

**Appendix 3 - projects**

Children's Services: Projects						
Project	Target Date	Key progress and issues arising	On track - time (RAG rating)	On track - budget (RAG rating)	On track - outcomes (RAG rating)	Key project risks
<b>Portsmouth Education Partnership</b>	Ongoing	<p>The Portsmouth Education Partnership is now well established. At the last meeting of the Strategic Board in Q1 it was agreed to continue with the current structures but to rename the Operational Group as the School Improvement Board to better reflect its function. A summary of the PEP's achievements and how school leaders can get more involved has gone out to schools, together with a copy of the draft Education Strategy 2017 – 2020 which is now out for consultation – closing date of 22 Sept 2017. A 'glossy' summary of the strategy will be distributed during the summer.</p> <p>Bids to the Strategic School Improvement Fund Round 1 were submitted in Q1 – outcome will be known in Q2. A second round is likely to commence in Q2 (Oct)</p> <p>The Partnership and Schools Inclusion Manager will start in Q2 (Sept) and the PEP website will be launched in Q2 (Oct)</p>	Green		Amber	<p>Future funding support from the LA in 2018/19. The support the council has been able to provide has been crucial in getting the PEP off the ground. Further support will be needed but ultimately the success of the PEP will depend on buy-in from schools so that it becomes a school-led Partnership. More and more schools are becoming engaged and can see the value of the PEP - this augurs well for its future.</p>

<p><b>Planning and delivering sufficient school places for the city</b></p>	<p>Ongoing</p>	<p>Primary capacity remains very tight and a 30-place bulge class was required for September 2017 at Beacon View Primary Academy to take into account pressures in the Paulsgrove area. Overall surplus capacity at primary is &gt;2%.</p> <p>Secondary capacity is reducing as the increased primary numbers from the last few years flow through. By September 2020, the city will not have sufficient secondary places without further expansion of secondary schools. Feasibility works are being undertaken to inform future capital bids in Autumn 2017, linked to £3m DfE basic need funding allocation for 2019/20 and estimated basic need funding for 2020/21 and 2021/22. Due to the lead-in time for works, urgent action is now required to address capacity for September 2020 and beyond.</p> <p>The annual School Capacity and Places data return (SCAP) to the DfE is being compiled ready for Q2 - deadline end of July 2017. This will refresh the pupil forecasts and inform future actions and capital bids.</p>	<p>Amber</p>	<p>Red</p>	<p>Amber</p>	<p>Funding is required to enable secondary expansion works.</p> <p>DfE funding is lagged and future funding methodology from DfE could be subject to change.</p>
<p><b>Children's Social Care IT system replacement</b></p>						

Adults' Services: Projects						
Project	Target Date	Key progress and issues arising	On track - time (RAG rating)	On track - budget (RAG rating)	On track - outcomes (RAG rating)	Key project risks
<b>OPPD Systems Intervention</b>	January 2018	<p>EDIP for all existing practitioners is completed. Consistent completion of measures form is required.</p> <p>Begin the process of activating demand and capacity measures.</p> <p>Work to ensure measures are embedded, that their visibility becomes part of service culture, and that leaders have the information they need to act on the system and, where necessary, to Support, Educate and Develop, based on what they've learned from the measures.</p> <p>Re-draft the job profiles of ATMs and Team Managers, defining how systems-thinking leaders manage according to the principles and method. Discuss and consult with ATM and Team managers.</p> <p>Through Q3 work with operational leaders offering the opportunity to lead by using systems thinking principles.</p>	Green	Green	Amber	Time required for leaders to learn new roles.
<b>Health &amp; Social Care Blueprint</b>	January 2018	<p>Further working relationships with Solent NHS Trust based on co-location.</p> <p>Agree the Better Care Fund plan</p> <p>Remove blocks to referral and refer direct between professionals</p> <p>Review single assessment/care-plan arrangements and draft format</p>	Amber	Amber	Amber	Management capacity to lead the project. Agreement between ASC and Solent

						regarding format.
<b>Integrated Discharge Service (QA)</b>	September 2016	<p>This project has enhanced communication between agencies i.e. easier and quicker to speak to colleagues who share the same space. Improvements have been achieved due to working in the main hospital rather than just on-site as staff are working nearer the wards, improving travel times and making working with clients and families more effective. The medically fit for discharge numbers for Portsmouth have reduced, (additional locum staff have been made available to support the team) enabling the waiting list for assessments to reduce from 4 weeks to 10 days.</p> <p>Noise levels interfere with communication with families, carers colleagues and external agencies, due to the space being insufficient for the amount of staff. Productivity of staff is affected by the working conditions. This has been escalated to the Director of Adult Services for discussion and resolution with PHT. Significant management time has been used to work with staff to try and improve well-being, seek alternatives, but the environment remains not fit for purpose.</p> <p>The teams are now co-located in one area of the hospital but there is work to be done to improve the way staff work together. Some work to address this is planned for the Autumn.</p>	Green	Green	Red	The impact on working practice caused by the environment and different organisational agenda.
<b>LD systems intervention</b>		This is provisionally planned to re-start in October 2017, with the Corporate Intervention Team.				

<p><b>Transition between Swift / AIS and System 1</b></p>	<p>April 2018</p>	<p>In June 2017, TPP informed PCC that they would not be able to allocate resource to working on PCC data for a minimum of 6 months. This would place the transition plan date into March 2019, constituting a significant risk to PCC given that SWIFT/AIS support is being reduced and is likely to deteriorate by this time.</p> <p>Mitigation is planned by considering a 'green field' site solution whereby there is no migration of existing ASC data, which is stored separately to be updated as work with service users continues on the new system.</p>				<p>Transition being delayed. Staffing capacity to manage the project.</p>
<p><b>IGC project</b></p>	<p>September 2017</p>	<p>ASC is working with Housing colleagues who are setting up PCC managed domiciliary care in sheltered accommodation.</p>	<p>Amber</p>	<p>n/a</p>	<p>n/a</p>	
<p><b>Achieving Financial Balance</b></p>	<p>March 2018</p>	<p>Savings Plans have been submitted by service areas to achieve the overall balance. An additional impact on the budget in Q1 is the <a href="#">HMRC Tribunal Decision</a> announced in April 2017. Whilst the <a href="#">government has announced</a> it will waive financial penalties faced by employers retrospectively and has suspended HM Revenue and Customs enforcement activity concerning retrospective payment of “sleep-in” shifts by social care providers, until 2 October 2017, ASC have a potential to have to back pay providers providing LD Sleep in services across supported living schemes, This may reach £100k.</p>	<p>Red</p>	<p>Red</p>	<p>Red</p>	<p>See ASC financial summary below</p>

<b>Property and Housing Projects</b>						
<b>Project</b>	<b>Target Date</b>	<b>Key progress and issues arising</b>	<b>On track - time (RAG rating)</b>	<b>On track - budget (RAG rating)</b>	<b>On track - outcomes (RAG rating)</b>	<b>Key project risks</b>
<b>Dunsbury Park (Capital)</b>	<b>N/A</b>	Highways Works - complete 2015 Plot 2 (Fatface) complete 2016 Enabling works ongoing contract let anticipated completion 2018 Plot 4a - in negotiation anticipated completion 2019 Other plots 2019-2025	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Dunsbury represents a significant investment by PCC, the ability to attract tenants and recover that investment is partly dependant on the long term performance of the UK economy.</b>
<b>Limberline Phase III (Capital)</b>		24 <sup>th</sup> November 2016 Practical Completion 4 units currently vacant (out of 22) 12 month retention / defect period				
<b>Property investment Fund (Capital)</b>	<b>31 March 2018</b>	£133M committed. 10 Assets purchased with 1 further asset currently being developed under a forward funding commitment.	<b>Amber</b>	<b>Amber</b>		<b>Lack of suitable stock to acquire In house resource</b>
<b>Replacement Social Housing Schemes (Capital)</b>						

<b>Utilities Management and Investment in Solar PV (Capital)</b>						
<b>Horatia House &amp; Leamington House (Tower Blocks, LA Owned)</b>	N/A	Removal of Aluminium Composite Material (ALM) Cladding	<b>Amber (Part Removed)</b>	<b>Red (No budget allocated)</b>	N/A	Central Government do not fund removal costs re-cladding
<b>Site - Holybourne Road Name of Development - <u>Buriton Close</u> No. of Properties - 9 (4 x Houses, 5 x flats)</b>	September 2017	Project will complete 6 weeks later than planned due to Southern Water adoption process	<b>Amber</b>			
<b>Site - Blendworth Crescent Name of Development - <u>Steep Close</u> No. of Properties - 48 (20 x Houses, 28 x flats)</b>	April 2018	Project is due for completion 2 months earlier than planned	<b>Green</b>			
<b>Site - Arthur Pope House Name of Development - <u>Ivy Close</u> No. of Properties - 60 (9 x Houses, 51 x flats)</b>	June 2018	Project is due for completion 2 months earlier than planned	<b>Green</b>			
<b>Site - Kingsclere Avenue Name of Development - <u>Fred Francis Close</u> No. of Properties - 38 (30 x Houses, 8 x flats)</b>	February 2019	Project is due for completion 8 months later than planned due to s278 process	<b>Amber</b>			

<b>Wilmcote House</b>	7 Nov 2016	External Cladding, window and roof - overrun contract period	<b>Red</b>	<b>Amber</b>	Green	Contractor claims
<b>Victoria Lodge</b>	31 Jul 2017	Refurbishment of café - timescales to complete	<b>Green</b>	<b>Green</b>	Green	Overrun
<b>Stray Dogs - Options paper for Kennel feasibility Plan to contract out current statutory duty for stray dogs, retain current kennel and review income options</b>	ASAP	A Report is being prepared in response to a request by the Cabinet Member for Environmental & Community Safety for a report detailing Options with regard to providing a dog service including managing strays and will be presented to the Environmental & Community Safety Cabinet at the 27 <sup>th</sup> September meeting	G			

<b>Major Transport, Environment and Business Support Projects</b>						
<b>Project</b>	<b>Target Date</b>	<b>Key progress and issues arising</b>	<b>On track - time (RAG rating)</b>	<b>On track - budget (RAG rating)</b>	<b>On track - outcomes (RAG rating)</b>	<b>Key project risks</b>
<b>The Hard Interchange</b>	<b>May 2017</b>	Project complete	<b>Green</b>	<b>Green</b>	<b>Green</b>	Project complete in Q1
<b>Eastern Road Waterbridge</b>	<b>Oct 2017</b>	Scaffolding in place, preparation of the structure prior to painting.	<b>Green</b>	<b>Green</b>	<b>Green</b>	Decision on the acceptance of the bridge into the PFI highway network

						could present a risk to its future maintenance.
<b>North Portsea Island Flood Defence scheme</b>	<b>2022</b>	Contractor started work. Completion of existing phase 3 planned for 2019. Further phases completed by 2022.	<b>Green</b>	<b>Green</b>	<b>Green</b>	Disturbance to environmental habitats and unforeseen ground conditions could cause delay and additional costs.
<b>Southsea Flood Defence scheme</b>	<b>2026</b>	Designer appointed for all phases of the Southsea scheme. Development of outline designs and further public engagement is underway leading towards the Principle Design stage and planning permission.	<b>Amber</b>	<b>Green</b>	<b>Green</b>	The consultation and planning process could result in higher cost and unaffordable design solutions.
<b>Traffic Management Centre IT infrastructure upgrade.</b>	<b>Sep 2017</b>	All junctions have now migrated from old TELE 12 system to the new hosted platform.	<b>Green</b>	<b>Green</b>	<b>Green</b>	Extra cost incurred to develop links between the existing infrastructure and the new system to ensure effective working of the new system.
<b>Traffic signals optimisation programme (TSOP)</b>	<b>Dec 2017</b>	Tenders evaluated. Value engineering exercise with preferred bidder has reduced costs. Work to commence Q2.	<b>Green</b>	<b>Amber</b>	<b>Green</b>	Delivering the works within a short timescale whilst avoiding disruption to traffic flow especially during special events and other third party works.
<b>Eastern Corridor</b>	<b>Mar 2018</b>	Member briefing carried out. Further public engagement to commence. Construction of 'quick win' projects to start in Q3 of 2017-18	<b>Green</b>	<b>Green</b>	<b>Green</b>	Community concern over the scheme may cause delays and loss of funding.
<b>Anglesea Road/ Park Road junction improvements</b>	<b>Apr 2018</b>	The design is now complete and preparation of the tender documents is underway.	<b>Green</b>	<b>Green</b>	<b>Green</b>	The requirement for Network Rail approvals could delay the tendering process causing the start date to move back to spring 2018.
<b>Street lighting upgrade</b>	<b>May 2019</b>	Tender documents have been prepared and the strategy has been released for consultation.	<b>Green</b>	<b>Green</b>	<b>Green</b>	The consultation may result in additional works which will need to be agreed before proceeding.

<b>Culture and City Development Projects</b>						
<b>Project</b>	<b>Target Date</b>	<b>Key progress and issues arising</b>	<b>On track - time (RAG rating)</b>	<b>On track - budget (RAG rating)</b>	<b>On track - outcomes (RAG rating)</b>	<b>Key project risks</b>
<b>Transformation of D-Day Museum: Continue to deliver the 5 year transformation of the D-Day Museum start work on site (May 17)</b>		Completed removal of collections from site (19/5) Appointed main / base-build contract (19/5) Asbestos removed (16/6) Main contractor started on site (26/6)	<b>Green</b>	<b>Green</b>	<b>Green</b>	Capacity of in-house museum team Programme

		Detailed exhibition design underway (into August)				Finalising contract with Exhibition Designers
<b>Developing plans for the City Centre Infrastructure as part of the City centre masterplan</b>						
<b>City Deal : strategic development at the gateway to the city unlocking critical employment and housing land plus a country park at Tipner and Horsea island</b>						
<b>Multiple service database change – transition of Civica APP into the Uniform suite of products (IDOX) - extend the use of IDOX DMS to provide integrated document management</b>						
<b>Update the archive catalogue to Spydus 10 and develop web access by : Transfer LMS server to hosting civic server Implement E DI invoicing model Develop events booking functions Develop Volunteer access Develop Mobile app</b>						

<b>Implement registrars booking system</b>						
<b>Implement replacement coroners IT caseload management system</b>						

<b>Community and Communication Projects</b>						
<b>Project</b>	<b>Target Date</b>	<b>Key progress and issues arising</b>	<b>On track - time (RAG rating)</b>	<b>On track - budget (RAG rating)</b>	<b>On track - outcomes (RAG rating)</b>	<b>Key project risks</b>
<b>Delivery of the channel shift/digitalisation programme</b>	On-going	Revs forms are live; Housing Benefit Claim form has been launched, as have forms for waste. Capital bid/spend to save to be submitted in Oct 17 for next phase for programme.	Green	Green	Green	
<b>Implementation of Universal Credit (including the Local Support Framework)</b>	On-going	188 housing benefit cases to date have been cancelled due to claiming universal credit (since 28/03/2016). No Issues (DWP run programme). Full live service is planned for June 2018 for Portsmouth.	N/A	N/A	N/A	

<b>Tell Us Once</b>	Complete	Tell us once project complete, enabling PCC to offer service to customers reporting the death of a resident. Whilst this has been launched, an attempt is to be made to introduce this process further to include Portsmouth's housing service.	Green	Green	Green	

<b>HR, Legal and Performance Projects</b>						
<b>Project</b>	<b>Target Date</b>	<b>Key progress and issues arising</b>	<b>On track - time (RAG rating)</b>	<b>On track - budget (RAG rating)</b>	<b>On track - outcomes (RAG rating)</b>	<b>Key project risks</b>
Devolution/ combined authority	N/A	Ongoing dialogue at political level and with DCLG	NA	NA	NA	Dependant on political and governmental decisions
Business Intelligence	31/12/17	Testing of software underway	Green	Green	Green	Complex project involving Finance and IS as well as HR. Risks around

						technology, data conversion and management buy-in
Apprenticeship levy (potential cost c£700k per year)	31/3/18	Framework contracts being let for array of training provision. Work ongoing with services to identify opportunities for apprenticeships	Green	Green	Green	Risk of not having sufficient training providers to meet demand. Also risk of having insufficient job roles suitable for apprenticeships
Replacement of learning management system	31/3/18	Currently out to tender for new system	Amber	Green	Green	Implementation and data conversion risks
Military Covenant	31/3/18	Covenant officer now in post. Application submitted for MoD Gold Award for employers (outcome awaited)	Green	Green	Amber	Depends on multi-agency working
Workplace Wellbeing	31/3/18	Bid being prepared to Public Health Transformation Fund for additional capacity. Wellbeing strategy being developed	Green	Green	Outcomes to be defined	Need to define outcomes and means of measurement to ensure value for money of spending

<b>Finance and IS Projects</b>						
<b>Project</b>	<b>Target Date</b>	<b>Key progress and issues arising</b>	<b>On track - time (RAG rating)</b>	<b>On track - budget (RAG rating)</b>	<b>On track - outcomes (RAG rating)</b>	<b>Key project risks</b>
<b>Municipal Energy Company</b>	<b>July 2018</b>	Outline business case approved by Cabinet 27 July 2017 to set up a Joint Venture company and become a licensed energy supply company	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Independent review of financial business case. Underachieve target uptake.</b>
<b>Purchase 2 Pay roll-in</b>	<b>Ongoing</b>	Further intervention to focus activity. Processes embedding and backlog reduced	<b>Amber</b>	<b>N/A</b>	<b>Amber</b>	<b>Inaccurate data from services</b>
<b>Business intelligence</b>	<b>Phase 1 - summer 17</b>	Finance professionals rollout September 2017 HR rollout October 2017 School professional user rollout October 2017	<b>Green</b>	<b>Green</b>	<b>Green</b>	
<b>Employee benefits portal</b>	<b>ongoing</b>	Launch of AVC wise across Council	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Take up Legislative changes</b>
<b>Property investment Fund</b>	<b>ongoing</b>	Started work on Portsmouth Retail Park at North Harbour	<b>Green</b>	<b>Green</b>	<b>Green</b>	
<b>Hampshire community bnk</b>	<b>ongoing</b>	Continue to work with HCB to develop the bank to a point where they can apply for a licence	<b>Amber</b>	<b>Green</b>	<b>Amber</b>	
<b>Internet upgrade</b>	<b>December 2017</b>	System migrations almost complete, two systems remaining; planning on going for migration of network connections	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Disruption to services during migration</b>

<b>TPP – ASC</b>	<b>October 2018</b>	New technical approach to be taken - development of 'greenfield' instance rather than import of historical data. Reviewing resulting overall plan and costs changes with supplier. Reviewing resulting internal resource changes with Service.	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Coordination of two suppliers - case work database and financial data</b>
<b>Children's SWIFT/CCM System Replacement</b>	<b>October 2018</b>	Early phases of project planning are developing the overall plan, including target date; Procurement specification in development with the customer; Procurement framework verified; Work practice analysis on going with project team	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Data migration from Swift</b>
<b>Upgrade obsolete IT service management software – self-service etc.</b>	<b>November 2017</b>	Test environment made available to IT Service; ADFS authentication in place Supplier contract sign IT Service Catalogue and associated SLAs under development Development workshops commence August	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Coordination of resources for development workshops</b>
<b>EBS complete infrastructure to refresh moving to virtual servers</b>	<b>29<sup>th</sup> August 2017</b>	Installation complete; User Acceptance Testing successful and complete; Disaster Recovery exercise scheduled	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>DR exercise highlights issue(s)</b>
<b>Bring Your Own Device</b>	<b>To be determined</b>	Business Partners verifying demand from Services; coordination with corporate mobile offering	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Identification of detailed requirements</b>

<b>Port Projects</b>						
<b>Project</b>	<b>Target Date</b>	<b>Key progress and issues arising</b>	<b>On track - time (RAG rating)</b>	<b>On track - budget (RAG rating)</b>	<b>On track - outcomes (RAG rating)</b>	<b>Key project risks</b>
<b>Berth 4 Linkspan Replacement</b>	March 2018	Contract awarded. Linkspan being designed / built.	Green	Green	Green	Delay in completing design, delivery and installation.
<b>Port Expansion (Cruise)</b>	March 2021	Business case being developed which includes ship simulation, identifying infrastructure requirements and market potential.	Amber	Amber	Amber	Ability to attract new cruise liners to Portsmouth.