

Corporate Project Dashboard

June 2019

Portfolio of Projects:

Priority Flagship	Flagship	High	Medium	Service
Knowle Green Estates Limited	Root and Branch Review	GDPR Compliance	Replacement of Mitel/Liquid Voice Phone Systems	***Completed*** VDI – Virtual Desktop Infrastructure
Project Lima	Heathrow Launch Pad (Incubator)	EDRMS	Staines Jetty	***Completed*** Exchange to MS 2016 Solution
Ceaser Court Redevelopment Ph. 1	Gigabit City Project	Agile Working (as per Project Lima)		Office 365
Ceaser Court Redevelopment Ph. 2	Fordbridge Day Centre	Search Moves Completed		SQL Server Upgrade
White House Redevelopment (Phase 1)		LSVT Update		Multi-use Bins in Parks
White House Redevelopment (Phase 2)		Civica/Locata Housing Module		***Completed*** Refurbishment of Shepperton Lock Facilities
Waterfront Redevelopment		Rent Management System		Enterprise iDox
Knowle Green (West Wing)		Property Management Software		Waste and Recycling in Schools *
AMSCP		***Completed*** Every Ward at Its Best		*** On Hold *** Refurbishment of Laleham Park Play Area
Thameside House		Corporate Hybrid Printing		
Spelthorne Leisure Centre		Laleham Park Pavilion		
Ashford Hospital Car Park				
Southern Light Railway (SLR)				
Northumberland Close				

* Deemed to be a 'Business as usual' / routine delivery type piece of work.

Thursday, 04 July 2019

Page 1 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

Project: Knowle Green Estates Limited

Category: Priority Flagship

RAG Status: Red

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

There is no target completion date formally set. The main benefit which is being scoped at present is the delivery of a new business unit outside the Council to more effectively manage all of our property dealings.
- **Progress Against Milestones:**

No milestones are identified and no formally scope set though work is progressing through Cabinet to identify the basis on which the Cabinet wishes to proceed.
At that point it will be clearer as to delivery milestones.
- **Identified Risks and Issues:**

Risks:
Issues:
Main issue is the delivery/refinement of a business case. This has been ongoing for some months and expert advisors are working with the Council to refine and review the early draft business cases due to the complexity of the proposal.
- **Budget Management:**

No budget is set. The business case is going to identify the resources required in order to deliver a project of this nature.
- **Stakeholder Engagement:**

Some issues to think about. A small number of senior staff and councillors have knowledge of the Company and what it does. This needs to be expanded to a wider range of staff and councillors.
- **Resources:**

There are a number of staff working on this project: Housing, Legal, Finance, Assets.
Comms, HR, ICT to be further engaged.
Could do with a Project Officer to assist.
Expert external advisors are procured and working with us.
- **Anticipated Completion Date:**

March 2020.
- **Comments:**

This project has evolved but needs to be co-ordinated properly in order to deliver results.
RAG Status marked as RED due the following:-
Needs business case.
Needs project brief with identified benefits
Needs PID on delivery of benefits
Needs project budget
Needs stakeholder engagement plan
Could do with a Project Officer to assist

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. New desk configurations have settled and staff are working in cleaner, brighter and more modern office accommodation. The Council has reduced its office footprint by 40%. The “development potential” benefit of the vacated space is being pursued by the Assets Team with a prior approval application having been submitted for a conversion to housing (The West Wing Project). The enabling works for conversion to housing were underway from April 2019 with soft strip due in July 2019.
- **Progress Against Milestones:**

All 4 phases were completed to plan. The Project Lima run-time was July 2018 to April 2019 (36 weeks) during which time 55 offices and workspaces were newly refurbished and decorated with 30 teams (250 staff) successfully relocated to new office spaces. The final clearance of the West and North Wings (relocation of archive materials + re-use and recycling of unwanted furniture stock) ran between April to June 2019 (8 weeks).
- **Identified Risks and Issues:**

Risks:

 1. Building contractor delay in works.
 2. Unexpected issues 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:**

The two largest elements of expenditure were 1) building works 2) fixtures + fittings. The building works expenditure was on track. The enabling works expenditure was slightly over budget due to additional data work requirements. Approximately £50k of additional out-of-scope elements were completed - but this was covered by stripping back in other areas e.g. fixtures + fittings budget. Overall, the overspend was identified as being just over £25k.
- **Stakeholder Engagement:**

Meetings were undertaken with representatives and managers of all teams plus UNISON. Presentations were made at staff meetings plus drop-in sessions were held. Ongoing feedback inbox and post-box. There was ongoing engagement with external tenants at KG.
- **Resources:**

Additional casual labour (ICT and Facilities tasks) has been used to meet project deadlines. ICT team has successfully delivered the VDI rollout as part of office moves.
- **Anticipated Completion Date:**

Completion by 24 June 2019

CONFIDENTIAL

Project: Ceaser Court Redevelopment Phase I

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - Start on site in 24 June 2019.
 - Works are anticipated to last 58 weeks.
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ceaser Court Redevelopment Phase II

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - Public Consultation took place on 17/18 May. Generally well supported.
 - Next steps – submit planning application (end of June/early July).
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: White House Redevelopment (Phase 1)

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed hostel accommodation for homeless in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - Planning application submitted 28 May
 - Homes England grant funding application to be submitted very shortly.
 - Heads of Terms to be issued to our proposed operator.

Identified Risks and Issues:

CONFIDENTIAL

Risks:

Issues:

- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: White House Redevelopment (Phase 2)

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing accommodation in the Borough.
 - To provide affordable housing for those in need in the Borough.
- **Progress Against Milestones:**
 - Due to delays in SHLAA and green belt issues, this will be put into abeyance until the Local Plan is further progressed.
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
 - Management Operator (Phase 2)
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **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:**
 - A market engagement session is going to be held on 17 June to supplement prior soft market testing.
 - The above session will inform our strategy for ensuring future marketing is fully OJEU compliant.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Knowle Green West Wing

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing in the Borough.
 - To provide an income stream
- **Progress Against Milestones:**
 - Soft strip and enabling works to commence 17 June
 - Tender for main contractor to commence in mid-June
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ashford Multi-Storey Car Park (AMSCP)

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
In the stages of early feasibility.
- **Progress Against Milestones:**
On programme.
 - Review of the impact of the parking enforcement to be undertaken from June onwards.
 - Further consultation to follow in Q4/2020.
- **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:**
Asset Management / Property Development
Project Team
Legal
Procurement
Communications
Enforcement
- **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:**
 - To provide much needed housing in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - On programme. Public consultation held on 31 May and 1 June 2019.
 - Design Review Panel Presentation – support for bulk/massing/height.
 - Next Steps – planning submission in July 2019.
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

Project: Spelthorne Leisure Centre

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - Long term public health of residents
 - New facility addressing leisure needs of residents
 - Greater capacity with broader range of facilities
 - Fit for purpose
 - Future proofing for the growing population
- **Progress Against Milestones:**
 - Alternative sites being assessed against required criteria. Assessment is ongoing.

Identified Risks and Issues:

Risks:

1. Delay to project will increase costs of eventual facility
2. Delay to project will require temporary remedial works to current facility
3. Delay to delivering to benefits outlined above
4. Decline in usage of current leisure facilities
5. Decline in retention of staff operating current facility
6. Subject to planning

Issues:

- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design 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: Ashford Hospital Car Park

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much need housing in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - On programme. Public consultation took place on 10/11 May with positive feedback on the design.
 - Next steps – submit planning application (end of June 19).
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Southern Light Railway (SLR)

Category: Flagship

RAG Status: Green

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

The SLR will deliver a light rail route from Staines-upon-Thames to Heathrow airport. It can be delivered in advance of the expansion of the airport to provide a third runway. It will 'join up journeys' and provide a complementary service to that of heavy rail. There would be a connection with the main rail network at Staines –upon-Thames station (to provide a seamless journey from Central, south and west London as well as from the wider south east).

A light rail solution allows for additional stations to provide a new public transport interchange closer to the town centre, as well as a station close to the airport.

The scheme will run alongside an existing railway for part of the route and then immediately to the east of the M25, linking into T5 or the new terminal (and option to then link to CTA, other Terminals, Cargo etc.).

Key benefits include:-

- Connectivity to the airport from the south (including London and wider south east) 7 minutes to airport, every 6 minutes
- 24/7 connectivity to the airport for local residents (98% reliability)
- Act as a catalyst for further regeneration of the town centre 'Airport City'
- Park and Ride Parkway to help alleviate traffic closer to Stanwell Moor and Stanwell (Heathrow are proposing 25,000 space car park on the doorstep of these communities)
- Minimises impact on Staines Moor SSSI compared to a heavy rail solution
- **Progress Against Milestones:**
 - The project is currently at pre-feasibility stage so there are no set milestones. However we are looking to ensure that the SLR feeds into and is part of the Heathrow Expansion Masterplan.
 - As the project develops and we move to business case development then set milestones will emerge which can be added to the project plan at that stage.
 - Awaiting the decision of HAL and Innovation Partners process as to moving into the 3rd round of the process – expected to be by the end of June 2019.
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

SBC key delivery partners:

CONFIDENTIAL

Thursday, 04 July 2019

Page 14 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

Project: Southern Light Railway - SLR (cont'd)

Legal
Procurement
Comms

External key delivery partners:

CONFIDENTIAL

- **Resources:**

Project Lead Daniel Mouawad

Staff resource Heather Morgan Group Head Regeneration and Growth

Michael Graham, Head of Corporate Governance

Ann Biggs, Strategic Planning Manager

External To be determined.

- **Anticipated Completion Date:**

Project start date Jan 2018

Anticipated completion 2023 (this assumes that the scheme gets funding agreed and the Consortium undertakes the project delivery)

- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Northumberland Close

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - Valuable air cargo warehouse providing surplus income compliant with Asset Management plan and Capital strategy
- **Progress Against Milestones:**
 - Planning application imminent
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

***** Completed *****

Project: Supporting Spelthorne Secondary Shopping Areas

Category: Flagship

RAG Status: Green

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

The results of a survey that was carried out with retailers at all the parades on 18th April 2019, are to be obtained by E-mailing a request to the Economic Development Manager (k.mcgroary@spelthorne.gov.uk).

The satisfaction levels were skewed by the responses from Woodlands Parade, this is largely due to the improvements over-running by 2 weeks where a few of the retailers felt that their businesses had been affected; additionally, the survey was carried out before the retailers had a chance to feel any difference between the before and after.

The survey was carried out early at the behest of Cllrs Barnard and Harvey who required the information in order to answer questions from their colleagues.

- **Progress Against Milestones:**

All shopping parades have now been completed - Edinburgh Drive, Groveley Road, Clare Road and as of 18th April Woodlands Parade.

- **Identified Risks and Issues:**

Risks:

Issues:

- **Budget Management:**

- **Stakeholder Engagement:**

- **Resources:**

- **Anticipated Completion Date:**

- **Comments:**

Project: Root and Branch Review

Category: Flagship

RAG Status: Green

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

To identify efficiencies and savings wherever feasible and improved processes to ensure the authority delivers its services in the most effective manner for the Council and residents.
- **Progress Against Milestones:**

Phase 1: Team Reviews – Revised completion date March 2019
Phase 2: Customer Services, Independent Living implementation plans – May 2019
Phase 2: Detailed Discovery – July 2019
- **Identified Risks and Issues:**

Risks:

 - Resource – in particular ICT personnel.
 - Also resource availability within services to review process maps – this is extending timelines and ability to progress quickly especially in areas such as finance and customer services.
 - Services positively taken on board findings and implementing them without “feeding” back into the process final efficiencies/savings achieved.
 - Implementation timelines likely to be lengthened if significant ICT input required.
 - Service reticence to engage

Issues:

 - **Budget Management:**

Projects coming out of Root and Branch will need to be costed and put together as growth items but provide opportunities for efficiency savings.
 - **Stakeholder Engagement:**

Regular and on-going meetings with:-

 - Staff
 - Councillors
 - Management Team and Group Heads
 - Communication developed and issued on Spelnet together with IT tips - monthly updates on both IT tips and root and branch ideas and successes.
 - **Resources:**

Delivery:
Business analyst for ICT started April and workload high - temporary root and branch officer now successfully operating within the role

Post-delivery / Implementation:
Once have implementation plans likely to involve ICT solutions – availability of resource likely to be a significant risk.

Anticipated Completion Date:
December 2019
 - **Comments:**
 - Discovery Phase progressed and large number of services covered at a high level and a number in detail.
 - Continuing Phase 1 and Phase 2 coverage after areas merged due to cross cutting issues identified.

Project: Root and Branch (cont'd):

Thursday, 04 July 2019

Page 18 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

- Continue updates at staff meetings
- Customer services using documentation produced to assist with service delivery
- Independent Living taking forward some of the initiatives highlighted by the Root and Branch Team.
- Resource availability within services to discuss issues and confirm process maps before moving from “as is” to “to be” can be an issue due to workloads
- Liberata project involving implementation of direct debits for court summonses reducing time required from 3 hours per week to 20mins
- Prioritising projects

Project: Heathrow Launch Pad (Incubator)

Category: Flagship

RAG Status: Red

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

This project will provide below market rate desk space for start-up and early stage businesses together with a comprehensive programme of business support. Discussions have now resumed with SETSquared and Royal Holloway's Creative Hub, both being recognised as offering exceptional business support for start-up businesses. It is hoped that these partnerships will help to promote the incubator to prospective tech type entrepreneurs into the borough.

The anticipated project completion of September 2019 now looks unlikely to be achieved. Further enquiries regarding the proposed premises at Thames Street have revealed that the unit is currently over-rented. Discussions with the landlord are taking place to re-negotiate to try and achieve a truer reflection of the OMRV. Until the outcome of these discussions are agreed the timeline of the project remains at risk.
- **Progress Against Milestones:**

The application for change of use for café use on the ground floor and office use on the first floor has now been submitted.

Costings have been tendered for the various small works required.

Costings for works/kitting out and operating have been revised.
- **Identified Risks and Issues:**

Risks:

The main risk to this project has been the change of location which is once again a potential risk if the re-negotiation of the rent is unsuccessful.

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. Plans are in place to introduce key stakeholders to the space to ensure commitment to support the project. Meetings have taken place with both SETSquared and the Royal Holloway University to pick up on previous discussions.

Internally, meetings and conversations have taken place with:

ICT – who have provided a proposal for the installation and management of the ICT.

Legal Services – who are managing the current negotiations with the landlord.

Communications – who have been briefed to prepare a comms plan.
- **Resources:**

All resources have been identified and no issues are anticipated. The comms and design team are looking at a redesign of the name and logo.
- **Anticipated Completion Date:**

Target completion date (opening of the incubator) of December 2019 assuming the lease is agreed by July. This project has been live since October 2017.

Project: Heathrow Launch Pad (Incubator) (cont'd:)

Thursday, 04 July 2019

Page 20 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

- **Comments:**

Once the rental figure has been agreed, the lease can then be signed and 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 completed in the new timeframe of December 2019.

The project has been given a 'Red' status due to:

- Deadlines for milestones have been missed as the location for the incubator was withdrawn at 3 separate locations. As soon as the new lease is agreed new project timelines will be set and the project will move out of red.
- Amber for risks and issues until the legal agreement has been completed for the new site.
- Green for stakeholder engagement, which remains strong.

Project: Gigabit City

Category: Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - Aligns with an action in the Spelthorne Economic Strategy 2017-2022 to improve broadband provision within the Borough, and also fits with the 2016-19 Corporate Plan, under Economic Development *“To stimulate more investment, jobs and visitors to Spelthorne...”*
 - Delivery of up to 1gb of broadband connectivity to, in excess of, 3,000 businesses and homes in Staines-upon-Thames
- **Progress Against Milestones:**
 - Soft Market Testing (6 suppliers) concluded on 3rd June 2019
 - Options Appraisal Report to be prepared by end of June – for presentation to MAT
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**

OJEU considerations as in excess of £181,302
- **Stakeholder Engagement:**

- **Resources:**

- **Anticipated Completion Date:**

May 2020
- **Comments:**
 - We had obtained quotes with regards to the completion of a technical specification to deliver the project; however this process brought up questions in relation to the selection of the most appropriate delivery mechanism. Should we pursue a joint project to deliver gigabit capability whereby SBC retain a part ‘ownership’ of the fibre or would it be quicker and cheaper to engage with existing broadband companies to connect Staines to gigabit speeds.
 - A telephone conversation took place with a consultant Michael Snaith who has a considerable amount of experience working with councils on similar projects. It became clear that there were a number of other alternatives that could work and it was agreed that we would commission an options appraisal so that an informed decision could be made as to the most suitable way forward.

Project: Fordbridge Day Centre

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Additional floor space for use by the Centre's visitors.
- **Progress Against Milestones:**
 - Project is in initiation stage
 - Engaging with various Stakeholders
- **Identified Risks and Issues:**
Risks:
Planning delays
Issues:
- **Budget Management:**
Confidential
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management Team
 - Councillors
 - Design team
 - Contractors
 - Day Centre manager
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
June 2020 – subject to Planning timelines
- **Comments:**

Project: General Data Protection Regulation (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:**
Progress by services on their Information Asset Registers has picked up due to the employment of a casual data protection assistant. Progress on the Data Protection Compliance plans for services is variable and MAT+ were asked to help progress this across the council..
- **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, compensation awards 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.
Documenting compliance with GDPR requires a considerable amount of work and many services are forced to prioritise other work above data protection.
Increased risk from 25 May 2018 when GDPR became enforceable.
- **Budget Management:**
There was no budget allocated originally. However funding was made available for a data protection administrator's salary (9 months initially) which has now been extended for a further 9 months.
- **Stakeholder Engagement:**
Regular and on-going information sharing with MAT+. Data protection compliance plan for services supported by MAT+ who have requested detail progress reports going forward.
- **Resources:**
All departments/staff who process personal data are involved however many staff seem unaware of the importance of data protection. 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. MAT+ agreed that the Compliance Plan for services is a priority.
- **Comments:**
Current status of the project; behind schedule.
A reportable breach has occurred and this has been reported to the ICO who have appointed a case officer to investigate this breach.

Project: Electronic Document and Records Management System (EDRMS)

Category: High

RAG Status: Amber

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

The main benefits of EDRMS are:

- Document security rules advised, implemented and adhered to (public and sensitive)
- Easier retrieval and linking of documentation
- Effective management of documents in relation to retention and destruction
- Reduction in paper usage and storage facilities

Departments currently benefitting the most from the service:

- Building Control
- Planning
- Environmental Health

- **Progress Against Milestones:**

Good progress has been made in: - Planning, Building Control and Environmental Health.

- **Identified Risks and Issues:**

Risks:

1. The project timelines are flexible but could be impacted as Licensing are compiling a specification of what is required and will highlight key points:
 - Document to be stored
 - Guidelines for easy access
 - Retention policies.
2. For each department/area back scanning is undertaken, a mutually agreed scope identifies what data period back scanning applies and indicates from when the back scanning team relinquishes support or reassesses support needs.

Issues:

1. Responsibility needs to be agreed for staff matters:
 - Appraisals and signing off of these

- **Budget Management:**

Funds have been allocated for staff salaries to continue backscanning

Stakeholder Engagement:

Discussed at MAT, so the Group Heads are aware.

- **Resources:**

Two full time members in the Back Scanning team, plus one recruited for Asset work. Consideration for HR Scanner to sit in same office.

Project: Electronic Data Resource Management System (EDRMS) (cont'd;)

- **Anticipated Completion Date:**

Required actions and volume terms to be discussed on an on-going basis until all services requiring back scanning are project scoped.

- **Comments:**

- Review of longer term scanning strategy is still required.
- Currently fully evaluating amount of material to be scanned with retention times allocated – if start with recent material may be able to remove and destroy older material as it goes past the retention period. Retention periods widely differ between departments from 6/7 years to indefinitely so each section will need to be evaluated separately.

Thursday, 04 July 2019

Page 25 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

- The Council has a number of document management systems and need to evaluate whether those we have or a new one is the best long term solution for the Council.
- The systems available do not easily 'talk' to each other, so which ever route new system focus on one, or two, will involve some expense.
- It is likely Sharepoint will be utilised for services without a specific system such as Civica or Uniform/IDOX once Office 365 is implemented as it comes as part of the package. This will be a new version of Sharepoint as the current version becomes unsupported by 2020.

Project: Agile Working

Category: High

RAG Status: Green

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

The benefits of agile working include providing staff with greater flexibility and choice in terms of where they work (the space), their workstation (sit-stand facility) and how they work (technology). Once Project Lima is complete, teams will look at developing more hot-desking and interchangeability of staff across teams. Staff who have moved under Phases 1-3 are already benefitting from the Agile working elements of Project Lima.

- **Progress Against Milestones:**

The Agile Working Project is currently combined with Project Lima in terms of creating different working environments. Project Lima will create modern flexible workspace and will change the culture of how staff meet, where they meet and the technology they will use. As part of Project Lima, the Agile Working objectives are on course with Phase 4 having commenced on 19 November with completion due for 1 March 2019.

- **Identified Risks and Issues:**

Risks:

1. Staff refuse to accept their new office environments and that this has an effect on productivity and morale.
2. Staff refuse to accept the new facilities and options for meetings and collaboration.
3. Staff resist change and refuse to embrace future hot-desking.
4. Risks identified for delivery of Project Lima in turn affect the Agile Working project.

Issues:

- **Budget Management:**

The Agile Working budget is being used to cover the elements of Project Lima which relate to facilitating new ways of working e.g. collaboration. The budget will be used but not exceeded.

- **Stakeholder Engagement:**

Meetings with staff reps have taken place as part of Project Lima. Agile working elements have been discussed and addressed e.g. meeting style, future potential of hot-desking to accommodate growth of teams.

- **Resources:**

Facilities Team should have improved capacity to assist with office moves when the new Apprentice is recruited. ICT managing VDI rollout, ICT moves plus data and power requirements.

- **Anticipated Completion Date:**

Beyond June 2019

- **Comments:**

The Agile Working Project is running as part of Project Lima and is likely to split off again to explore future opportunities as a new project involving hot desking and individual services are trialling options.

Project: Search Moves Partnership & Update Allocations Policy

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - New Allocations Policy in place which complies with case law and is legally robust.
 - A further term agreed for the Search Moves partnership to operate
 - A series of updates to the Locata software used by partners to improve the customer experience. Updates include;
 - A new electronic housing register application form to reflect the new Allocations Policy
 - An updated Search Moves Website with new and more relevant features
 - The move to daily bidding for properties allowing accommodation to come on line and turn around faster and to help RPs get a quicker void turnaround time and therefore reduce lost income.

- **Progress Against Milestones:**
 - Allocations policy implemented on schedule in April 2017 alongside the new e-form for registering for inclusion on the Housing register.
 - New Search Moves website and daily bidding went live autumn 2017
 - Search Moves contracts still not completed and signed. Still with Elmbridge to agree wording. PA Housing have agreed. Regular chases take place through Legal Services
 - Due to the continued lack of progress with the contract, a Steering Group meeting for Search Moves Partners has been arranged for mid-January to discuss contracts and get updates from other members on how they are progressing with the partnership elements of the agreement, in particular the implications of the withdrawal of the common allocation policy.
 - Steering Group meeting held 10 January where contract status was discussed. Elmbridge BC have since responded with some comments and the negotiation process is re-established.
 - An agreement has been reached to close this project identifying the contract as an outstanding item for delivery. Jayne to write a project closure report prior to the March project reporting cycle to close the project
 - Closure report delayed to April project reporting cycle due to pressure of work
 - Agreement between all parties on wording of partnership agreement. Now with legal services to compile final copies.
 - Steering Group to meet mid-May and agreement is in place to sign the contracts at this meeting hence closing the project and all residual actions.

- **Identified Risks and Issues:**

Risks:

Failure to delay the signing of the Search Moves partnership Agreement means there is no formal agreement in place covering the terms of reference for the partnership. This could prove problematic if there are any issues between partners.

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

Project: Search Moves Partnership & Update Allocations Policy (cont'd:)

Thursday, 04 July 2019

Page 28 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

they are applying from scratch and previous time waiting has not been taken into consideration.

- **Budget Management:**

Project delivered on time and on budget. No further cost implications

- **Stakeholder Engagement:**

A partnership steering group meeting has been arranged for mid-January to take stock of the arrangements and how they are working for all partners.

- **Resources:**

- Although most of the work to deliver this project is complete and the Search Moves elements are live, there is still some legal input to progress the Search Moves contracts. Legal Services are progressing with Elmbridge.
- A project closure report is to be written by the project manager.

- **Anticipated Completion Date:**

All Search Moves elements were live in the autumn of 2017.

Outstanding are the Search Moves contractual elements. Anticipated completion date is now May 2019

- **Comments:**

- Most Search Moves tasks have been completed but the final sign-offs (with Legal) have caused the timescales to slip. This slippage has been attributed to late contributions and engagement from Elmbridge with regard to Search Moves.
- An internal agreement has been reached to close the project as most of the deliverables have been completed. The only outstanding element is the contract.

Project: Large Scale Voluntary Transfer (LSVT) Update

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Changes needed to the current LSVT ensure a legal basis for ongoing increased supply of former Airways Housing Units and any new builds since LSVT date.
- **Progress Against Milestones:**
LSVT changes have been agreed in principle with A2D and with both organisations. Legal teams to finalise.
- **Identified Risks and Issues:**
Risks:
Failure to update the LSVT may disadvantage Spelthorne with reference to Housing nominations from A2Dominion ongoing.
Issues:
- **Budget Management:**
There is no cost associated with the project to update the LSVT agreement.
Ongoing 'Legal Services' costs.
- **Stakeholder Engagement:**
A2D are the main stakeholders. They are fully engaged with the process.
- **Resources:**
There is still some legal input from both sides to progress the LSVT and the Search Moves contracts. Spelthorne Legal Services are actively chasing.
- **Anticipated Completion Date:**
Outstanding is the LSVT contractual elements. A2 have been chased again but still awaiting their reply so completion date now moved out to July 2019.
- **Comments:**
The LSVT sign off is close to agreement.
Housing are to meet with Legal (w/c 24 June 2019) to discuss A2D's Legal input.

Project: CIVICA / Locata Housing Module LG2

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - Replacement of Emergency Accommodation (Bed and Breakfast placements) monitoring system which is no longer fit for purpose and no longer supported, allowing for it to be decommissioned.
 - Replacement of the current Rent Assure Scheme management processes (mainly spreadsheets) by a system developed within Civica to record and monitor all aspects of the scheme in a more structured way.
 - Development and Roll out of an overnight interface between Locata (Housing management system) and Civica to automatically replicate/ update customer information entered into Locata within Civica hence negating the need to create customers and stop double entry in both systems. Also minimises risk of errors.
 - Benefits include :
 - the improved ability to monitor and manage placements into accommodation in both areas;
 - the mitigation of risks around the software used being unfit for purpose or difficult to navigate;
 - negates the need to double enter financial information in 2 systems and the potential of errors occurring during this process;
 - better transparency and continuity between the Civica and Integra data held.
- **Progress Against Milestones:**

The Civica Housing module has been;

 - Developed for use by the Rent Assure Scheme. Work ongoing to populate the scheme user details (tenants and landlords) and backscan current live case information. There is a new tenancy sustainment officer appointed who will be fundamental to moving the Rent Assure work forward.
 - Configured and process maps developed for the new Housing module. The implementation will be staggered into 2 phases
 - Phase 1** – Went live August 2018 and included the migration of all users' accounts and associated documents from Contact Manager to the Housing Options module. Staff training completed -this element is live.
 - Phase 2** – due April 2019 – The process maps to guide staff through the workflow for booking a household into emergency accommodation are complete. Go Live delayed due to key staff holidays, sickness and other work pressures.
 - Phase 3** – due April 2019 – Roll out of letter templates within Civica. These are mostly completed but testing and further refinement is required and dependant on the preferred Integra solution.
 - The Locata Civica interface has been developed, tested and set live.

Project: CIVICA / Locata Housing Module LG2 (cont'd):

- **Identified Risks and Issues:**

Risks:

1. The main risk is around the alignment of the process maps on the Civica system for the administration of emergency accommodation and the financial elements which are managed through Integra. At present the Integra financial processes are being developed so risks and benefits are not identified.
2. Availability of resources to roll out the next phases of the project is a risk. Housing Options staff (particularly the technical support and the rent assure scheme staff) are busy and it may prove difficult for staff to dedicate time to this project.

Issues:

Concern over the change of staff within ICT has been mitigated and a full handover took place. New support staff are up to speed with this system development and engaged in further work required to complete the development and roll out.

- **Budget Management:**

Project on budget. There have been no change control items affecting costs. To date, most of the costs have been paid.

Civica module - £17.5K,

Locata interface development £7.5K

Ad hoc expenses for training - £500

- **Stakeholder Engagement:**

Regular project team meetings have taken place throughout the project including representatives for Housing, Finance and ICT.

Updates have been provided to staff through team meetings and training sessions.

- **Resources:**

Further systems testing and training is required to complete the roll out. Staff input has been identified and accounted for to allow progression against timescales and targets.

- **Anticipated Completion Date:**

Full roll out (excluding the financial elements on Integra) will be completed by April 2019.

This is delayed due to unavailability of expert staff resource to move the project forward.

- **Comments:**

This update does not include details on the Integra development element of this project as this is being managed separately due to the specific nature of the brief.

See the "Rent Management and B&B" update (below) for the status of that project.

Project: Rent Management and B&B (Finance)

Category: High

RAG Status: Amber

- **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:**
The availability of resource (ICT/Housing/Finance) continues to remain an issue and is currently being managed with the assistance of a Deputy Chief Executive, as the lack of resource, and their availability, is an issue currently being experienced across the Authority.

The proposal to move to a weekly managed payment cycle was agreed to by the external Auditors (BDO) on 1st April 2019.

It was agreed internally that we would, on a trial basis, convert 10 cases (a mix of B&B and Rent Assure) to the new weekly schedule and monitor the results for any issues over a 4 week period commencing on the 10th April.

Should this pilot prove successful then the remaining cases (currently totalling 61 x B&B and 70 x Rent Assure) shall be converted to the weekly cycle.

Positive progress has been made with the letter writing/issue process, and testing remains to be conducted.

Data verification of some 2,000 Access records is being conducted, with 500 having been completed thus far. Expectation is that the remainder shall be completed by the middle of July.

Once this has been concluded then the data can be uploaded to Integra for an accurate reflection of what is contained in the Access Database.

- **Identified Risks and Issues:**
Risks:
 1. Resource availability
 2. Data cleansing requirement does not deliver the anticipated/desired result/s, and will become an on-going 'manual intensive' exercise.
 3. The deliverables of this project do not meet the needs of the requirement for a new 'Rent Accounting System'.Issues:
 1. Lack of resource availability (within ICT, Housing and Finance), is now impacting upon, and has historically hindered the delivery timeline.
 2. The validity and accuracy of the database has necessitated that a 'data cleansing' exercise be conducted.
- **Budget Management:**
No budget.

Project: Rent Management and B&B (Finance) (cont'd:)

Thursday, 04 July 2019

Page 33 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

- **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. This requirement causes the RAG Status to be at Amber.
- **Anticipated Completion Date:**
The early October 2018, has now been 'revised' for Sept 2019.
- **Comments:**
The delivery of this work stream was 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.
Resource availability across the services areas has proven difficult due to responsibilities of current staff
Senior Management are now assisting in the understanding and management of the resource requirement, in efforts to achieve the revised 'Go-Live' date.

Project: Property Management Software

Category: High

RAG Status: Green

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

The Property Management Software is essential for the effective management of the Council's assets.

- **Progress Against Milestones:**

- The contract was awarded to Trace Solutions on 16th April via the Intend system. The contract is being agreed. The installation in the cloud by the Tech Team will be completed on 27th June.
- We had a good Kick off meeting with the Trace Project Manager on May 2nd. After our discussion she produced a new Implementation plan which was circulated. The intended Go Live date is 1st November.
- This is now considered a new project to Implement the Property Management Software and the relevant project documents will be produced and governance considered.
- The lease data capture is now complete. The Senior Solicitor and the Asset Management Contractor will continue with the creation of summaries in excel format via our forms software. IT have fixed the four issues we had with the forms.
- We have been sent the Data Load User Guide and templates and continue to work on setting up the data required from our spreadsheets of information.
- By 14th June we will have a meeting to review our data load resourcing requirements and estimates.
- We are now meeting fortnightly with Sales Ledger and Finance to discuss progress and we are getting good advice and feedback.

- **Identified Risks and Issues:**

Risks:

- Lack of resource from sales ledger/purchase ledger to assist the migration of the data and configure the system.
- Not being able to recruit a Property Accounts Manager to help migrate the accounting data and ultimately use the accountancy module.
- Loss of data when we migrate the data to the new system.

Issues:

- Direct Debit payments to the Knowle Green Estates need to be considered. This could be another project.

- **Budget Management:**

The approved budget is £226,062.50 over 4 years including initial consultancy.

- **Stakeholder Engagement:**

The following departments have all been consulted in drafting the Business Requirements Document; ICT, Legal, Finance and Audit.

- **Resources:**

We need technical resource to advise us about the accounting systems. Assets staff that are key to the data loading exercise must be released from some of their usual tasks as soon as possible. Interviews for the Property Accounts Manager will be held on July 24th.

Project: Property Management Software (cont'd:)

- **Anticipated Completion Date:**
July to October for uploading and migrating the data. Objective to run a rent raising exercise for the November month's rent charges.
- **Comments:**

***** Completed Project: Every Ward at Its Best Completed *****

Category: High

RAG Status: Green

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

A number of quick wins have been identified and delivered. These will be reported in March 2019.

A number of other benefits have also been identified and can be delivered within budget or additional monies made available from spare windfall grant.

A number of ideas have been ruled out of scope. These have been reviewed with the Leader.
- **Progress Against Milestones:**

Project is progressing as anticipated.

There are a number of improvements coming out of the project. Some of these will be delivered in that timescale, some may take a little longer.
- **Identified Risks and Issues:**

Early issue of councillor engagement has now resolved itself.

No other reported risks have materialised.

A requirement for further funding was identified and has been dealt with.

Risks:

Issues:
- **Budget Management:**

£25k budget will be exceeded but other funds have been made available.
- **Stakeholder Engagement:**

Stakeholder engagement has proceeded as anticipated. No adverse feedback.

Engagement with Comms undertaken as they are crucial for the final stage of reporting publicly.
- **Resources:**

No problems identified.
- **Anticipated Completion Date:**

On track for delivery in Spring 2019 as anticipated.
- **Comments:**

Will consider how to feedback to councillors about issues which were dealt with and resolved or those which could not be dealt with.

Closure Report to follow.

Project: Corporate Hybrid Printing

Category: High

RAG Status: Green

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

Still at the 'pre-initiation' phase, but, this project hope to deliver real, and substantial, savings in the Authority's printing, postage and advertising expenditure.
There are also gains, and benefits, to be made with the more effective use of Staff members' time with the introduction of more efficient processes.
- **Progress Against Milestones:**

Initial "Project Start-up" phase documentation ('Project Kick-off' and Project Consideration Document') has been produced.
Supplier assessment and cost analysis is being conducted following product demos by 3 companies.
'Soft Market Testing' has commenced with 3 Suppliers presenting during the week commencing 22nd April so as to further progress our scope requirement.
Information gleaning (internal ~ usage and costings) continues so business case can be completed. Information from services and their future requirements for "printing" being out together
.
- **Identified Risks and Issues:**

Risks:
Issues:
- **Budget Management:**

To be advised.
- **Stakeholder Engagement:**

'Key Delivery Partners'

 - Legal / Procurement
 - ICT
 - Communications
 - Finance

Delivery Team to be agreed.
- **Resources:**

To be fully determined.
- **Anticipated Completion Date:**

Prior to end of 2019.
- **Comments:**

Hybrid printing provides the opportunity for the council to save on both its printing and postage costs.

Project: Laleham Park Pavilion

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide seasonal catering facility and reduce Health & Safety risks by the demolition of a redundant pavilion building
 - Provision of new toilet facilities.
- **Progress Against Milestones:**
 - Planning submission delayed due to resource availability
 - Project team has been appointed, budget costs prepared.
 - Critical path identified and design process underway.
- **Identified Risks and Issues:**

Risks:
Delays due to ecology considerations.

Issues:
- **Budget Management:**

Confidential
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team
 - Contractors
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

February 2020
- **Comments:**

Anticipated completion date is subject to Planning and Ecology surveys being processed as quickly as possible.

***** Completed *****

Project: Replacement Room/Venue Booking System

Category: Medium

RAG Status: Green

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

Cost savings – substantial over the previous supplier’s product/service.

 - Previous supplier: £35,000 set-up cost + on-going £9,000pa
 - BookingLive: £11,000 set-up cost + on-going £3,500pa

Enhancement to our ‘customer self-service’ policy.
Time savings – permitting reallocation of Staff to other duties.
- **Progress Against Milestones:**

Delivery has been delayed on a few occasions – totalling a month – due to availability of supplier’s resource.
- **Identified Risks and Issues:**

Risks:
Service may not be used to its full capabilities.

Issues:
- **Budget Management:**

On target with no increased spend.
- **Stakeholder Engagement:**

ICT and SBC user base.
- **Resources:**

In-house training requirement.
- **Anticipated Completion Date:**

Completed and went ‘live’ on Monday 18th March 2019.
- **Comments:**

Booking Live product has been awarded ‘Room Booking System of the Year – 2019’ and has been identified to now host allotments as well.

Project: Replacement of Mitel/LiquidVoice Phone Systems

Category: Medium

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Provide better customer experience allow for 1 number and automatic routing to departments. Integrated email routing facility. Customer service skilling and in built CRM history. Allow for add on such as live chat. Give Customer Services Greater control on managing front end options. Allow for phone calls to be routed for home working.
- **Progress Against Milestones:**
Project has been restarted following procurement process being taken over by Legal Services meaning the tender process shall have to be re-initiated. Specification has been agreed and site visits have been undertaken band costing received. Integration with existing systems has been confirmed.
Tender process has recently been initiated.
- **Identified Risks and Issues:**
Risks:
Disaster Recovery considerations to be fully understood and risks mitigated.
Issues:
- **Budget Management:**
Expenditure is anticipated to be in the £50,000 - £90,000 range as the ultimate delivery shall be dependent upon our module selection/use it is anticipated that a phased install will allow for costs to be spread.
- **Stakeholder Engagement:**
ICT, Customer Relations, Procurement/Legal and the various service lines as necessary.
- **Resources:**
ICT (delivery) and general Staff for training.
- **Anticipated Completion Date:**
End of 2019 / early 2020 though this shall be very much dependent upon resource availability during the delivery phase.
- **Comments:**
The telephony comes with a CRM (Customer Relations Management) system, and it may lead to the discontinuation of the Civica version which will be evaluated prior to implementation.

Project: Staines-upon-Thames Jetty

Category: Medium

RAG Status: Amber

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

To provide jetty facilities at a key strategic point upon the River Thames within the Borough. Activity to help deliver the long desired aim to make more of the River Thames as one of Spelthorne's key assets, to encourage visitors and support the visitor economy
- **Progress Against Milestones:**

Using the Surrey County Council 'Professional and Technical Services' framework agreement, a mini-competition for a suitably qualified consultant to design the jetty was issued on 12 June 2019 to nine consultants. There were responses from 4 consultancies expressing their interest in working up the jetty design. Responses – which will include their proposed approach to design the jetty, to submit all necessary planning applications and to manage the requirements of the Environment Agency – are due back on 28 June 2019. Evaluation will take place on 1 & 2 July, and, subject to any clarifications, an appointment of the consultant should be possible on or around 4th July.
- **Identified Risks and Issues:**

Risks:

 1. Realistic management of expectations (dates).
 2. Costs for the design and construction of the jetty are likely to be higher than the £25k allocated.

Issues:

 1. Difficulties experienced whilst identifying skill set requirements, of local businesses, to conduct the necessary work;
 2. Availability of experienced consultants to design the jetty and manage all the necessary applications, and who are willing to submit a proposal in response to our requirement
 3. Because this will be a SBC asset the planning application must go before Planning Committee.
- **Budget Management:**

The River Thames Task Group, chaired by Cllr Leighton have been awarded £25k by the Leader to promote the river. This is the funding which would be used for this project. True costs should be known when the design/build details are learned (by 28 June 2019).
- **Stakeholder Engagement:**

Councillors
MAT
Legal
Procurement
Environment Agency
- **Resources:**

River Thames Task Group
Economic Development Manager
Neighbourhood Services
- **Anticipated Completion Date:**

Late 2019/early 2020 subject to various Environment agency, planning and committee approvals.

Thursday, 04 July 2019

Page 42 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

- **Comments:**

An evaluation of the tender exercise will be undertaken by the Group Head of Neighbourhood Services and the Corporate procurement manager during the 1st week of July, at which stage it is hoped that a successful tenderer will be identified and a contract awarded.

The EA have already been made aware of the project's intent and specific location and are vocally supportive of the proposed project.

***** Completed Project: Virtual Desktop Infrastructure (VDI) Completed *****

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 80% completion figure of staff that can be moved. (Some staff will never be moved due to application restrictions).
Remaining staff will be migrated in line with Lima moves.
Customer Services will remain on PCs until they move to their new phone system.
- **Identified Risks and Issues:**

Risks:
Systems not working on CITRIX or those not identified to ICT but used by services.

Issues:
Reticence of Staff to embrace the concept due to the perception of technology
- **Budget Management:**

2017/18 £180,265 2018/19 £31308 of £90000 budget. Anticipated full year spend of less than £50000
- **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'. It has also been 'dovetailed' wherever possible with Project Lima.
- **Resources:**

ICT Staff have been stretched to deliver this and Project Lima though the latter has provided a good base for the roll-out.
- **Anticipated Completion Date:**

March 2019.
- **Comments:**

VDI successfully rolled out and project completed - just specific service requirements to address.

 - 236 members of Staff are now on VDI
 - 46 members of Staff will be moved when the upgrade to Windows 10 and new graphic cards are employed
 - 17 members of Staff identified as those who will not move to VDI
 - Beyond the original scope of the project, deliverables include:-
 - Day Centre Staff are being added to VDI
 - All Councillors have been given VDI access.

***** Completed Project: Exchange to MS 2016 Solution ***Completed**

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Provision of an 'up-to-date' system and platform.
Increase in mailbox size (doubled).
- **Progress Against Milestones:**
On schedule.
All mailboxes migrated successfully.
- **Identified Risks and Issues:**
Risks:
Issues:
Budget Management:
No additional spend over the term of the project.
- **Stakeholder Engagement:**
As this impacted ALL users, communications have been regular and timely ~ including "IT Alerts".
- **Resources:**
ICT Staff.
- **Anticipated Completion Date:**
End of March 2019.
- **Comments:**
All users are migrated onto the new servers.
Outgoing mail is still being routed via the old server due to issues with setting up Egress
Incoming mail is also being routed through the old server and (redirected to the new server)
due to a technical issue with the mail flow.
Incoming mail flow has to be repointed to the new 2016 servers before the old server can be switched off.

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:**
 - Initial discussions with suppliers have begun.
 - Research work with neighbouring Boroughs is to commence shortly
 - SCC to be approached to determine option for securing the most preferential rates for procurement.
- **Identified Risks and Issues:**
Risks:
Resource to deliver.
Issues:
- **Budget Management:**
Budget requirement will be identified in time for 20/21 bids
- **Stakeholder Engagement:**
- **Resources:**
Need trainers to be identified and in place when roll out commences – increasing ICT Staff numbers should assist with this.
- **Anticipated Completion Date:**
2020 and fully operational by 2021.
- **Comments:**
This project is not being started until the 20/21 financial year.

Project: SQL Server 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:**
 - 'Lunar' has been completed
 - 'Canopus' is still awaiting the SPUR (car parks system) to complete their database move
- **Identified Risks and Issues:**
Risks:
Lack of resource to complete due to service demands taking precedence.
Issues:
- **Budget Management:**
Spend to date - £21870 of £30000. Anticipated full spend will be less than £25000
- **Stakeholder Engagement:**
- **Resources:**
ICT Team
- **Anticipated Completion Date:**
April 2019
- **Comments:**
There are six external databases left to move and two internal ones. Still on target to be completed by 31 March
All the larger databases have been moved.
67 databases have been taken offline.

Project: Multi-use Bins in Parks

Category: Service

RAG Status: Green

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

- Potentially an annual saving due to a change in supplier
- Staff time for other duties increased due to less bins to service
- No loss of facilities for members of the public using the parks
- Less “Clutter “ in parks with duplicated furniture
- The level of dog bag usage is significantly reduced

Progress Against Milestones:

- Lammas Park trial – Complete
- Plan developed for parks across the borough
- Installation of bins and signage has commenced at the first park (Littleton)
- Survey work complete at 9 sites

● **Identified Risks and Issues:**

None currently identified.

Risks:

Issues:

● **Budget Management:**

Figures to be provided for next report.

● **Stakeholder Engagement:**

Key Delivery Partners (ICT, Legal Services, Procurement and Communications) have been consulted with involvement of only the Communications Team being deemed as being required for delivery of this project.

● **Resources:**

- Installation of new furniture and removal of redundant bins will be undertaken by in house staff.
- Cost of external contractor to carry out this work was found to be excessive.

● **Start and Anticipated Dates:**

Started	To Commence	Completed
Woodthorpe Rd. Rec. – Mar. '19*	Studios Rd.	Lammas Park – Nov. '18
Stanwell Moor Rec. – Mar. '19*	Splash Meadow	Littleton Rec. – Feb. '19*
Shepperton Rec. – Mar. '19*	Groveley Rec.	Long Lane – Mar. '19*
Staines Park – Mar. '19*	Alexandra Rd. Rec.	Feltham Hill Rd. Rec. – Mar. '19*
Bishop Duppas Park – Mar. '19*	Kenyngton Manor Rec.	Woodlands Parade – Mar. '19*
Russell Rd. – Mar. '19*	Nuthatch Close	
	Russell Rd.	
	Greenfield Rec.	
	Manor Park	
	Clockhouse Rec.	
	Fordbridge Park	
	Fordbridge North	
	Moormede	
	Halliford Green (by Goat)	
	Cedars Rec.	

Thursday, 04 July 2019

Page 48 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

	Sunbury Park	
	Rivermead Island	
	Lower Hampton Rd.	
	Flowerpot Green	
	Old Bathing Station	
	Halliford Park	
	Donkey Meadow	
	Littleton Green	
	Manor Farm Avenue	
	Woodthorpe Rec.	
	Hetherington Rec.	
	Catlin Crescent	
	Hengrove Rec.	
	Village Park	
	Staines Riverside	
	Birch Green	

Nb. Sites marked with an asterisk (*) are those which have undergone surveys.

Comments:

- Following the trial at Lammas Park, there has been no negative feedback received.
- Survey work has been completed at the first 9 sites on the list
- Orders placed for new furniture
- Bases completed at Littleton, awaiting delivery of bins
- Littleton Rec now completed.
- We have no dedicated budget for the installation of new furniture and are reliant on staff carrying out this on overtime. Other pressures have resulted in a delay in carrying out this work.

***** Completed Project: Refurbishment of Shepperton Lock Facilities Completed *****

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- Shepperton Lock Toilets were original Healthmatic Automated Public Convenience. The maintenance costs were high and the contract not renewed. It was decided to take out the units and take the toilets back to the original use. The general public will benefit from these being re furnished and Shepperton Lock in the summer is a popular area.
- **Progress Against Milestones:**
 - Order to be placed w/k commencing 11 March 2019.
 - Awaiting on Legal to confirm payment plan is acceptable.
 - Awaiting on Asset Management to get permission from Environment Agency.
 - Plans submitted to Building Control

Identified Risks and Issues:

Risks:

1. Purchase of equipment – delay to delivery dates.

Issues:

• **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£60,000	
Actual Spend to Date	£4745.00	
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
Updates made through the Communications Team.
- **Resources:**
Key Delivery Partners include:-
 - Assets
 - Legal
 - Communications
- **Anticipated Completion Date:**
Start date – 11 March 2019
Completion Date – 25 March 2019
- **Comments:**

Project: Enterprise Project - iDOX

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Improved processes by the use of workload reports to identify red/amber/green status of target dates. Listing officer workload priorities to assist with allocation of cases and management of officer workload to help with achieving target dates for determination. Greater use of electronic systems and consultations to enable working towards being paper lite. This will help to improve workload monitoring, achieve greater accuracy and efficiency and assist in meeting Government Performance Targets.

- **Progress Against Milestones:**

- Target Date – 1 October 2018. To set up a task to identify key dates within the appeal procedures (site visits, questionnaires etc.).

To be identified and discussed at the IDOX Planning Audit.

- Target Date – 1 November 2018. Set up Enforcement Module within Enterprise, including a process for closing cases.

The IDOX Consultant carried out an Audit of the Enforcement Module on the 28th February 2019. The report and recommendations have been received from IDOX. Training dates for Enforcement Officers have now been agreed for 23rd and 24th October, with further consultancy taking place on 30th and 31st October and 1st November 2019.

- **Identified Risks and Issues:**

Risks:

- Sufficient planning staff resources and ICT resources available with the required skills.
- Availability of IDOX Consultancy for Planning and Enforcement Audits has affected the projected completion dates of the project.
- Sufficient Budget.

Issues:

- **Budget Management:**
Within existing budgets and on track.
- **Stakeholder Engagement:**
Engagement with planning staff, ICT and IDOX Consultants.
- **Resources:**
Planning staff, ICT support and IDOX Consultants.
- **Anticipated Completion Date:**
The project started in December 2017 and it is anticipated will be completed by November 2019.
- **Comments:**

Project: Waste and Recycling in Schools

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Working towards a more sustainable future
- **Progress Against Milestones:**
15 Schools adding food waste to their additional service February 2019
Mailshot to be rolled out to encourage new schools to participate March 2019
All invoicing correct with schools and purchase ledger March 2019
Continue with review meetings with schools March 2019
- **Identified Risks and Issues:**
Risks:
 1. Contamination at school
 2. Cancelling of serviceIssues:
 1. Missed collections
 2. Incorrect invoicing
- **Budget Management:**
None at present
- **Stakeholder Engagement:**
Key Delivery Partners:-
 - ICT n/a
 - Legal Services n/a
 - Procurement n/a
 - Communications Team when required
- **Resources:**
None identified
- **Anticipated Completion Date:**
No variance anticipated, completion date is March 2019
- **Comments:**
We are working on a drip feeding method with the schools to encourage more recycling and identifying that food waste is a service for them.

* Deemed to be a 'Business as usual' / routine delivery type piece of work.

Project: Refurbishment of Laleham Park Play Area

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Neighbourhood Services are responsible for the management of all Council owned play areas within Spelthorne. This play area has been installed for a long period of time and is in need of refurbishment
- **Progress Against Milestones:**
 - Two tenders were received in January 2019
 - Both tenders were not quite right for the area
 - Project now on hold and will be reviewed again in the new financial year

Identified Risks and Issues:

Risks:

Issues:

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£60,000	
Actual Spend to Date		
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
- **Resources:**
Key Delivery Partners include:-
 - Asset Management
 - Finance
 - Legal
 - Communications
- **Anticipated Completion Date:**
On hold – date to be agreed.
- **Comments:**

Project: **BLANK**

Category: High

RAG Status: Green

- **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:**