Appendix 3   Portfolio of Projects

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Income Generation/Asset Management

Knowle Green Works/Project Claude

RAG status	Green
Status	: Clean and Safe Environment
Benefits Identified and Anticipated Delivery to Target:	Project scope changed to cover some of the other SBC premises, including The Depot, and the works to the Social Club reviewed in terms of spend and decision to continue with these particular renovations to follow from MAT. Works covered by original scope have been completed and a review at a date within the next year or two expected on the Social Club element/s, but this shall depend upon the return to Staff at Knowle Green.
Progress against milestones	**Last Period Key Achievements:** • Toilet work completed at Knowle Green and the Depot • Disable toilet facilities installed at Knowle Green **Next Period Key Activities:** • Decision to come for Social Club renovations at some future date • KG Car Park works to be initiated
Stakeholder Engagement:	Regular consultations with MAT and other delivery partners
Risks	1. **Contractor timeframe problems: -** Likelihood 3 x Impact 3 = **Risk Score: 9** 2. **Design Approval: -** Likelihood 3 x Impact 4 = **Risk Score: 12** 3. **Staff inconvenience: -** Likelihood 5 x Impact 3 = **Risk Score: 15**
Issues	COVID-19 reprioritisations ~ especially with works related to the Social Club
Resources	Facilities Management and Runnymede Building Services Team
Anticipated Completion Date	To be confirmed
Comments	

Item	Amount	Date and Comments
Approved Budget	£184,000	
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Community Infrastructure

Fordbridge Day Centre - Extension

RAG status	Green
Status	Community Infrastructure
Benefits Identified and Anticipated Delivery to Target:	Additional floor space required for use by the Centre's visitors. Initially expected to complete June 2020 but now not until end March 2021 as project was put on hold due to COVID-19 whilst service provider determined if extension was still required
Progress against milestones	**Last Period Key Achievements:** • Planning Application approved – 5 February 2020 • Design received • Works went out to tender 5/10/20 • Tenders received and appointment of contractor made 04/12/20 **Next Period Key Activities:** • Ensure COVID-19 safe working is in place before start of works • Start on site 04/01/21 • Effective on-site management of works
Stakeholder Engagement:	Regular and on-going information sharing with: - 1. Management Team 2. Councillors 3. Design team 4. Contractors 5. Day Centre Manager
Risks	Build cost inflation considerations: - Likelihood 3 x Impact 3 = Risk Score: 9
Issues	Need to agree pedestrian access layout with highways officer Full structural drawings not yet produced which will delay tendering the project Tenders received and came in higher than expected (less than 10 % over budget) and have been value engineered to try and bring price down. Bringing the project in under budget could only be achieved by fundamentally compromising the environment of the clients, so overspend will be funded from planned and responsive maintenance budget.
Resources	1. Asset Management / Property Development 2. Project Team 3. Legal 4. Procurement 5. Communications

Anticipated Completion Date	26 March 2021
Comments	Project on hold April 2020. Management concern whether Day Centres will operate as they previously had post COVID-19 (additional floor space might not be required)

Project now restarted due to request from Independent Living/Housing to do so September 2020. Works went out to tender October.

Initially expected to complete June 2020 but now not until end March 2021 as project was put on hold due to COVID-19 whilst service provider determined if extension was still required |

Item	Amount	Date and Comments
Approved Budget	£130,000	Approved as part of capital programme 2020/21
Actual Spend to Date	£13,350	Planning application and drawings
Projected Spend	£140,000	Overspend to be funded from planned and responsive maintenance
Variance from Agreed Budget	£116,650	

Laleham Park Pavilion

RAG status	Amber
Status	Community Infrastructure: Clean and Safe Environment
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 Timescales for this project have been delayed due to protracted discussions with the EA due to perceived flood risk.
Progress against milestones	**Last Period Key Achievements:** • EA objections to Flood Risk Assessment now overcome • Planning Consent achieved October 2020 • Application to Natural England for Bat Removal Licences applied for **Next Period Key Activities:** • Issue Tender for demolition of w/c and pavilion and rebuilding of new w/c block • Obtain licence from Natural England to ensure removal of bats March/April 2021

Stakeholder Engagement:	Regular and on-going information sharing with: -
	   o Management Team
	   o Councillors
	   o Design team
	   o Contractors
	   o Liaising with Jackie Taylor, Heather Morgan, and Mark Rachwal

Risks	**COVID-19 impact on construction works** Likelihood:- 2 x Impact:- 1 = **Risk Score = 2** **Bat removal licence not approved** Likelihood: - 1 x Impact:- 4 = **Risk Score = 4** **Costings exceed expectation** Likelihood: - 2 x Impact:-3 = **Risk Score = 6**
Issues	None at this stage
Resources	Asset Management / Property Development / Project Team / Legal / Procurement / Communications
Anticipated Completion Date	August 2021
Comments	

Item	Amount	Date and Comments
Approved Budget	£250,000	
Actual Spend to Date	£18,000	
Projected Spend	£250,000	
Variance from Agreed Budget	0%	

Sunbury Leisure Centre

RAG status	Green
Status	Community Infrastructure: Clean and safe environment
Benefits Identified and Anticipated Delivery to Target:	Pool tiles have popped and examples of tenting have occurred as water temperature and levels have been dropped during last year's initial lockdown period when the centre was closed. Therefore the pool is unusable and repair works are necessary to bring it back into use. A tender process is underway to identify a suitable specialist contractor. Subject to Covid restrictions, works may be able to start in March 2021.
Progress against milestones	**Last Period Key Achievements:** • Structural survey and concrete testing undertaken to ensure there were no other underlying issues that may have led to the damage occurring. • Engagement with engineers and EA to agree scope of works. Additionally EA have identified additional work requirements such as retiling the pool surround, repainting steel roof supports and replacement of the pool filters; contractors are also pricing up this work for the Council's consideration **Next Period Key Activities:** • Tender process commenced 6 January 2021 and returns are anticipated in 4 weeks. • *Recommendation of contractor to MAT and Cabinet in February.* • *Appointment of selected contractor once approvals in place.* • *Commencement of works in March subject to selected contractor lead in/mobilisation periods.* • *Timetable for completion of works to be agreed with the contractor.* • *The above timetable could be affected by Covid restrictions.*
Stakeholder Engagement:	Regular updates with leisure team, local ward councillors, Everyone Active and MAT.
Risks	1. **Contractor timeframe problems: -** Likelihood 3 x Impact 3 = **Risk Score: 9** 2. **Design Approval: -** Likelihood 3 x Impact 4 = **Risk Score: 12** 3. **Staff inconvenience: -** Likelihood 5 x Impact 3 = **Risk Score: 15**
Issues	COVID-19 may have impacts on specialists availability and duration of works.
Resources	Facilities Management and Assets Team
Anticipated Completion Date	To be confirmed post tender.
Comments	Costs of works to be funded from Repairs and Maintenance budget. Anticipated costs in the order of £250,000.

Multi-use Bins in Parks

RAG status	Amber
Status	Community Infrastructure: Clean and Safe Environment and Financial Sustainability
Benefits Identified and Anticipated Delivery to Target:	o Potentially an annual saving due to a change in supplier o Staff time for other duties increased due to less bins to service o No loss of facilities for members of the public using the parks o Less "Clutter " in parks with duplicated furniture o The level of dog bag usage is significantly reduced
Progress against milestones	**Last Period Key Achievements:** • Installed bases for dispensers at 8 sites **Next Period Key Activities:** • Continue surveying sites
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.
Risks	**Vandalism to bins/dispensers 2/5** x 3/5 **Risk Score = 6/25**
Issues	Some park users are upset at reduction in the number of bins.
Resources	o Installation of new furniture and removal of redundant bins will be undertaken by in house staff. o Cost of external contractor to carry out this work was found to be excessive.
Anticipated Completion Date	
Comments	

Item	Amount	Date and Comments
Approved Budget		No direct budget allocated – using GM code for funding
Actual Spend to Date	TBC	
Projected Spend		
Variance from Agreed Budget		

Refurbishment of **Studios Road, Shepperton play area**

RAG status	Green
Status	Community Infrastructure and Environment
Benefits Identified and Anticipated Delivery to Target:	Refurbishment of **Studios Road, Shepperton play area**, which is need of modernisation and repair.
Progress against milestones	**Last Period Key Achievements:** • Tenders sent out October 2020 • Tenders received December 2020 **Next Period Key Activities:** • Order to be placed – January 2021 • Works to start – January/February 2021
Stakeholder Engagement:	Community Grounds maintenance
Risks	Delay in delivery of equipment due to COVID Sickness due to COVID Weather delay
Issues	COVID could impact delays to installation and delivery
Resources	Grounds Maintenance
Anticipated Completion Date	March 2021
Comments	

Item	Amount	Date and Comments
Approved Budget	£50K	Monies from S106
Actual Spend to Date	£0K	
Projected Spend	£50K	
Variance from Agreed Budget		

Refurbishment of **Feltham Hill Road play area**

RAG status	Green
Status	Community Infrastructure and Environment
Benefits Identified and Anticipated Delivery to Target:	Refurbishment of **Feltham Hill Road play area**, which is need of modernisation and repair.
Progress against milestones	**Last Period Key Achievements:** • Tenders sent out October 2020 • Tenders received December 2020 **Next Period Key Activities:** • Order to be placed – January 2021 • Works to start – January/February 2021
Stakeholder Engagement:	Community Grounds maintenance
Risks	Delay in delivery of equipment due to COVID Sickness due to COVID Weather delay
Issues	COVID could impact delays to installation and delivery
Resources	Grounds Maintenance
Anticipated Completion Date	March 2021
Comments	

Item	Amount	Date and Comments
Approved Budget	£40K	Monies from S106
Actual Spend to Date	£0K	
Projected Spend	£40K	
Variance from Agreed Budget		

Business Development
Incubator

RAG status	Green
Status	Business Development and Financial Stability
Benefits Identified and Anticipated Delivery to Target:	Following the council's purchase of the Summit Centre at Sunbury Cross the Incubator will be situated in the lower ground floor area. There will be the need for some minor alterations, and quotes have been provided to undertake the work to the functional layout. SBC are now in possession of the keys to the premises, and the 1st Floor is now let to a 3rd Party company. The Procurement exercise has been undertaken and of the 27 'Expressions of Interest' only one application was made, by "*CoTribe*". Cabinet approval is now being sought at the next Cabinet Meeting, scheduled for January/February 2021.
Progress against milestones	• Internet Connection: Softcat have installed the Internet line, ICT installed router December 2020. • Appointment of Operator: As per *CoTribe* who has successfully passed all necessary checks. Awaiting Cabinet approval to progress with contract (due to value of the contract over a 5-year term). • Refurbishment of space: Quote have been received and selection process is to be progressed w/c 21/12. Next Period: • Refurbishment anticipated to be completed by the end of February 2021 • Soft launch (currently anticipated to be by the end of March), to be followed by the Hard Launch in due course (April/May).
Stakeholder Engagement:	Internal: Regular communication updates to Assets, Procurement/Legal, Communications and ICT. External: On-going/continues E-mail with service delivery partners and with potential/interested 3rd Party customers.
Risks	**Location not agreed upon** Likelihood: - 1 x Impact:- 5 = **Risk Score = 5** **Decision to use premises for other means** Likelihood: - 1 x Impact:- 5 = **Risk Score = 5** **Contract not signed off** Likelihood: - 2 x Impact:- 5 = **Risk Score = 10** **Deadlines missed (refurbishment issues)** Likelihood: - 3 x Impact:- 5 = **Risk Score = 15**
Issues	Length of time Procurement process has taken ~ appreciated that COVID-19 has impacted. Return to Cabinet (for Contract Approval).
Resources	No issues experienced with resource availability. ICT and Comms input has been appreciated. Assets Team assisted with the securing of the building.
Anticipated	April/May 2021 – Hard Launch.

Completion Date	Operation shall have been functioning on a "scaled back" basis from February 2021.

Item	Amount	Date and Comments
Approved Budget		SBC £150k ring-fenced/Shepperton Studios investment/Generated Income from 3rd Party (CoTribe) £70k pa after.
Actual Spend to Date	16,000	Broadband installation
Projected Spend		
Variance from Agreed Budget	0%	

EU Exit

RAG status	Green
Status	Business Development National
Benefits Identified and Anticipated Delivery to Target:	To ensure Spelthorne Borough Council, its community and businesses are as prepared as possible, to the changes brought about by leaving the EU The UK left the EU with a deal on 31 December 2020. However, it is still not clear the precise impacts as a result due to a ranges of changes in custom and border requirements. It is expected these will become clearer with time.
Progress against milestones	In a YouGov poll taken on 12 October 2020respondents respondents cited the EU Exit as the third biggest issues facing the country (just behind health and the economy). Until close to Christmas 2020 there still seemed to significant differences on key points in agreeing a "deal". However, a deal was agreed. Businesses cite that the UK no longer being in the EU will impact the application of numerous things including • Taxes and duties • Safety Standards • Personal data • Movement of goods • Movement of people
Stakeholder Engagement:	Communication, and dissemination of relevant information has been undertaken with businesses and the community and will continue as the implications of the "deal" become clear.. An assessment of the impact on any staff from EU countries has been undertaken.
Risks	**Impact of 'No Deal' exit: -** Likelihood 4 x Impact 4 = **Risk Score: 16**
Issues	Uncertainty on impacts of EU exit on UK economy especially with the additional effects on the economy of COVID-19 19. As an example, those in the hospitality industry fear not being able to recruit employees from the EU, while importers and exporters are worried about delays at the UK and EU ports.
Resources	Resource requirement and availability shall receive prioritisation once the dates and tasks for EU Exit become more defined.
Anticipated Completion Date	Spring 2021

Item	Amount	Date and Comments
Approved Budget	£12,000	
Actual Spend to Date	£12,.000	Budget spent to support food banks as requirements high in 2020
Projected Spend	TBC	
Variance from Agreed Budget	0%	

Commercial Waste

RAG status	Green
Status	Business Development Cleaner & Safer Environment and Financial Sustainability
Benefits Identified and Anticipated Delivery to Target:	Better working relationships with the Business Community. Increased volume of recycling being collected across the Borough. Increased revenue stream for several Council departments. Improvements to our 'carbon footprint'. COVID-19 is perhaps the currently the only issue which may impact the delivery and SDS meeting growth targets.

Progress against milestones	o **Last Period Key Achievements:**
	  ▪ Contracts to be sent out
	  ▪ Invoices raised
	  ▪ Marketing letters/campaigned with business rates depts.
	  ▪ Website released
	  ▪ Purchase of bins
	  ▪ HR contracts to be written
	  ▪ All processes now in place
	o **Next Period Key Activities:**
	  ▪ Marketing to increase customer base
	  ▪ Set up Direct Debit service
	  ▪ Integrate the 'handheld' devices for drivers/VWS system

Stakeholder Engagement:	External supplier was used to ease pressure on internal ICT workload. All other departments were committed to delivery dates, but there were issues with the contract/Legal timelines.
Risks	1. Delays associated with COVID-19: Likelihood:- 5 x Impact:- 3 = **Risk Score = 15** 2. Stakeholder delays to agreed timelines: Likelihood: - 4 x Impact:- 2 = **Risk Score = 8** 3. Unnecessary spend due Framework restriction: Likelihood: - 3 x Impact:- 2 = **Risk Score = 6** 4. Lack of take up to the service: Likelihood: - 1 x Impact:- 5 = **Risk Score = 5** 5. Waste Disposal costs rise: Likelihood: - 2 x Impact:- 2 = **Risk Score = 4**
Issues	Some 'Issues' have been covered by the management of risks. But also include the delay experienced in opening the necessary bank account due internal processes.
Resources	Neighbourhood Services were/are the main resource.
Anticipated Completion Date	The commercial waste service has been delivered, with some of the above deliveries, with overall completion anticipated to be February 2021. Thereafter is simply a case of growing the business to meet projected targets and income streams
Comments	Framework associations with purchase/s required by this project are likely to cost the Council some £30,000 and will delay the purchase/delivery of the waste vehicle

Item	Amount	Date and Comments

Approved Budget	£450,000	
Actual Spend to Date	£60,000	Approximate figure
Projected Spend	£450,000	
Variance from Agreed Budget	0%	

Cross Cutting Projects

Changing to a Committee System

RAG status	Green	
Status	Cross cutting project: Management	
Benefits Identified and Anticipated Delivery to Target	The benefits of the new Committee System will be improved decision-making in terms of- Accountability Credibility Collaboration Timeliness There is a tight timetable designed to make the change in decision-making arrangements fin place for the Annual Council Meeting in May 2021.	
Progress Against Milestones	Friday 20 November	Project Team Meeting
	Friday 20 November	Working Group will receive a proposed model with options for consideration
	Monday 23 November	Working Group Kick Off Meeting
	Monday 30 November	Working Group Meetings: To a) discuss the proposed model and options and b) agree draft content public consultation
	Monday 7 December	Working Group Meeting
	Thursday 10 December	Council Meeting: Update on progress, approve model and questionnaire
	Monday 14 December	Public consultation starts Working Group Meeting
	Monday 8 January	Working Group Meeting: To discuss the constitutional changes and proposed approach
	14 January	Public Consultation closes
	Monday 18 January	Working Group Meeting: To consider the results of Public Consultation and any revisions
		Working Group Meetings as

	Jan & Feb Thursday 25 February	required
	Tuesday 16 March	Council Meeting – Update on progress
	Wednesday 17 March	Working Group Meeting: Update in advance of ECM
	Thursday 25 March	Member Code of Conduct Meeting: To consider the proposed changes to the Constitution
	Thursday 1 April	Extraordinary Council Meeting: Resolution to amend the Council's governance arrangements
	Thursday 8 April (AM)	Publication requirements
	Thursday 8 April (PM)	Training for Officers
		Training for all Councillors
Risks	**Lack of Officer resource (in COVID-19 conditions): -** Likelihood 4 x Impact 5 = **Risk Score: 20** **Lack of Councillor resource: -** Likelihood 2 x Impact 5 = **Risk Score: 10** **Political difference of opinion (within Working Group): -** Likelihood 3 x Impact 5 = **Risk Score: 15** **Associated constitutional changes are not made: -** Likelihood 2 x Impact 5 = **Risk Score: 10** **Loss of project focus due to breadth of task: -** Likelihood 2 x Impact 4 = **Risk Score: 8** **Inability to recruit Committees staff (to support new system): -** Likelihood 4 x Impact 4 = **Risk Score: 16**	
Issues	Engagement of staff due to COVID-19 19 , Brexit and emergency planning workloads	
Budgets	In terms of the implementation budget provision will need to be made for £75,000. A contingency has been added to the estimated costs.	
Stakeholder Engagement	• Project Team (Officers) • Working Group (Councillors and Officers) • All political groups • Management Team and Group Heads • Public consultation (4 weeks)	

Resource	Siraj Choudhury (Project Manager), Victoria Statham and Karen Limmer (Legal), Gill Scott and new staff (Committees), Jennifer Medcraff (Comms)
Anticipated Completion Date	The tight timetable is designed to have the change in decision-making arrangements in place for the Annual Council Meeting in May 2021.

Item	Amount	Date and Comments
Approved Budget	75,000	Budget to cover consultancy, advertisement for recruitment and public consultation plus overall implementation but it does not include the initial and ongoing cost of new staffing costs (£58,400 from 2021/22)
Actual Spend to Date	c.1,500	Advertising for recruitment and public consultation
Projected Spend	73,140	Consultancy fees ongoing
Variance from Agreed Budget	0%	

Continuous Improvement Programme

RAG status	Green
Status	Cross Cutting Projects: Management
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. There are likely to be some 'cashable' savings, but most are likely to be 'non-cashable'. Expected benefits on basis of projects identified to date £240k of cashable and non-cashable savings.
Progress Against Milestones	Key Achievements: - End of 'Basic Discovery' – completed to schedule. End of 'Phase 1 Discovery' ("Staff Impacting") – delayed due to capacity and engagement difficulties. End of 'Phase 1 Discovery' ("Customer Impacting") – significantly delayed due to increased detail of discovery and engagement difficulties. End of 'Phase 2 Discovery' – timescales reviewed with 8-month plan completed Review of Project (internal) – from late April 2020. Savings of £140k achieved Presentation of R&B Project (May 2018-April 2020) outputs – in June 2020 'Annual Continuous Improvement Function for The Council' commenced in June 2020 COVID-19 has led to difficulties in engagement with all teams due to emergency response in many areas but also undertaken some improvements which have assisted staff in that response and continue to do so. Additionally, in early 2021 will be 0.5FTE secondment to assist a service in dealing with knock on consequences of COVID-19 19 workloads. In 2021 continue delivery of projects to ensure improvements made and enhanced engagement with teams to see further benefits.
Risks	**Lack of Officer resource in R&B Project: -** Likelihood 4 x Impact 5 = **Risk Score: 20** **Difficulty engaging with Staff: -** Likelihood 4 x Impact 5 = **Risk Score: 20** **Difficulty with Staff not being 'open': -** Likelihood 3 x Impact 4 = **Risk Score: 12** **Resistance to change/'Silo' working: -** Likelihood 3 x Impact 4 = **Risk Score: 12** **Loss of project focus due to breadth of task: -** Likelihood 3 x Impact 4 = **Risk Score: 12** **Outputs are insufficient for MAT/Cabinet: -** Likelihood 3 x Impact 4 = **Risk Score: 12**
Issues	Engagement of staff due to COVID-19 19 workloads
Budgets	Projects costed and delivery plan constructed to identify priority areas, and any invest to save growth items which provide opportunities for efficiency savings.

Stakeholder Engagement	Regular and on-going meetings with: -
	    o Staff team and individual level
	    o Management Team and Group Heads
	    o Communication developed - monthly updates on both IT tips and continuous improvement ideas and successes.

Resource	Number of projects require ICT input and availability of ICT resource likely to be a significant risk.
Anticipated Completion Date	Ongoing work with individual projects and quick wins to improve efficiency of organisation

Item	Amount	Date and Comments
Approved Budget		Projects costed and delivery plan constructed to identify priority areas, and any invest to save growth items which provide opportunities for efficiency savings.
Actual Spend to Date		
Projected Spend	TBC	
Variance from Agreed Budget	0%	

GDPR – Steps to Compliance

RAG status	Red
Status	Cross cutting projects: Management
Benefits Identified and Anticipated Delivery to Target:	To achieve compliance with statutory data protection legislation; the General Data Protection Regulation 2018, the Data Protection Act 2018 and the Privacy and Electronic Communications Regulation (PECR). To reduce • risks associated with noncompliance and breaches • reputational damage • fines associated with noncompliance and breaches • claims for compensation To complete requires input from other services within the council.
Progress against milestones	GDPR requires that organisations hold a Record of Processing Activity; SBC uses Information Asset Registers (IAR) to meet this requirement. Completion of IARS for all customer information assets needs to be completed to ensure full compliance. Currently 48% of IARs have reached a stable condition - i.e. requiring no further work other than a yearly review. A number of others are close to completion.
Stakeholder Engagement:	Variable depending on the service – some very engaged, others not engaged.
Risks	• noncompliance and breaches • reputational damage due to above • fines associated with noncompliance and breaches • claims for compensation due to above BREXIT: Risk that data stored outside of the UK may not be accessible if there is no deal with the EU. Mitigated by most of our software suppliers have servers in the UK. Relevant services are aware of the risk.
Issues	Service resources to ensure data protection fully integrated into service day job – extra data protection resource should assist
Resources	A full-time permanent Information Governance Coordinator resource started work on 8 December 2020 –work will initially focus on helping the services to get their IARs to a stable position.
Anticipated Completion Date	Not able to anticipate completion dates due to requiring input from other services within the council. Given compliance with legislation is an ongoing requirement likely project will never be completed although certain aspects to a baseline level is possible.
Comments	Anticipate that progress with IARs will improve following the start of the IG Coordinator. Services need to engage with IG as they know their data the best.

Item	Amount	Date and Comments
Approved Budget	None	
Actual Spend to Date	N/A	
Projected Spend	N/A	

Payment Allocation

RAG status	Green
Status	Cross cutting projects: Management (Finance)
Benefits Identified and Anticipated Delivery to Target:	The benefits of the Payment Allocation project are in two areas: 1. Website: to improve the website experience to encourage customers to pay via website. 2. Matching: to understand why we have mismatches or are slow to match payments and to fix the issues. The benefits are the efficiencies that will be gained across sections. Target Date is end of June 2021
Progress against milestones	**Last Period Key Achievements:** • Still waiting on Capita to complete the Pay360 changes to header and footer and a minor change to wording. Will chase with account manager. • Building an e-form to replace Other Documents part of Capita Pay360 solution • Building 3 e-forms for Building Control which are linked to Capita Secure Card Portal and take the payment as well. 2 of these have gone live. **Next Period Key Activities:** • Implement Capita Pay360 changes. • Complete the e-form to replace Other Documents part of Capita solution • building on the e-form to replace all of Capita Pay360 • complete the work on the call scripts for Customer Services for the Planning and Building Control options • more investigation into cases where no invoice is produced • Work with each section to understand common invoicing and payment matching issues and any training issues
Stakeholder Engagement:	These activities are now part of the Continuous Improvement Report and a focus for regular updates with Finance
Risks	**Lack of resource will lead to delays in the investigations** Likelihood: - 3 Impact:- 3 = **Risk Score = 9** **Capita not delivering (if they close the business or support for that product)** Likelihood: - 2 Impact:- 3 = **Risk Score = 6**
Issues	
Resources	Resources in other sections are fully utilised with their COVID-19 activities, so investigation may be delayed.
Anticipated Completion Date	Target Date is end of June 2021
Comments	

Electronic Signature

RAG status	Green
Status	Cross Cutting Project: Management
Benefits Identified and Anticipated Delivery to Target	To realise time and cost benefits by incorporating a digital signature solution. The project is still at a very early stage and the understanding of requirements and solution options continue. Thus far, indications are that once a 3rd Party supplier is selected (post Procurement Process), that a solution can be implemented and operational in a matter of days.

Progress Against Milestones	**Last Period Key Achievements:**
	• Product demos have been offered by 2 major market leaders (*Adobe* and *Docusign*)
	• Feedback from attendees is being gathered for analysis
	
	Next Period Key Activities:
	• Activities to resume in the New Year
	    o Conclude information/solution analysis
	    o Initiate Selection/Procurement Process
	    o Implement the solution

Risks	**Pricing structure offers little/no benefit** Likelihood: - 2 x Impact:- 5 = **Risk Score = 10** **Lack of 'buy-in' from Service Areas** Likelihood: - 1 x Impact:- 5 = **Risk Score = 5** **Data Protection considerations/requirements not met immediately** Likelihood: - 3 x Impact:- 5 = **Risk Score = 15**
Issues	• Resource availability at key/required times shall remain an issue due to the nominated resource having to prioritise their workload and demands • GDPR/Data Protection considerations are of concern due to use of offshore servers • EU Exit influencing the GDPR concerns
Stakeholder Engagement	Thus far ICT, GDPR and service requestor have been engaged in key discussion. Demos have been attended by a wider audience within SBC.
Resource	ICT and GDPR resources shall feature heavily at the outset of the delivery phase with the appropriate involvement of Service Lines. Availability to be determined.
Anticipated Completion Date	Depending upon the selection/Procurement process the project might be delivered within the current Financial Year or extend to a date in the Summer of 2021.

Item	Amount	Date and Comments
Approved Budget		None yet requested.
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Local Land Charges Migration Programme (Infrastructure Act)

RAG status	Green
Status	Cross Cutting Project
Benefits Identified and Anticipated Delivery to Target:	Following Management Team sign off Land Charges have been updating data where possible and liaising with teams to ensure that they, as stakeholders, are aware of their responsibilities within the project. Land Registry have completed a data extraction via IDOX and as our data is of a high quality have asked to move the end date up to the end of 2020.
Progress against milestones	**Last Period Key Achievements:** • We have amended registrations in relation to Financial charges, CIL, grants, TPOs which following extraction have been successful. We have been working with the Land Registry is creating rules to rectify some of the issues in relation to statute requirements and are due to have training for use of their migration tool to amend the issues in relation to most of the planning errors with spatial extents • All grants data updated in TLC as per email from KS/DA and TW in Indep. Living • Financial charges amended - still ongoing awaiting further clarification re ongoing entries from TWF **Next Period Key Activities:** • All stakeholders working on cleaning up incorrect of out of date data as per data extraction summary. • Working with migration tool to complete spatial extents and completing rules for transfer of correct data. • Transfer of TPOs and certain legal documents to SharePoint
Stakeholder Engagement:	Relevant services Data capture
Risks	Resource from other services Likelihood 4 x Impact 5 **= Risk Score = 20**
Issues	
Resources	Number of services Land charges
Anticipated Completion Date	Migration original completion date30.3.21 but availability of high quality data has brought forward to 31.1.21 Transfer of TPOs and certain legal documents to SharePoint 31.3.21
Comments	

Item	Amount	Date and Comments
Approved Budget		
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Internal ICT infrastructure investment

Replace "Skype for Business" / "Teams"

RAG status	Amber
Status	Internal ICT infrastructure investment
Benefits Identified and Anticipated Delivery to Target	Support is being withdrawn for Skype for Business in 2021 and Senior Management had expressed an interest in moving to "Teams". Numerous advantages with the use of Teams ~ mainly collaboration benefits.
Progress Against Milestones	Connectivity to MS Online configuration has completed. Roll-out to Staff has commenced and is being done by department. Conversion of Response Groups to 'Auto-Attendants'' is underway.
Risks	**Staff understanding: -** Likelihood: 3 x Impact: 4 = **Risk Score= 12** **Lack of IT resource for delivery: -** Likelihood: 5 x Impact: 5 = **Risk Score = 25** **Compatibility issues with VDI: -** Likelihood: 4 x Impact: 5 = **Risk Score = 20** **Resource issue on VDI: -** Likelihood: 4 x Impact: 5 = **Risk Score = 20**
Issues	Teams uses a lot of processor resource, resulting in a detrimental effect on session hosts in VDI. Staff are being asked to work 'Locally'. Team is one of the biggest culture changes in the way we work. Staff are being provided with training material, but there are areas of concern as to whether they are referring to it. Because of required permission levels and complexity of migration steps currently there are not enough people in ICT that can help with the migration. Delivery is currently being done by a single person (after hours as the resource is still having to deliver 9-5 role). We are reliant on CITRIX to develop their workspace product to ensure that all the features in Teams are available in VDI.
Stakeholder Engagement	All Staff
Resource	ICT
Anticipated Completion Date	End of Financial Year
Comments	Awaiting Senior Management decision on extending resource in VDI and for stand-alone phones. Hardware kit for standalone-phones and conferencing kit for meeting rooms to be purchased.

Item	Amount	Date and Comments
Approved Budget		Forms part of the 'Document Management' /Office365 budget
Actual Spend to Date	£32,139	
Projected Spend		Anticipated to be within £50k
Variance from Agreed Budget		

Host Replacement

RAG status	Green
Status	Internal ICT infrastructure investment
Benefits Identified and Anticipated Delivery to Target	Replacement of our 5 core infrastructure hosts. Awaiting release of new processors from AMD and Intel ~ due Q1 2021. 3 months
Progress Against Milestones	To start Q1 2021
Risks	
Issues	Resource availability. Dependent upon AMD or Intel releasing new models.
Stakeholder Engagement	ICT All staff
Resource	ICT
Anticipated Completion Date	End of current financial year (March 2021)
Comments	

Item	Amount	Date and Comments
Approved Budget	£45,000	
Actual Spend to Date	Nil	
Projected Spend		
Variance from Agreed Budget		

Replacement Phones for CS

RAG status	**Green**
Status	ICT infrastructure investment
Benefits Identified and Anticipated Delivery to Target:	Matching the needs of our customers across multichannel communications is important to the service's effectiveness. Whether by email, web chat or phone, we want to make the experience as seamless and consistent as possible through digital transformation. By changing our current telephone system and provider, we aim to integrate processes and systems where not currently possible; break down silos; and flexibly manage all communications interactions internally and externally across the organisation. Specifically, we will be gaining the system functionality to: - **Measure customer experience** - **Map customer & agent experience** - **Provide 360 view of the customer – or as joined up as possible** - **Give agents single sign on - Integrate back office systems** - **Deliver a universal queue across all channels** - **Facilitate self-service and automation**

Progress against milestones	**Project has been on hold due Covid-19 emergency.**
	 • Last period Key Achievements: -
	  1. PM has been assigned
	  2. Project Scoping document has been signed off
	  3. Servers have been built
	  4. Currently working through technical pre-requisites/building test plans
	 • Next period Key Activities: -
	  1. Assign an engineer and agree start date (dependent on pre-requisitions completion)

Stakeholder Engagement:	Thorough engagement with all service areas ~ provision of questionnaires/meetings/IVR prompts for incorporation into process flows.
Risks	Risks: • Disaster Recovery considerations to be fully understood and risks mitigated. • Servers not built to Netcall's requirements • Integration with existing applications (e.g. 'Screen popping') • 2FA with Teams for Agent Directory may not work • Remote access may not support the requirements needed for Netcall
Issues	Teams deployment at Spelthorne needs to be fully rolled out and functional so that the configuration can begin.
Resources	Project is well supported by ICT.
Anticipated Completion Date	Q1 2021

Item	Amount	Date and Comments
Approved Budget	£120,143.00	Over 5 years

Actual Spend to Date	£0.00	
Projected Spend	120,143.00	
Variance from Agreed Budget	0%	

Door Entry System (HFX)

RAG status	RED
Status	ICT infrastructure investment
Benefits Identified and Anticipated Delivery to Target	Added security for the building. Greater options for Staff for time-recording. 2021
Progress Against Milestones	Full assessment has been completed for ALL Council sites. Suppliers have been approached and prices been received. Procurement have produced documentation in conjunction with ICT. Specification completed but project may have to be retendered as delayed until next year so will fallout of current timelines.
Risks	Current security Time and resource for implementation
Issues	Availability of funds Rewiring and door replacement if staff on site.
Stakeholder Engagement	1) Facilities 2) ICT 3) Communication with staff on operation of system
Resource	ICT Facilities Procurement
Anticipated Completion Date	December 2021
Comments	Capital Bid rejected but to be financed through Responsive Maintenance Budget, but because of the pool issues at Sunbury Leisure Centre requiring funding, the project has been deferred until 2021/22.

Item	Amount	Date and Comments
Approved Budget	£100k	From planned and responsive maintenance budget price and installation of software (£70-80k) then £20k for rewiring
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Webcasting

RAG status	Green
Status	Internal ICT infrastructure investment
Benefits Identified and Anticipated Delivery to Target	To provide a better quality of image for webcasting for Council meetings to the Public.
Progress Against Milestones	Installed as requested. Awaiting Handover to Committee Services.
Risks	**Insufficient Bandwidth:** Likelihood: 2 x Impact: - 5 = **Risk Score= 10** **Failure of Broadcasting Software:** Likelihood: 2 x Impact: - 5 = **Risk Score= 10**
Issues	Delay in delivery due to lead-times on hardware due COVID-19 emergency
Stakeholder Engagement	Committees, Communication and MAT were engaged throughout. With communication to Councillors being managed by one of these Teams.
Resource	ICT
Anticipated Completion Date	Delivered in December 2020 Closure report in New Year
Comments	Requested by MAT in emergency response to the COVID-19 crisis.

Item	Amount	Date and Comments
Approved Budget		MAT allocated £7k
Actual Spend to Date	£6,484	
Projected Spend	£7,000	Additional s/w licence
Variance from Agreed Budget		

Homeworking Kit Roll-out

RAG status	Green
Status	Internal ICT infrastructure investment
Benefits Identified and Anticipated Delivery to Target	Ability for Staff to work at home during the COVID-19 emergency.
Progress Against Milestones	Roll-out continues. 100-150 batch is currently being rolled-out
Risks	1. **Damage to new kit: -** Likelihood: 2 x Impact 4: = **Risk Score: 8** 2. **Insufficient stock for all Staff: -** Likelihood: 5 x Impact 3: = **Risk Score: 15** 3. **Kit not being returned: -** Likelihood: 1 x Impact 5: = **Risk Score: 5** 4. **Users misplacing kit: -** Likelihood: 4 x Impact 4: = **Risk Score: 16** 5. **Inappropriate use of kit: -** Likelihood: 3 x Impact 5 = **Risk Score: 15**
Issues	1. Requirements for the laptops keep changing 2. ISPs/Users not providing their internet speeds 3. Staff having insufficient Broadband to connect 4. Insufficient monitors at KG as these have been issued to Staff (at home)
Stakeholder Engagement	All Staff engaged throughout the delivery process. ICT constantly responding to change in needs.
Resource	ICT
Anticipated Completion Date	Ongoing- closure report as moving to business as usual

Item	Amount	Date and Comments
Approved Budget	No budget allocated	Authorisation by MAT
Actual Spend to Date	£62,742	
Projected Spend	Unknown at present	Information being secured by ICT
Variance from Agreed Budget	0%	

Public Address System

RAG status	Green
Status	ICT infrastructure investment: Safety
Benefits Identified and Anticipated Delivery to Target:	Requested by Safety Group and ICT instructed to deliver the service. To communicate with Staff should an emergency arise in the Reception Area. Microphone installed in both the Reception Area and Chief Executive's Secretariat office. Install completed. ICT managed delivery/installation on behalf of the Safety Group.
Progress against milestones	Install completed. Cable rerouting to take place to improve connectivity/sound quality to the Chief Execs microphone.
Stakeholder Engagement:	Safety Group were consulted throughout delivery and relevant choices made.
Risks	**Blackspots might be encountered: -** Likelihood 1 x Impact 5 = **Risk Score: 5**
Issues	Supporting structural and H&S concerns were addressed during delivery.
Resources	ICT and Facilities were available throughout delivery.
Anticipated Completion Date	Summer 2020 Project closure report to be completed

Item	Amount	Date and Comments
Approved Budget	£12,000	This was a "Supplementary Bid" made by the Safety Group
Actual Spend to Date	£12,730	Overspend approved by Deputy Group Head (Commissioning & Transformation)
Projected Spend		
Variance from Agreed Budget	0%	

Fifth Host for VDI

RAG status	Green
Status	ICT Infrastructure Project: Management
Benefits Identified and Anticipated Delivery to Target	Dependent upon Host Replacement project. One of the hosts from the existing core infrastructure will be used to add a 5th host into the VDI infrastructure for greater resilience purposes. This is required due to the unforeseen levels of homeworkers as a result of COVID-19.
Progress Against Milestones	To commence ONLY when Host Replacement is completed.
Risks	
Issues	
Stakeholder Engagement	
Resource	ICT
Anticipated Completion Date	
Comments	

Item	Amount	Date and Comments
Approved Budget	£10,000	Still going through the approval process with MAT.
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Training Room

RAG status	Green
Status	ICT infrastructure investment
Benefits Identified and Anticipated Delivery to Target	Improved Training and Audio-Conferencing facilities.
Progress Against Milestones	Screens have been bought and tested. Next Period: Purchase conferencing kit.
Risks	**None identified**
Issues	Resource availability.
Stakeholder Engagement	Emergency Planning Facilities
Resource	ICT
Anticipated Completion Date	End of Financial Year (20/21)
Comments	

Item	Amount	Date and Comments
Approved Budget	£15,000	
Actual Spend to Date	£2,742	
Projected Spend	£15,000	This figure shall cover the set-up of 2 rooms.
Variance from Agreed Budget	0%	

Offline Back-ups and Cloud Architecture

RAG status	Green
Status	ICT infrastructure investment Management
Benefits Identified and Anticipated Delivery to Target	Feasibility study to determine costs 'v' benefits of using offline back-ups and Cloud architecture.
Progress Against Milestones	Recently begun. Still early stages.
Risks	
Issues	Resource availability.
Stakeholder Engagement	MAT shall be presented with the findings of the study.
Resource	ICT
Anticipated Completion Date	Summer 2021
Comments	This is a repeat of the study done some 5 years ago, which showed that Cloud solutions were too expensive at that time.

Item	Amount	Date and Comments
Approved Budget		No spend
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Service Technology Projects

Rent Management Project: - Emergency Accommodation & Spelthorne Rent Assure Scheme

RAG status	Amber
Status	Service Technology Project
Benefits Identified and Anticipated Delivery to Target	**Project Description** **Phase 1 - B&B** Development of a replacement for the stand-alone system which records client status of those in Bed and Breakfast and Temporary Accommodation for a new system using Integra and Civica. The current system is no longer fit for purpose and no longer supported. The new system includes both client placement and rent management elements. **Phase II - SRA** Replacement of the current Rent Assure Scheme (SRA) including landlord and tenant management processes (mainly spreadsheets) by process maps developed within Civica to record and monitor all aspects of the 'people' element of the scheme and in Integra to manage the rental income and rent management aspects in a more structured way. **Benefits include** • the improved ability to monitor and manage placements and discharges from 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 (integra and local systems) and the potential of errors occurring during this process. • better transparency and continuity between the Civica and Integra data held. • Improved confidence in the financial and personal information recorded. **Anticipated Delivery to target** **Phase 1 – B&B** - Went fully live on both Integra and Civica in December 2020, following slippage due to resource and other issues (COVID-19 and remote working) earlier in the year. In addition to the replacement system, a full reconciliation of all current and former tenants' arrears was completed between the B&B system and Integra **Phase 2 – SRA.** The Integra financial elements of the rent management solution for SRA went live mid-December. This included a full reconciliation of all rent accounts. The development of the Civica process maps and templates is scheduled to be completed and training delivered by mid Feb 2021. All landlord and tenant information are already loaded onto the system.

| | Progress Against Milestones | The Rent Management Project was initiated in 2018 and has slipped over this period for several well documented reasons. These were all reported to the Project Board and agreed. |

<table>
<tr><td>Progress Against Milestones</td><td>The Rent Management Project was initiated in 2018 and has slipped over this period for several well documented reasons. These were all reported to the Project Board and agreed.

Status includes:

	Final Milestone	% complete
B&B - Integra and Civica elements	Live Nov 2020	100%
SRA – Integra	Live Dec 2020	100%
SRA - Civica	Due to go Live Feb 2021	75%

SRA development work on Civica includes.

Work is now completed in populating the scheme user details (tenants and landlords and properties). (100%)
Back scanning current live case information is complete (100%)
All property information is loaded onto Civica (100%)
Process maps are now being finalised to guide staff through the workflow for booking a household into a private rented property as well recording the checks required before occupancy. (75%)
Letter templates are being finalised and built into the SRA processes. (75%)

The final elements of development will take approx. 6 weeks and be delivered by mid-February 2021</td></tr>
<tr><td>Risks</td><td>As we are in the final stages of delivery of this project, the potential risks are minimised, however resource availability due to other pressures of work, COVID or sickness may delay completion of the final elements of the development work. Staff availability in both Housing, Finance and IT is limited and the next few months as we are entering a busy time. Although difficult to mitigate completely, this risk is being managed closely

** See abridged version of the risk log at end of document</td></tr>
<tr><td>Issues</td><td>To track and monitor rent accounts in an accurate and timely manner, a series of reports need to be specified. The reports being identified are above and beyond any management information available previously. This will allow us to manage people and rent arrears /rent accounts in a structured way.</td></tr>
<tr><td>Stakeholder Engagement</td><td>Regular project team meetings and project board 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.</td></tr>
<tr><td>Resource</td><td>The required staff input to complete this project has been identified and accounted for to allow progression against timescales and targets.</td></tr>
<tr><td>Anticipated</td><td>The full roll out of the Bed and Breakfast system replacement was</td></tr>
</table>

Completion Date	completed in December 2020
	The SRA element is projected to be fully completed by February 2021.
	• The Integra SRA rent management solution and rent account reconciliation exercise was completed mid-December.
	• The Civica element – both tenant and landlord processes - are due to complete development and relevant staff trained by mid-February 2021
	• Ongoing. Completion estimate mid-February 2021
Comments	The complexities of this project were initially underestimated. The amount of time taken to reconcile the rent accounts on both B&B and SRA have accounted for some of the slippage. Latterly remote working challenges, resource availability and COVID pressures accounted for additional slippage. The replacement systems and the accuracy and transparency of the tenants/client records and the rent account and arrears status have never been as accurate. Implementing these replacement systems has put us in a far better place overall.

Item	Amount	Date and Comments
Approved Budget	£25.5K	
Actual Spend to Date	£25.5K	Budget spent
Projected Spend	£25.5K	
Variance from Agreed Budget		0%

Project delivered on budget. Most of the development time and effort was completed by Spelthorne staff with no direct cost as the solution was carefully developed using existing core systems.

Civica Housing module – cost £17.5K, (Paid)
Locata interface development - cost £7.5K (Paid)
Ad hoc expenses for training - £500 (Paid)

*** Risk log
(abridged extract)

Risk #	Description	Likelihood of occurrence (1-5)	Impact on project (1-5)	Risk Score	Status
001	The main risk is around getting both Integra and the B&B systems reconciled and ready for parallel running. Failure to do this in the specified timeframe will result in slippage.	3	4	12	Closed

002	The rent management associated with the Rent Assure scheme is being worked on separately to the B&B system. There is a risk that this will not be ready in time for parallel running. Additional resource (Finance staff) has been taken on board to progress the systems reconciliation.	3	3	9	Closed. Decision made to go live separately on Phase 1 and II
003	Availability of resources to roll out the next phases of the project remains a risk as the schedule is tight with little slippage built into the pre parallel running preparation phase. Staff availability, alongside their day roles may pose a challenge if not managed carefully.	4	4	16	Open
004	Slippage will occur as a result of COVID-19 pressures on resources and time	4	5	20	Open

CIVICA Disposal Module

RAG status	Green
Status	Service Technology Projects: Management
Benefits Identified and Anticipated Delivery to Target	Compliance with GDPR. Releasing storage. "Switch-on"/Commencement for deletion to begin in January 2021. Could not be switched on until data put into correct format, which took 3months.
Progress Against Milestones	Data conversion completed Nov 2020 Module can now be switched on
Risks	**Resource requirement for deletion issues** Likelihood: - 4 x Impact:- 1 = Risk Score 4
Issues	All issues resolved
Stakeholder Engagement	ICT System administrators in finance and revenue monthly group GDPR
Resource	Module paid for and just time to implement
Anticipated Completion Date	End of January 2021 Support for any errors in deletions shall be provided for 12 months.
Comments	

Item	Amount	Date and Comments
Approved Budget	£10,005	Complete payment from 2019/20 budget.
Actual Spend to Date	£10,005	
Projected Spend		
Variance from Agreed Budget	0%	

Academy to 2012 / Ingres Upgrade

RAG status	Red
Status	Service Technology Projects: Management
Benefits Identified and Anticipated Delivery to Target	Revenue and benefits system will not work if do not install upgrade and this work classes as a major upgrade. In undertaking the work to upgrade, it was concluded this was best undertaken by SBC but the released product from Capita had multiple issues preventing installation. These outstanding issues were escalated to Capita management for resolution so upgrades could take place. Capita's slow response led to a very small-time window to complete the upgrade so Capita provided a fix to allow the current system to be usable until end of June 2021 as the delays were due to the release by Capita of an imperfect product requiring patches/fixes.
Progress Against Milestones	Prerequires system administrator functions to be completed by March
Risks	**Likelihood 3 Impact 5 Risk 15** resource being released from relevant services due to workplace pressures including COVID-19 19
Issues	Impact of COVID-19 19 on relevant teams. Period of testing time in relevant areas (need a month)
Stakeholder Engagement	Meeting with systems administrators on project Staff
Resource	Systems administrators time is critical
Anticipated Completion Date	Likely start date March to avoid annual billing period and end of year restrictions. End of June 2021.
Comments	

Item	Amount	Date and Comments
Approved Budget		
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Dwellant Tenant Portal

RAG status	Amber
Status	Service Technology Project: Management (Asset)
Benefits Identified and Anticipated Delivery to Target:	Communication with residential tenants. Required for Ceaser Court Ph1 completion of 55 units and tenants moving in in February 2021.
Progress against milestones	**Last Period Key Achievements:** • Template portal created, which forms generic base for all buildings. • The Bugle Portal created – but not yet complete. • The Ceaser Court 'Handbook' almost complete and this can be used to update 'Portal' pages. • Some Process Mapping done for back-end functions to assign jobs to Runnymede Borough Council. • Complaints process, Privacy Statement, Fire Strategy for 'Stay-put' are all being produced. • Municipal portfolio repairs and maintenance being brought In-house means more Dwellant process-mapping required. **Next Period Key Activities:** • Complete the outstanding work on the Residential portal. • Define the Municipal portal requirements and implement. • Implement the Facilities Management part of the system ensuring that the needs for managing both portfolios are met. • Work with KGE Lettings project to ensure the management of tenants through Dwellant and Bluebox. • Work with the Repairs and Maintenance project to ensure that the properties, tenants, and contractors are added to the system and any history of ongoing work is also added. • Work with Customer Services to ensure the correct processes are in place for acting on any requests.
Stakeholder Engagement:	• Regular training with Dwellant consultant • Regular meetings with Asset Management for Residential • Regular meetings with Assets Management Team Consultant for Lettings process • Regular meetings with Runnymede Borough Council, Building Surveyor • Regular meetings with Asset Management Consultant for Repairs and Maintenance Migration Project • Meetings with Customer Services as required • Regular (weekly) meetings with Group Heads
Risks	**Delays caused by the complication of 2 portfolios for 2 different organisations (KGE and SBC)** Likelihood: - 4 Impact:- 4 = **Risk Score = 16**

	Nonstandard contractor invoicing (not done in Dwellant) causes delays Likelihood: - 3 Impact:- 3 = **Risk Score = 9** **Slow responses to Residential queries if there are lots of questions when the move into Caesar Court** Likelihood: - 3 Impact:- 3 = **Risk Score = 9**
Issues	Process mapping is required to be done urgently. Change Request to be agreed. Dwellant implementation activities may be delayed while we await decisions from KGE and SBC.
Resources	Resources are also continuing with their BAU work and responding to COVID-19 pressures, so there is significant multi-tasking and last minute planning.
Anticipated Completion Date	Mid Feb for Residential (Ceasar Court Phase 1) 1st April for Municipal
Comments	

Item	Amount	Date and Comments
Approved Budget		Contract for the software was made a year ago. There are monthly costs which will increase now that we are loading about 205 units to the system.
Actual Spend to Date		The implementation fee has already been paid. Runnymede staff contracts have been drawn up. Consultants have been hired.
Projected Spend		This was forecast to be for 300 units. As we add more Residential units, we may approach this number by the end of this year.
Variance from Agreed Budget		None.

Property Management Software

RAG status	Green
Status	
Benefits Identified and Anticipated Delivery to Target:	The Bluebox system has been implemented successfully and is now being used on a daily basis for both KGE and Spelthorne, as an asset register and accounting system. There are some new features being added currently and these filter through regularly as the system is improved. These updates are all included as part of the contract that was originally agreed. Some are system upgrades and some are new features being made available.
Progress against milestones	**Last Period Key Achievements:** **Last Period Key Achievements:** • Bluebox Implementation completed • KGE accounts being run through Bluebox entirely now • Billing for BP rent to take place for 1st Quarter 2021 **Next Period Key Activities:** • Final completion
Stakeholder Engagement:	Assets Finance
Risks	Migated as now completing
Issues	None
Resources	Project completed and system will be used as part of business as usual going forward
Anticipated Completion Date	January 2021
Comments	Project closure report to be completed

Item	Amount	Date and Comments
Approved Budget		
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Corporate Hybrid Printing

RAG status	Green
Status	Service Technology Project: Management
Benefits Identified and Anticipated Delivery to Target:	Improved efficiencies and savings in terms of Staff time and associated costs (including that spent on paper and postage). The project has sought to identify, in a thorough manner, all benefits and potential disadvantages associated with the delivery of this corporate solution. The Procurement Team have been key to discussions and understanding thus far. So as to determine how best to ascertain, and realise, the greatest of business advantage, a "Feasibility Study" has been initiated with one of the key suppliers in this field – a proper 'Tender Process' was followed in this selection, on the understanding that a full 'Tender Process' shall be initiated for the selection of a 3rd Party to provide us with the longer term solution for our printing needs.

Progress against milestones	**Last Period Key Achievements:**
	• Service Partner (AM&M) selected for a 2 month 'Feasibility Study'
	• 'Feasibility Study' contracts exchanged
	• Planning for commencement of 'Feasibility Study' has been conducted
	   o Prioritisation of Service Lines have been noted ~ due to respective workloads
	
	Next Period Key Activities:
	• 'Feasibility Study' to commence post the Christmas/New Year period
	   o Service Line consultation and information exchange
	   o Regular (weekly) progress meetings have been scheduled with AM&M

Stakeholder Engagement:	Regular Team Meetings and consultations continue.
Risks	**Lack of information exchange and understanding** Likelihood: - 1 x Impact:- 5 = **Risk Score = 5** **Minimal/nil advantages to be gained** Likelihood: - 1 x Impact:- 5 = **Risk Score = 5** **Pricing structure offers little/no financial benefit** Likelihood: - 2 x Impact:- 5 = **Risk Score = 10**
Issues	Resource availability at key/required times shall remain an issue due to the nominated resource having to prioritise their workload and demands.
Resources	Representatives from all Service Lines have been identified and engaged in consultations.
Anticipated Completion Date	Summer/Early Autumn 2021

Comments	

Item	Amount	Date and Comments
Approved Budget	£2,500	Amount spent on a Feasibility Study (with AM&M) in advance of requesting an amount for the corporate solution.
Actual Spend to Date	£2,500	
Projected Spend	£2,500	
Variance from Agreed Budget	0%	

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EDRMS and Back-scanning

RAG status	Green
Status	Service Technology Projects: Management
Benefits Identified and Anticipated Delivery to Target:	Improved document security, management, and retrieval. Reduction in storage space required. Enable staff to work from home and still access documents. This is now business as usual for the team and therefore the project can be closed. Closure report to be written.
Progress against milestones	**Last Period Key Achievements:** • The team were able to be in the office 2-3 days a week and scanning on those days. Mostly working on the Planning DM back scanning. • Template work for Planning Template DM team (to enable them to use IDOX Enterprise) continues. The SBC logo change has been added to the scope of this work. • Completed the scanning of journals for Finance. • Re-categorisation of Planning applications submitted as merely "Other Plans" has been done while working from home. They are working on the "major applications" list that Gillian Richardson provide. applications • An e-form has been written for the sections to submit back scanning requirements. It is not live yet. **Next Period Key Activities:** • The team are redeployed to help EH with data entry on Uniform from Jan 2021. This means they lose 0.5 FTE on their usual work. • Continue with the scanning, extend it to work on the back scanning for other departments again. • Continue with template work. • Continue with re-categorisation work.
Stakeholder Engagement:	• Not much engagement because other sections are very busy
Risks	**Lockdown and higher tiers will impact the team because they are only scanning 3 days per week, when they are in the office.** Likelihood: - 5 Impact:- 3 = **Risk Score = 15**
Issues	
Resources	
Anticipated Completion Date	Completed 30/11/20 Now this will be ongoing business as usual.
Comments	

Item	Amount	Date and Comments
Approved Budget		The team are now permanent employees.
Actual Spend to Date		Identified on the staffing request in 2019.
Projected Spend		No further spending.
Variance from Agreed Budget		n/a

Bartec for 'Refuse Enquiries'

RAG status	**Green**
Status	Service Technology Projects: Clean and Safe Environment
Benefits Identified and Anticipated Delivery to Target:	• Time and Cost savings • Reduction in calls to the service • Improved all-round Customer experience • Reduction in paper process/usage • In Depot reporting/analysis
Progress against milestones	The relevant Project Documentation is currently being prepared. The Project Team have been continuously working with ICT and Bartec to roll actions to reach milestones. Training, testing the new system upgrade, testing web view and route optimisation for road sweepers. ○ **Last Period Key Achievements:** 　▪ Continuous work on overview of current waste management system 　▪ Training for in-cab terminals and updates have been successfully completed 　▪ R16 training for our Bartec champion ○ **Next Period Key Activities:** 　▪ Spelthorne upgrade to test session R16 is currently underway (14/12) 　▪ To determine the possibility of Customer Services Officers to have access to Bartec web view (ICT reviewing) 　▪ Missed Bin E-forms introduction and arrange workshops for ICT and Bartec Internal workflows for admin team (Dec 2020 completion) 　• All Admin Team Members to receive training on R16
Stakeholder Engagement:	Regular meetings and communication for all interested parties. E-forms launch shall be broadcast on all internal and external communication channels.
Risks	1. **Software: -** Likelihood 3 x Impact 4 = **Risk Score: 12** 2. **New workflows not adhered to: -** Likelihood: 2 x Impact: 3 = **Risk Score: 6**
Issues	1. **Project timeframe/delivery delay** 2. **Covid-19 emergency** 3. **IT Issues** 4. **Lack of buy-in/use by residents**
Resources	Internal and External resources are available to meet delivery schedule
Anticipated Completion Date	December 2021

Item	Amount	Date and Comments
Approved Budget		
Actual Spend to Date		
Projected Spend		

Variance from Agreed Budget		

Harper House and Whitehouse Wi-Fi

RAG status	Amber
Status	Service Technology Project: Housing
Benefits Identified and Anticipated Delivery to Target	Provision of secure Wi-Fi to the guests of these properties.
Progress Against Milestones	New project. 3rd Party Suppliers have provided quotes.
Risks	**Lead time for implementation (Suppliers – normally a minimum of 90 days):** Likelihood: - 5 x Impact:- 5 = **Risk Score = 25** **Building Infrastructure (structured cabling):** Likelihood: - 3 x Impact:- 5 = **Risk Score = 15** **On-going Management/Support of Wi-Fi___33 to an agreed SBC level of security:** Likelihood:- 4 x Impact:- 4 = **Risk Score = 16**
Issues	Resource availability
Stakeholder Engagement	
Resource	ICT and Housing
Anticipated Completion Date	April 2021 ~ see below.
Comments	ICT were approached in mid-December for an April delivery, but this will be very hard to realise.

Item	Amount	Date and Comments
Approved Budget		Housing to provide Budget figures.
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Enterprise iDox

RAG status	Green
Status	Service Technology Project: Management
Benefits Identified and Anticipated Delivery to Target:	• Improved processes using 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. Delayed from original (November 2019) date due to the availability external consultants.
Progress against milestones	**Last Period Key Achievements:** • Enterprise Consultancy carried out March and August 2020 **Next Period Key Activities:** • Enterprise Consultancy to conclude in February 2021 • Project shall be considered completed post the above consultancy and a Closure Report shall follow
Stakeholder Engagement:	Regular/continued engagement with Planning Staff, ICT and IDOX Consultants.
Risks	**Resource availability and relevant skills** Likelihood: - 1 x Impact:- 5 = **Risk Score = 5**
Issues	COVID-19 response requirements being made on project members. Reprioritising of workload/project tasks due to the COVID-19 response.
Resources	Planning Team / ICT / iDox Consultants
Anticipated Completion Date	February 2021
Comments	

Item	Amount	Date and Comments
Approved Budget		No direct budget for the project but has been funded by Planning (Consultancy) Budget.
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

SPAN

RAG status	Amber
Status	Service Technology Project
Benefits Identified and Anticipated Delivery to Target	To move away from holding data in numerous spreadsheets and incorporate the information into a single CRM system. Delayed due to resource priorities (COVID-19 response).
Progress Against Milestones	Front-end form has been built for the Users, but total functionality remains to be delivered.
Risks	**None identified**
Issues	Resource time shall remain an issue due to prioritisation.
Stakeholder Engagement	Regular updates with ICT and Independent Living shall resume in the New Year.
Resource	Availability as mentioned previously.
Anticipated Completion Date	Financial Year (21/22).
Comments	

Item	Amount	Date and Comments
Approved Budget		No budget ~ Internal spend.
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Project Documentation Module

RAG status	Amber
Status	Service Technology Project: Management
Benefits Identified and Anticipated Delivery to Target	To deliver an improved and automated mechanism to manage project delivery and reporting processes. Work has commenced
Progress Against Milestones	Database and most of the forms have been built.
Risks	
Issues	Resource availability/prioritisation of work
Stakeholder Engagement	Regular updates to customer.
Resource	ICT
Anticipated Completion Date	End of current Financial year 20/21
Comments	Delayed by resource implications due to COVID-19 19 work requirements

Item	Amount	Date and Comments
Approved Budget		No cost
Actual Spend to Date		
Projected Spend		
Variance from Agreed Budget		

Leisure Information Board

RAG status	Green
Status	Service Technology Projects: Economic Development
Benefits Identified and Anticipated Delivery to Target	Remove the LED Board in the Staines Library and install a new communications board within the Borough.
Progress Against Milestones	
Risks	
Issues	
Stakeholder Engagement	Economic Development and Leisure.
Resource	
Anticipated Completion Date	
Comments	Tesco, BID and Elmsleigh Centre have been approached for input and progress for installation at an agreed location.

Item	Amount	Date and Comments
Approved Budget	£15,000	
Actual Spend to Date	Nil	
Projected Spend		
Variance from Agreed Budget		

SBC software improvements

Office 365

RAG status	Green
Status	Software Improvements: Management
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'. Rolled out to all Staff.
Progress Against Milestones	The organisation has been moved over to Office 365 and final issues to resolve relate to full rollout of Microsoft Teams
Risks	**Likelihood 2 Impact 5= 10**
Issues	a) Resource impact of COVID-19 19 on ICT and therefore capacity to deliver b) Staff willingness to learn new systems in current climate.
Stakeholder Engagement	Information and guidance produced to assist staff with implementation
Resource	Capacity of ICT
Anticipated Completion Date	Feb 2021
Comments	Closure Report to follow in New Year

Item	Amount	Date and Comments
Approved Budget		Forms part of the 'Document Management' /Office365 budget
Actual Spend to Date	£ 28, 629	
Projected Spend	£125k estimated	Per anum due to licence requirements of Office 365. Licence cost will vary a little depending on number of staff (leavers and starters)
Variance from Agreed Budget		

Delivery of Training to Staff

RAG status	Amber
Status	Software Improvements: Management
Benefits Identified and Anticipated Delivery to Target	Mandatory Training for Staff failing to achieve minimum standards of cyber security awareness. + External Trainer for Teams training.
Progress Against Milestones	Training has been prepared for the mandatory training. External Trainer has been recruited.
Risks	Cyber Security errors through lack of training: Likelihood: - 3 x Impact:- 5 = **Risk Score = 15** Lack of engagement with Teams through lack of training: Likelihood: - 3 x Impact: - 2 = **Risk Score = 6**
Issues	Resource availability
Stakeholder Engagement	
Resource	ICT
Anticipated Completion Date	End of current financial year
Comments	

Item	Amount	Date and Comments
Approved Budget	£5,000	
Actual Spend to Date	£5,000	
Projected Spend		
Variance from Agreed Budget	0%	