

Corporate Project Dashboard

August 2018

Portfolio of Projects:

Priority Flagship	Flagship	High	Medium	Service
Project Lima	SSSSA	GDPR Compliance	Replacement Room Booking System	VDI – Virtual Desktop Infrastructure
Confidential: Churchill Hall Redev.	Root and Branch Review	EDMS	Replacement of Mitel/Liquid Voice Phone Systems	Network Refresh
Confidential: Bugle Returns Redev.		Agile Working	PeopleSafe	Exchange to MS 2016 Solution
Confidential: Ceaser Court Redev. Ph. 1		Search Moves	Civica Upgrade	Office 365
Confidential: White House Redev.		Civica/Locata LG2 Housing Module		DR Test
Confidential: Waterfront Redev.		Rent Accounting System		SQL Upgrade
Confidential: AMSCP		Staines Market Tender		Mailing for Main Billing
Leisure Centre		Incubator		Enforcement Agents
		Web Upgrade		Multi-use Bins in Parks
		Call Secure		Shepperton Lock
		Every Ward at Its Best		Enterprise (iDOX)

Project: Project Lima

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**

Project Lima has focussed staff minds on consolidating and reducing storage materials. Greater focus on back-scanning and forward-scanning. Desk layout planning has encouraged the use of some hot-desking (going forward) to accommodate growth. The “development potential” benefit of vacating the West and North wings is being worked on by the Asset Team.
- **Progress Against Milestones:**

Preparation of the Phase 1 site areas was on target for 20 July.
Phase 1 is underway and the building contractors are on track to complete by 31 August as planned.
Preparation of the Phase 2 site area is underway with a crucial weekend transfer arranged for 1 and 2 September
- **Identified Risks and Issues:**

Risks:

 - 1) Building contractor delay in works
 - 2) Unexpected issue arising from building works
 - 3) Failure or problems with new technology (Virtual Desktop Infrastructure)
 - 4) Lack of Project Team (Projects, ICT, Facilities) capacity
 - 5) Poor engagement / lack of co-operation from staff

Issues:
- **Budget Management:**

As expected, there have been a few variations to the building works plans and various issues which have arisen.
There are some additional works (e.g. in relation to the new windows) which will add to the overall cost.
The Project Team will be reducing spend on other elements of the project e.g. furniture and looking to absorb any additional works costs within the building works contingency amount.
- **Stakeholder Engagement:**

Meetings have been undertaken with representatives and managers of all teams plus UNISON.
Presentations have been made at staff meetings plus drop-in sessions.
Reception and Meeting Space working groups to meet again.
Ongoing feedback inbox and post-box.
Ongoing engagement with external tenants at KG.
- **Resources:**

Facilities Team now has improved capacity to assist with office moves (apprentice recruited).
Casual labour will be used.
ICT managing VDI rollout, ICT moves plus data and power requirements.
- **Anticipated Completion Date:**

1 March 2019

Project: Project Lima (cont'd:)

- **Comments:**

Friday, 31 August 2018

Page 2 of 24

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Phase 1 is currently on track. There is no indication that Phase 2, 3 and 4 will be delayed. The project end date is still 1 March 2019.

CONFIDENTIAL

Project: Churchill Hall Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
3 no. 2 bedroom houses for affordable rented accommodation which will bring in an on-going income stream whilst also providing housing for Borough residents
- **Progress Against Milestones:**
Construction commenced on the 5 February 2018 with a target construction time of 35 weeks. The 10 day programme delay has now been reduced to 4 days.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Contractor Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
October 2018
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Bugle Returns Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
8 private rented apartments which will bring in an on-going income stream to be used for affordable housing purposes elsewhere in the Borough.
- **Progress Against Milestones:**
Construction commenced on the 31 January 2018 with a target construction time of 48 weeks.
On programme
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Contractor Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
January 2019
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ceaser Court (formerly 'Benwell House') Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
55 residential units to bring in an on-going income stream whilst providing much needed housing in the Borough.
- **Progress Against Milestones:**
Planning permission was granted on the 25 July for a roof top extension which will provide an additional 24 apartments. This has now increased the number of apartments in Phase 1 to 55.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Contractor Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: White House Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
Phase 1 28 unit block for affordable rented accommodation which will provide housing for Borough residents whilst also bringing in an income stream
- **Progress Against Milestones:**
The design fees budget for Phase 1 (28 unit block of affordable Housing) was agreed at Cabinet on the 18 July.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
 - Management Operator (Phase 2)
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Waterfront Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
Regeneration of Staines-upon-Thames.
- **Progress Against Milestones:**
Feasibility works are ongoing to establish the appropriate densities and mix of uses.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
 - Hotel operator
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ashford Multi-Storey Car Park

Category: Priority Flagship

RAG Status: AMBER

- **Benefits Identified and Anticipated Delivery to Target:**
In the stages of early feasibility
- **Progress Against Milestones:**
Project currently on hold awaiting the outcome of the parking studies and enforcement period.
Surveys to form the basis of the parking study took place on the 28 and 30 June.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Thameside House

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
A predominantly residential scheme with a mix of affordable and privately rented apartments. Other uses to be determined. This will provide an on-going income stream along with providing a substantial amount of much needed housing.
- **Progress Against Milestones:**
The property was acquired on the 9 May 2018. A design team budget has been approved and the professional team is being procured
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

Project: Supporting Spelthorne Secondary Shopping Areas

Category: Flagship

RAG Status: RED

- **Benefits Identified and Anticipated Delivery to Target:**

As per the original application, the improvements will enhance the appearance of the locations making it a more desirable location for a business; it will also make the shopping experience for local residents more attractive and help strengthen the viability of local shopping parades against the competition of shopping in the towns.

The project is expected to be delivered in this financial year (2018/19).

- **Progress Against Milestones:**

Edinburgh Drive is completed.

Groveley Road has had the S278 licence issued and work is due to commence in the next 4 weeks.

Woodlands parade S278 licence issued 2nd August.

Clare Road is also close to having the S278 licence issued.

Given that the tender process was completed in December 2016, the length of time SCC have taken to issue the S278 licence needed to authorise the work is quite astonishing.

Identified Risks and Issues:

Risks:

Issues:

The main risk/issue to this project related to the drawn out process of ensuring the work is carried out, given that it is getting close to 2 years since the project started (applications for licences took place in October 2016) that risk occurred but the project is still being delivered. The delay has caused a 5% increase in the quotes for the three remaining shopping parades as costs due to the protracted delay and rising costs.

Given that only one S278 licence remains outstanding, no threats or risks are now perceived to be present.

Current issue relating to the 5% (£9,000 approx.) increase in costs for work on the remaining three parades.

- **Budget Management:**

There has been a 5% increase in the quotes for the remaining 3 parades which is in the region of £9k. Negotiations are ongoing with our legal team and SCC around payment of that cost.

- **Stakeholder Engagement:**

All Councillors and shopkeepers have been directly notified of forthcoming work at Groveley Road and an update has been placed on the SBC website for the wider general public.

The same methodology will be applied when dates are known for work to commence.

- **Resources:**

No issues.

- **Anticipated Completion Date:**

The project was funded in July 2016 and is anticipated to be completed by December 2018

- **Comments:**

Project: Supporting Spelthorne Secondary Shopping Areas (cont'd:)

Friday, 31 August 2018

Page 11 of 24

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Given that the project was due to be delivered in 2017, this suggests that a red flag is appropriate, however, given that the licences are so close to completion now which means that work can start, I am minded to give an amber flag. Once the S278 licence is granted, it takes a further 6 weeks for a Road Works licence to be granted and then 2 to 4 weeks for each site to be completed. Completion for the whole project is realistically expected in this financial year.

The delay in this project is due to SCC taking an extraordinary amount of time to process S278 applications. Given that this issue is so close to being resolved, there are no obvious issues to be addressed.

Project: Root and Branch Review

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - Phase 1: Team Reviews – Revised completion date September 2018
 - Phase 2: Customer Services, Independent Living implementation plans – August 2018
 - Phase 2: Detailed Discovery – December 2018
- **Identified Risks and Issues:**
 - Risks:
Resource – in particular ICT personnel.
 - Issues:
- **Budget Management:**

Projects coming out of root and branch will need to be costed and put together as growth items.
- **Stakeholder Engagement:**

Regular and on-going meetings with:-

 - Staff
 - Councillors
 - Management Team and Group Heads
- **Resources:**
 - Delivery:
Loss of business analyst and workload – recruiting temporary root and branch officer plus recruiting business analyst for ICT – lack of resource impacts on delivery timeline.
 - Post-delivery / Implementation:
Once have implementation plans likely to involve ICT solutions – availability of resource likely to be a significant risk.
- **Anticipated Completion Date:**

June 2019
- **Comments:**

Project: GDPR Compliance

Category: High

RAG Status: AMBER

- **Benefits Identified and Anticipated Delivery to Target:**
Compliance with data protection legislation and ultimately better use of the Council's information assets.
- **Progress Against Milestones:**
Staff awareness has increased as shown by the growth in requests for guidance made to the IG Officer. Progress against milestones has slowed since the departure of the interim resource.
- **Identified Risks and Issues:**
Risks:
Non-compliance with data protection legislation. Personal information could be processed inappropriately resulting in breaches of the DP legislation, Information Commissioner fines and reputational damage.
Loss of public confidence.
No budget allocated to this project.
Issues:
Lack of focus on Information Governance (IG) across the Council over previous years.
Resources are tight within service lines which makes it difficult for many to take on the extra work required to improve IG.
Increased risk from 25 May 2018 when GDPR became enforceable. GDPR is recognised as a step up from the Data Protection Act (1998) even for organisations who are working at the best practices.
- **Budget Management:**
There was no budget allocated originally. However funding was made available for the interim resource's wages and further funding has been made available for the data protection administrator's salary.
- **Stakeholder Engagement:**
Stakeholders - both staff and members of the public are showing increased awareness of data protection and their rights under GDPR as evidenced by the increase in the questions asked by both groups.
- **Resources:**
All departments/staff who process personal data are involved. There are numerous flows of personal data into and out of the council across many services. Demonstrating compliance with the GDPR is only one of its manually intensive requirements which has a significant impact on all departments. Some services have moved staff from other tasks in order to concentrate on data protection.
- **Anticipated Completion Date:**
It is difficult to anticipate a completion date. A data protection compliance plan for services with target dates was agreed by MAT on 7 August 2018 and will shortly be communicated to all services.
- **Comments:**
A fulltime (9 month contract) data protection administrator has been recruited and is due to start shortly.

Project: EDMS

Category: High

RAG Status: AMBER

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**

Risks:

Issues:

- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Review of longer term scanning strategy is now taking place.

A report is to go forward to MAT in Sept. '18 so as to determine future requirements.

Project: Agile Working

Category: High

RAG Status: AMBER

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Delivery of the Agile Working concepts have now been incorporated as part of Project Lima.

Project: Search Moves Partnership & Update Allocations Policy

Category: High

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
New policy complies with case law and is legally robust.
Changes to LSVT ensure a legal basis for increased supply of former Airways Housing Units
Daily bidding is a more responsive service for customers and intended to help RPs have a quicker void turnaround time and therefore reduce lost income.
- **Progress Against Milestones:**
Allocations policy implemented on schedule in April.
Daily bidding under choice based letting scheme has been successfully happening since Autumn 17
LSVT changes have been agreed in principle with A2D and with legal to finalise.
Search Moves divestment from Elmbridge is now with legal
- **Identified Risks and Issues:**
Risks:
Issues:
Existing RP tenants now have to apply directly to SBC housing register. It was anticipated this would mean 300 new applications at short notice. It has been raised by Officers that this has given rise to verbal complaints from tenants who feel they are now disadvantaged because they are applying from scratch and previous time waiting has not been taken into consideration.
- **Budget Management:**
On budget.
- **Stakeholder Engagement:**
No comment.
- **Resources:**
No comment.
- **Anticipated Completion Date:**
June 2018 was original date
- **Comments:**
Most tasks have been completed but because the final sign-offs are still with Legal then the timescale has slipped. This has been attributed to late contributions and engagement from Elmbridge with regard to Search Moves.

Project: CIVICA / Locata Housing Module LG2

Category: High

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
Rent assure scheme is high profile and carries significant financial commitments.
New module will enable better financial monitoring and ease of billing customers.
- **Progress Against Milestones:**
New system for Rent Assure Scheme has been built.
New system for homelessness has been built.
Letter templates are in progress and on schedule.
- **Identified Risks and Issues:**
Risks:
New system needs testing. This was not possible until the server migration was successfully completed on 21 July 2018.
Issues:
Concern that with changes in ICT staff then original process mapping may not have been completed. However, they kept to timescale and it was achieved.
- **Budget Management:**
No Comment.
- **Stakeholder Engagement:**
No Comment.
- **Resources:**
Resource commitment required for system testing and training.
- **Anticipated Completion Date:**
October / November 2018.
- **Comments:**
No Comment.

Project: Rent Accounting and B&B (Finance)

Category: High

RAG Status: RED

- **Benefits Identified and Anticipated Delivery to Target:**
Reduction in manual tasks with the introduction/implementation of 'automated' processes. The need to have the Integra and Crystal Reports tested in the Customer environment has been delayed, as some new processes need to be tested with others dependent upon resource (across the areas) being available to write, develop and test the new processes (*e.g.* Credit Control Letters in Crystal reports).
- **Progress Against Milestones:**
Milestones have 'slipped' within the last month due to process preparation and testing as mentioned above.
- **Identified Risks and Issues:**
Risks:
 - 1) Resource availability
 - 2) Training is not accepted and/or behind schedule (due operational needs)Issues:
Loss of key (experienced) personnel before the 'Go-live' date.
- **Budget Management:**
No budget.
- **Stakeholder Engagement:**
Regular meeting with Project Delivery Team and 'resource owners' are now taking place with a view to understanding the service line demands alongside the project delivery expectations.
- **Resources:**
Resource availability and prioritisation of tasks have been escalated for support and direction.
- **Anticipated Completion Date:**
Early October 2018.
- **Comments:**
The delivery of this work stream was/is anticipated to 'dovetail' with the delivery of the Civica/Locata LG2 Module so as to deliver savings by way of the improvement to internal processes, and data/record management.
Resources across the services areas has proven difficult, and even more so, now that we are approaching the 'Go-Live' date.
Availability of resource has suffered due to illness, workload prioritisation and now the loss of key Staff leaving the Authority.
Senior Management are now assisting in the understanding and management of the resource requirement, in efforts to achieve the current 'Go-Live' date.

Project: Heathrow Launch Pad (Incubator)

Category: High

RAG Status: RED

- **Benefits Identified and Anticipated Delivery to Target:**

This project will provide below market rate desk space for start-up businesses plus a comprehensive programme of business support. Planned partnerships with SETSquared and Royal Holloway's Creative Hub bid should bring new innovative tech entrepreneurs into the borough. The project will also provide wider support for the local business community. Anticipated project completion date of April 2019 looks likely to be achieved with the recently identified new proposed location above Marianne's Community Café in Staines.

- **Progress Against Milestones:**

The initial milestones have been missed due to 3 changes of location for this project. Final costings are being completed in the light of information about the operating costs of locating in Marianne's Café. Office fit out should be completed by April 2019. Business support partners are in place. Workshops and support programme will be launched once the new venue is definitely confirmed.

- **Identified Risks and Issues:**

Risks:

- 1) The main risk to this project has been the changes of location which threatened to lose the scheme momentum. However, partners have been maintained and use of the space has been agreed in principal with Surrey Disabled People's Partnership.
- 2) Another potential risk will be negotiating the legal agreement to use the space in a mutually agreeable manner and ensuring a swift turnaround of the legal agreements to allow the space to be operational before April 2019.

Issues:

- **Budget Management:**

Budget of £150K has been ring-fenced to cover initial life of the project from the business rate retention pilot. This has been modified from original projections to fit the new venue.

- **Stakeholder Engagement:**

Stakeholders have been kept up to date and once a draft legal agreement has been received a more formal update will be circulated.

- **Resources:**

All resources have been identified and no issues are anticipated. The website is already live (although hidden) and will be updated with the new location to allow marketing to commence.

- **Anticipated Completion Date:**

Target completion date of April 2019. This project has been live since October 2017.

- **Comments:**

Once the legal agreement for use of the space has been agreed the other aspects of the project will be able to get underway. The fact there have been 4 locations proposed for this project has impacted on progress to date, but assuming occupancy of this new space is confirmed the project will be successfully completed.

Project: Refurbishment of Shepperton Lock

Category: Service

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**

Total agreed original project budget:	£60,000
Actual 'Spend to Date':	£ 4,745
- **Stakeholder Engagement:**

- **Resources:**

- **Anticipated Completion Date:**

October 2018
- **Comments:**

Project: VDI

Category: Service

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
To date, with the additional influences of the 'Project Lima' delivery schedule, the VDI roll-out has achieved a 60% completion figure.
- **Identified Risks and Issues:**
Risks:
Issues:
Reticence of Staff to embrace the concept due to the perception of technology
- **Budget Management:**
On track.
- **Stakeholder Engagement:**
The roll-out to each individual service line has been thorough and methodical so as to ensure that all their systems continue to work in the VDI 'environment'.
- **Resources:**
- **Anticipated Completion Date:**
January 2019.
- **Comments:**

Project: SQL Upgrade

Category: Service

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
SQL2008 R2 is to have support withdrawn by Microsoft at the end of 2018.
A number of software suppliers have yet to confirm which version of SQL they will support after Microsoft withdraw their support of the product.
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
April 2019
- **Comments:**

Project: Office 365 Upgrade

Category: Service

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
The current Microsoft product is being replaced with the Office 365 product.
As Office 365 is a hosted product, the training programme, along with the actual roll-out, shall prove to be 'significant'.
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
2020
- **Comments:**