REPORT TO THE MEETING OF THE EXECUTIVE 10 JULY 2019

REPORT FROM THE STRATEGIC DIRECTOR

SUBJECT: COUNCIL PROJECTS PROGRAMME MANAGEMENT OFFICE

1   PURPOSE OF THE 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 all key milestones remains good. A year on from the Homeless Reduction Act (HRA), the Housing Options team been able to take a more person-centred/preventative approach to managing homelessness. This is a positive step forward and has enabled the project to remain on track, but there remains ongoing pressing structural issues.

3.2   These issues are an increasingly limited local supply of affordable social and private settled housing, which is not meeting local homeless need and the subsequent slowing down of movement of households across all sectors. Currently only 1 in every 6 households on the housing register are likely to be rehoused.

3.3   There is good ongoing budgetary control of the housing options budget, because of the reduced use of bed and breakfast accommodation. This has predominately been driven by front line prevention work and specifically work with private sector landlords to keep clients in their homes, using the housing options prevention fund policy to support this approach. Since October 2018 the team have also worked closely with the new Department of Work and Pensions (DWP) grant funded Community Engagement Officer, who, to date, has engaged with over 180 clients, which has resulted in the equivalent number of social justice outcomes e.g. work trail, accepting help for drug & alcohol misuse, debt help, resolving tenancy issues.

3.4   Key areas of ongoing and new work, which both directly and indirectly support the homeless projects milestones include:

- Ongoing work with the developers of the Kings Head, 11 West Street, Rochford. Anticipated occupancy now late summer 2019.

- Successful joint bid to maintain the South Essex Domestic Abuse Hub (SEDAH) working partnership. This means that local capacity to support clients has now increased i.e. a dedicated 1-day a week officer. The Housing Options team are a core member of the SEDAH steering group, which monitors the performance of the hub.

- The joint bid to MHCLG, to provide a new South Essex landlord offer was not successful, but the same local authorities are continuing to work together to explore how they join up their approaches. The need to increase the supply of affordable private rental accommodation is critical for Rochford and neighbouring authorities and dedicated resources to build up and maintain relationships with local agents and landlords is still being explored as a pilot initiative.

- There is increasing engagement with County groups, to share good practice and to ensure the Councils needs are met i.e. Commissioning of accommodation support, Homeless Data Analysis, Essex wide prison Protocol, Essex wide Homelessness charter, and Essex wide 16-17 protocol.

- A funding bid has been submitted to DWP to extend the Community Engagement officer's 1year contract. Applications are currently being reviewed. This resource significantly contributes to the Housing Options prevention work as detailed in paragraph 3.2.

ICT Project

3.5   The original specification for Eduserv (now part of Jisc) to stand-up servers within the Azure Cloud is almost complete, 3 servers need to be built to accommodate the Parking and transportation applications. All the remaining applications are sited at the Equinix data centre. There is an agreed plan for the removal of all the applications into the Azure Cloud which also includes the Revenues and Benefits move into Capita's Managed Cloud Services.

3.6   There are currently 100 staff who have moved across to the 0365 platform. The final staff to move, are from Revenues and Benefits and Customer Services who will migrate across once Academy is within Capita's Managed Cloud Service.

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.

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.

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

11.1   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:-

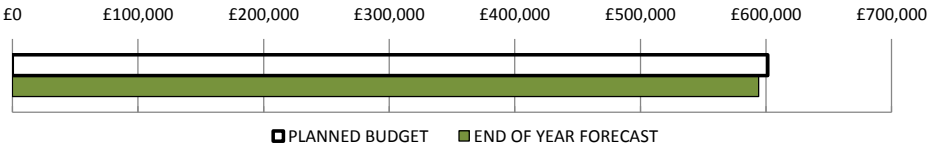Phone: 01702 318169
Email: Angela.Hutchings@rochford.gov.uk

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
Project Lead	Assistant Director - People & Communites
Reports to	Executive
PROJECT DETAIL	
Project Start Date	01/04/2018
Project Finish Date	31/03/2020
Project Stage	Delivery
Project Team Members	9
PROJECT STATUS	
Project Status	**GREEN**
Project Score (10)	3
DIRECTION OF TRAVEL	Ahead of Target

BUDGETING AND FORECASTING - GOLD PROJECTS ONLY	
PLANNED BUDGET	£601,400
END OF YEAR FORECAST	£594,058
BUDGET REMAINING	£7,342
END OF YEAR FORECAST VS PLANNED BUDGET	-1%
FORECAST OVERSPEND/UNDERSPEND	*Forecast to underspend by £7,342*

RISK CONSIDERATION - ALL PROJECTS		
Number of High Risks	2	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

GOLD

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	Eliminate the use of B & B	Apr-18	Mar-20 ongoing	**GREEN**	Milestone 1	
2	Increase the supply of affordable temporary and settled accommodation	Apr-18	Mar-20 ongoing	**AMBER**	Milestone 2,5	
3	To deliver a proactive preventative housing options service	Apr-18	Mar-20 ongoing	**GREEN**	Milestone 2,3,5,6	
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 2020 monthly ongoing	**Medium**
2	Increased number of households requiring alternative private rented accommodation.	March 2020 monthly ongoing	**High**
3	non engagement of stakeholders and partners to enable agreed pathways for referrals and prevention work.	March 2020 monthly ongoing	**Medium**
4	non engagement of stakeholders and partners reducing cost effective prevention solutions.	March 2020 monthly ongoing	**Low**
5	Lack of supply of local affordable private rented accommodation	March 2020 monthly ongoing	**High**
6	Reduction in ring fenced homeless grant monies and front line resources, to meet demand.	March 2020 monthly ongoing	**Medium**
7			
8			

| £0 | £100,000 | £200,000 | £300,000 | £400,000 | £500,000 | £600,000 | £700,000 |

☐ PLANNED BUDGET   ▨ END OF YEAR FORECAST

BENEFITS REALISATION - ALL PROJECTS			
REF	KEY BENEFIT	REVIEW DATE	STATUS
1	0 B & B placements	monthly monitoring	Under Review
2	50% reduction in out of district emergency placements (Nightly Let/HMO)	monthly monitoring	Under Review
3	50% increase in homeless preventions	monthly monitoring	Under Review
4			
5			

EXPLANATORY COMMENTARY

New compliant housing options web pages improving access to informaton for residents. Endorsed by MHCLG advisor. Draft Housing & Homeless strategy to be consulted with user, June 2019 online and via new homeless forum. Ongoing S106 Housing project group. KIngs Head project ongoing- site work delays anticipated completion August/September 2019, delays may impact on B & B/Nightly let targets. Ongoing discussions with neighbouring local authorities as to new single management offer for local landlords. New South Essex landlord forum confirmed November 19, sponsored and endorsed by national landlords association. On going challenges as to limited supply of available private rented and social housing, compounded by local development delays and schemes not being started or completed until Q3 19-20 onwards. Risks emerging i.e. 19-20 is the last year for all gov. grants which have supported the roll out of the HRAct. The time limited grants limit innovation in the long term and will impact on the housing options team's local capacity as 2 fixed term officer posts are currently grant funded. Future invest to save business cases are to be considered as grant monies begin to be spent.

RESOURCE PLANNING AND FORECASTING - GOLD PROJECTS ONLY	
	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
	Community Engagement officer (Fixed term DWP funded post 2018-19)

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						
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 recruited into via the fixed term post. Remaining fixed term post extended by x1yr.			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 meets.	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 parnters	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 currenlty recorded as being owed a duty. Anticipated outcome	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.	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 parnters, 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-Clic 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.	
Key benefit status change	new homeless prevention and out of district targets			In line with operational targets and ogoing need to increase prevention work	No direct implications. Budget of total service monitored and reported monthly.	Montly statistical monitoring via operation scorecard	

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	£494,982
COMMITTED SPEND TO DATE	£102,888
EMERGENCY SPEND	£0
Budget Remaining	£44,979
Percentage of Planned Budget Spend	93%

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	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			

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

■ ACTUAL SPEND ☐ COMMITTED SPEND ■ EMERGENCY SPEND ☐ PLANNED BUDGET
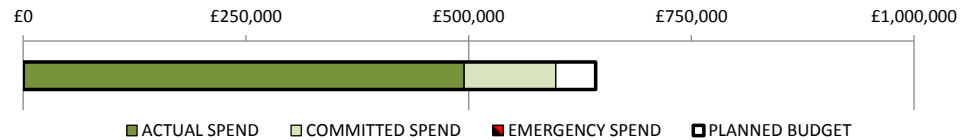
BENEFITS REALISATION - ALL PROJECTS

REF	KEY BENEFIT	REVIEW DATE	STATUS
1	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			

EXPLANATORY COMMENTARY

The total project budget is £642,848 this is split between the original Plan A migration to the cloud and the additional cost for the Lift and shift to Eduserv's data centre. There is 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 June/July, once full UAT has taken place. 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.

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						
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

8.9