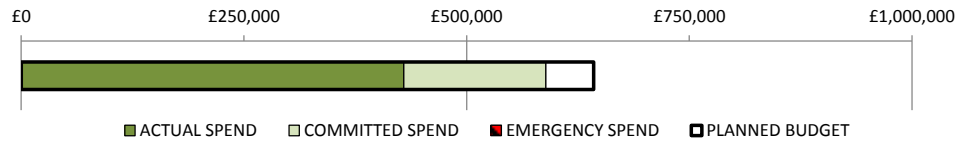
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EXPLANATORY COMMENTARY
<p>The total project budget is £642,848 with a committed spend to date of £620,271. Significant progress has been made with the remaining applications which are now either at the status of undergoing User Acceptance Testing (UAT) or moving to managed service provision. The dates of the go live for all applications have now been agreed. Academy will move to a managed service in the Summer with Comino and Idox (Uniform) moving April/May, once full UAT has taken place. Decisions have been made to move Xpress (Elections) and Epilog (Cemeteries) to a Managed Service platform. There are three remaining servers to be migrated which represents 3% of the 109 servers which were in scope. The final outstanding payment amount is £7,581.</p>

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	Complete	Milestone 4		
6	Windows 2003 servers and app installs	Dec-17	Mar-19	GREEN			
7	Skype and one drive available	Dec-17	Nov-18	Complete	Milestone 6		
8	Final payment milestone	Dec-17	Jul-19	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	Completed
2	Enterprise Licence will enable the use of Microsoft applications to improve efficiencies		Completed
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
Final Payment Milestone	date change		See commentary box	None		Apr-19