

Appendix 3 - Projects

Project	Target Date	Key progress and issues arising	On track - time (RAG rating)	On track - budget (RAG rating)	On track (RAG rating)	Key project risks
CHILDREN'S SERVICES						
Embedding restorative practice across the city, including in schools						
Develop strengthened partnership arrangements for safeguarding children and young people in the city, building on the strong foundations of the Portsmouth Safeguarding Children Board (PSCB) arrangements						
Full implementation of the ECHO service	Sep 18	This is now started and the offer is live	GREEN	GREEN	GREEN	
Implementing an enhanced Family Safeguarding model of practice	Dec 18	The SW manual and the specialist modules are being written.	GREEN	GREEN	GREEN	
Implementing more structured restorative intervention	Dec 18	AS above	GREEN	n/a	n/a	

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pathways in social care using a manualised approach for tighter intervention periods						
Improving reunification practice through better parallel planning and use of restorative circles and Family Group Conferences	ongoing	Voluntary sector service in place to support re-unification. Need to increase numbers	AMBER			
Implement expert "Trauma-informed" approaches to supporting children and young people in our care, designed to repair harm they have experienced	Mar 2019	Training starts October 2018. Contract in place with Coram/ Tavistock and local clinician appointed to lead the approach.	GREEN			
Establish a reception centre for unaccompanied asylum seeking young people	Sep 2019	Specification is being developed and financial modelling being explored	AMBER			
Implement a new placement sufficiency and commissioning strategy for all LAC, including strengthening and diversifying our in-house foster care service, improving placement matching to make better use of in-house residential care, and	ongoing	Strategy in place - component parts being progressed	AMBER			

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implementation of the Staying Close project						
Implementation of new Regional Adoption Agency from April 2019	April 2019	Cabinet decision achieved in June 2018.	Green	Green	Green	
Implement new case management system for social care and early help	Autumn 2018	Delays through procurement process... go live date now April 2019	AMBER			
Deliver strategy to boost recruitment and retention of teachers in the city		Requires cross-council input - in discussion with members	AMBER	AMBER	AMBER	
Refresh the strategy to improve school attendance including a high-profile public campaign from Summer 2018		The School attendance strategy is being refreshed and a behaviour change campaign is underway, including a targeted publicity campaign to be rolled out during the autumn term.				Secondary school overall and persistent absence continued to rise. The publicity campaign is being tested to maximise impact.
Continue to encourage all schools to join a strong multi-academy trust						

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<p>Implement recommendations of the 2017/18 strategic review of SEND, including securing a new free school for children with autism and challenging behaviour</p>		<p>All of the actions arising from the recommendations in the SEND Strategic Review have been incorporated into the 9 ambitions within the SEND 0-25 Joint Commissioning Plan. Accountability for delivery of these actions will be to the SEND 0-25 Joint Commissioning Group. At key parts in the development and roll-out of this plan, we will ensure the right decision-making body is engaged - e.g. schools forum, CCG Clinical Committee, LA Cabinet. All actions are on track.</p>				<p>There is increasing pressure on the High Needs funding within the Dedicated Schools Grant which means that it will be difficult to fund any additional provision required to meet the growing need.</p>
<p>Review and strengthen Alternative Provision arrangements in the city</p>		<p>Successful Portsmouth Education Partnership bid for DfE innovation funding over 2 years to improve the reintegration of pupils at Key Stage 3 from AP into mainstream or special school placements.</p>				<p>Pressure on school budgets are leading to increasing difficulties in meeting the needs of students who require additional support to what is ordinarily available.</p>

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<p>Refresh the transformation plan for children and young people's mental health and emotional wellbeing</p>						
<p>Continuing to improve the quality of education at LA maintained schools prioritised for support and working with the RSC to ensure improvement at academies where necessary</p>						
<p>Delivering expansion of secondary schools to meet need for additional places</p>		<p>There are four expansion schemes in place, which are all progressing in line with the project programme and to budget. All four schemes will deliver additional places by September 2020.</p>				<p>There are consequential works at ALNS in relation to moving the nursery within the site, which are being explored and may add minor additional costs to that project.</p>

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Health & Social Care Blueprint	End 2018	Integrated Working Localities Intervention commenced in the first quarter. Experimentation phase commencing late Aug 18, leading to pilot in South locality	Amber	Amber	Amber	Staffing capacity within the redesign phase. Structural/organisational barriers to the required change
Transition between Swift / AIS and System 1	Revised to end March 2019	The project plan has been revised in accordance with what is needed to deliver against project and delivery outcomes, and has involved a comprehensive analysis of requirements, resource, dependencies and risk. Business requirements have been mapped and agreed. Data migration and archive solutions to be agreed. Technical configuration underway.	Red	Amber	Red	Finance have identified a number of options to address overspend. Rated as red re time but project now significantly improved in terms of rates of progress as a result of comprehensive analysis around

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Project	Target Date	Key progress and issues arising	On track - time (RAG rating)	On track - budget (RAG rating)	On track (RAG rating)	Key project risks
			Red	Yellow	Red	project requirements.
Achieving Financial Balance	March 2019	The financial outturn for 2018/19 is currently projected to be £3.1m in excess of the current Portfolio cash limit. Adult Social Care are developing a long term strategic plan and care model for the service, which will seek to enable the service to become financial sustainable in the future within its available resources.	Red	Red	Red	ASC continues to operate in a challenging budget environment, with considerable market instability and the increasingly complex needs of people who have care and support needs. Savings Plans have been

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						<p>submitted by service areas.</p> <p>Current overspend is as a result of the ongoing cost pressures within Daycare and Supported Living following their restructuring in 2016/17. This also reflects the ongoing pressure as a result of the closure of residential homes in the city.</p> <p>The overspend is also driven by the current pressures</p>

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Project	Target Date	Key progress and issues arising	On track - time (RAG rating)	On track - budget (RAG rating)	On track (RAG rating)	Key project risks
						arising from meeting the regulatory standards within PCC's residential units.

Accommodation strategy	April 2021	<p>Promotion of independence through transformation of Learning Disabilities (LD) housing/support.</p> <p>Occupational Therapist (OT) now recruited.</p>	Green	Green	Amber	<p>Housing issues and handover dates may vary. Service continues to provide hotel accommodation for one young service user due to a lack of suitable alternatives. Service is working with housing options on a long-term</p>
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						<p>solution but also exploring interim options.</p> <p>Service is becoming aware of a small, but significant, number of children due to transition within 3 years who have very complex (and costly) care packages.</p>
Domiciliary Care - Intervention	Commenced end of Qtr 1	Comprehensive analysis of Domiciliary Care system using systems thinking method for review.	Green	Amber	N/A until Redesign	Potential resource issues re redesign phase. Options being explored.
Project Officer	June 18	To support Transformation Fund Projects. Now in post.	Green	Green	Green	Complete

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Telecare	June 2018	Support to Discharge Service to reduce packages of care/support and enable people to go home with the help of assistive technology. Development of assistive technology strategy and development of Board to ensure delivery.	Green	Green	Amber	Ensuring resource is known/utilised effectively (development of Assistive Technology Strategy and subsequent promotion plans will address this)
Oakdene	Dec 2019	Accommodation provision for people with mental health needs. Ongoing discussions re planning and cost. Purchase not yet agreed. Additional funding discussions continue to obtain best value.	Red	Red	Red	Negotiating relevant funding and delay to project
Transition Beds for Edinburgh House	In operation	Service providing short stay beds following a person's discharge from acute services prior to arranging a longer term package of care, or to enable a 'step up' from the community to cover a crisis before returning to their previous level of independence back home. Not now continuing with these due to the unavailability of wrap around	Green	Green	N/A	Project Completed

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		therapy and support. Short term beds are being spot purchased through Portsmouth Rehabilitation and Re-ablement Team (PRRT) as and when required. Wider system work underway to establish clearer pathway				
New Models of Care (NMoC)	In operation	<p>Development of Community Independence Service (CIS) to increase re-ablement and rehab capacity whilst adding in house carers to be able to rapidly respond to people in crisis. The purpose being to keep people independent for longer thus reducing long term care (domiciliary and residential / nursing).</p> <p>In Quarter 1 the development of key metrics that provide an accurate picture of reducing demand for health and care service, to achieve sustainability after transformation funding, was completed</p>	Amber	Green	Amber	<p>If service is not able to help reduce avoidable hospital admissions then demand for ASC services will increase.</p> <p>Service needs community focus and work to reduce long term pressures that result from demand from the acute hospital.</p>
Review of high cost packages of care		Resource to ensure that those with more complex needs have access to	Green	Green	Green	Identifying available skilled resource.

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		the right care from the right organisation.				
Project Bridge		Part One - 3 years funding to facilitate the Voluntary and Community Sector (VCS) and the Local Authority coming together as a consortium. Part Two - development and delivery of VCS sitting service provision (funding for 1 year then plan to be self-sustaining)	Red	Green	Amber	Recruitment of sufficient volunteer resource

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
Horatia House & Leamington House - strengthening, recladding, install of sprinklers	Late August / September	Initial feasibility work highlighted an issue with concrete strength in both blocks leading to a decision to rehouse both blocks (see below).	GREEN	RED	N/A	Central Government (MHCLG) have confirmed that grant will be available for recladding works only.

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<p>(total package of works) (Tower Blocks, LA Owned)</p>		<p>Feasibility to strengthen commissioned study is being undertaken to evaluate options for strengthening, re-cladding and installing sprinklers to both blocks</p>				
<p>Horatia House & Leamington House Decant (Tower Blocks, LA Owned)</p>	<p>Spring 2019</p>	<p>Rehousing 250 households - commenced June 2018</p>	GREEN	AMBER	N/A	<p>Funding for the home loss payments and rehousing costs. Impact on the housing waiting list.</p>
<p>Water Safety Management System</p>	<p>1 April 2019</p>	<p>A review of the legionella policy has identified areas for improvement in the water safety management system for PCC (in relation to all assets). A water safety group is being established to manage implement the new policy. The Water Hygiene Centre (independent experts) will audit the water safety plan which will be reported to GASC via Internal Audit. For Q.2 performance reporting from the plan will form a separate performance report to GASC.</p>	GREEN	N/A	GREEN	<p>Risk is not implementing policy impacts on risk prosecution</p>
<p>New Electrical MTC</p>	<p>1 April 2019</p>		GREEN			<p>Risk non-compliant contract is not retendered on time</p>

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Contract		Retender the SSE contract to commence 1 April 2019,		N/A	GREEN	or impact on service provided (electrical work corporate assets)
Replacement Social Housing Schemes (Capital)						
(3 in total - see below):						
Site - Blendworth Crescent Name of Development - <u>Steep Close</u> No. of Properties - 48 (20 x Houses, 28 x flats)	August 2018	Project will complete on the contract date of 25 th June 2018	GREEN	GREEN	GREEN	Portsmouth Water connection delay of 7 weeks with revised completion date of 13 th August 2018.
Site - Arthur Pope House Name of Development - <u>Ivy Close</u>	July 2018	33 units will handover early on 30 th April with remaining 27 units handing over on contract completion date of 18 th June 2018	GREEN	GREEN	GREEN	Bad weather delay of 5 weeks with revised completion date of 16 th July 2018.

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<p>No. of Properties - 60 (9 x Houses, 51 x flats)</p>						
<p>Site - Kingsclere Avenue Name of Development - <u>Fred Francis Close</u> No. of Properties - 38 (30 x Houses, 8 x flats)</p>	<p>March 2019</p>	<p>Project started 8 months later than planned due to delays with HCC and the s278 process. Project now proceeding as per the contractors target programme.</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>The contractor is hinting at a slightly earlier completion, but this won't be reported until we are sure it can be achieved.</p>
<p>Wilmcote House - Refurbishment</p>	<p>7 Nov 2016</p>	<p>External Cladding, window and roof - overrun contract period Completion on track for late August/Early September 2018.</p>	<p>RED</p>	<p>AMBER</p>	<p>GREEN</p>	<p>Contractor claims extension of time and delays to let vacant properties Expected Completion Date is Late August / Early September 2018.</p>
<p>Universal Credit Full Service roll-out in</p>	<p>Sept 2018</p>	<p>Only single, first time tenants who do not have children were eligible for Universal Credit (UC) up to 31/12/2017.</p>	<p>GREEN</p>	<p>N/A</p>	<p>N/A</p>	<p>The dates for the rollout and other changes to UC may affect our plans.</p>

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<p>Portsmouth and Havant</p> <p>DWP scheme, PCC role is to support our residents with the changes and ensure our staff are trained.</p>		<p>Roll-out for new claimants <u>only</u> of most other household types has been fixed as 26 September 2018 in Portsmouth and 28 November 2018 in Havant. Government has also revised the "Seven Waiting Day" rule, agreed that Housing Benefit payments will roll-on for two weeks for new UC claimants and agreed earlier availability of loans thereby reducing the financial risk. Staff training and tenant awareness raising is planned</p>				<p>Date is currently holding.</p>
<p>Sheltered Housing Care Provision - currently running a trial at Ian Gibson Court to provide care to residents in a new way</p>	<p>Nov 2018</p>	<p>Pilot project underway whereby PCC directly employs staff to provide ASC funded/arranged packages of care to residents of Ian Gibson Court.</p> <p>Evaluation complete - proceeding to decision to sustain the model at the scheme and consider a wider roll out to other schemes.</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Final costs outcome will depend upon the final model of provision.</p> <p>However these costs will likely be mitigated by consistent and better managed care provision.</p>
<p>Revise the accreditation scheme for the</p>	<p>August 2018</p>	<p>To look at the current problems associated with the private rented market and then then see if a</p>	<p>GREEN</p>	<p>GREEN</p>	<p>AMBER</p>	<p>Mandatory licensing has been increased for some smaller</p>

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<p>private rented sector</p>		<p>consultation is required under Section 56 and 80 Housing Act 2004</p> <p>Additional licencing will end in August and mandatory licencing will start in October. During Q2 landlords of existing properties will be made aware of the new process for mandatory licencing, with licences needing to be issued, or in process with the council by the end of September</p>				<p>HMO, which will affect the decision concerning the possible implementation of a designation area for additional licencing under section 56 Housing Act 2004. More likely for a smaller area to be licenced under section 56 as the concentration of HMO's in certain areas is considered high and would satisfy the requirements to consider this action.</p>
<p>Waste Collection Contract Extension decision (contract period ends 30 Sep 2019 with</p>	<p>Jul 2018</p>	<p>Currently working on appraisal of options with regard to extending or procurement</p> <p>Consideration required regarding the future approach to waste collection (trials ongoing)</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Contract extension to September 2021 now approved</p>

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<p>option to extend for 2 years)</p>		<p>June 2018 - Variation of Contract Extension is currently with Legal Services</p>				
<p>Sustaining the High Street Wardens / Increasing the number of Community Wardens</p>	<p>Oct/Nov 2018</p>	<p>Portfolio reserves have been made available to recruit four new High Street Wardens who have the purpose of helping to keep the city safe, clean and tidy. Team in place from April 2018 evaluation shows positive impact. Administration keen to retain the HSW and expand the wider community warden team.</p> <p>Project underway to secure funding to sustain and expand the service for 1 - 2 years.</p>	<p>GREEN</p>	<p>AMBER</p>	<p>N/A</p>	<p>The service is a non-statutory service and there remain challenges in finding long term funding for the service.</p>
<p>Trial of wheelie bins for rubbish</p>	<p>End of 2018</p>	<p>Waste Management are rolling out the provision of wheelie bins for rubbish to suitable areas across the city. The aim is to tidy streets by containing rubbish, to constrain the amount of rubbish produced and increase the amount which is recycled.</p> <p>It began in 2016 in Highbury, and has since been rolled out in Paulsgrove in Q2, and in Hilsea in Q3. Two further areas will be provided with bins and then the success will be assessed.</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>The main risks are:</p> <p>That the positive impacts upon rubbish and recycling are not seen in other areas.</p> <p>Decision to roll out further wheeled bins taken 4 July 2018</p>

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		<p>To date the amount of rubbish collected in these has reduced by approximately 15%, which has positive impacts on the environment and the finances of the council. Q4 roll outs in North End and Somerstown - similar reductions in collected tonnages as other rollouts. One further roll out in Milton is completed.</p> <p>July 2018 - Decision made to roll out wheelie bins to the remainder of the city - starting late September to late November, team are currently preparing for this and a detailed schedule for the roll out.</p>				<p>Work underway to prepare a detailed roll out plan</p>
<p>Preparation for the Implement of the Homelessness Reduction Act 2017.</p>	<p>April 2018</p>	<p>Housing Options are preparing for the introduction of the Homeless Reduction Act 2017. The Act will extend the statutory homeless duties to include a prevention duty.</p> <p>Key Issues in the Implementation plan are</p> <ul style="list-style-type: none"> • Increasing staff resources • Improving the skill sets of front line staff and managers • Improving the legislation knowledge of front line staff and managers • Adapting IT to manage the new stages and reporting requirements 	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Key risks as the changes embed are</p> <ul style="list-style-type: none"> • Relationships with Private Sector Landlords to increase options • Workload pressures (mitigated by additional staff)

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		The Project was completed during April 2018				
Waste and Safe, Clean & Tidy IT system development	October 2018	Following interventions into these areas, new IT systems are being developed for the collection and allocation of work. These will enable the customers and staff to log demand in an effective and efficient way. They will also interconnect with the PCC website and My Portsmouth App. Work is being undertaken with no additional resources.	GREEN	GREEN	GREEN	The project relies upon the Channel Shift team, who could be redirected onto other work. The exact timetable for introduction depends upon workloads, and the success of testing On track to be delivered shortly
Rough Sleeping and Street Sleepers Strategy	October 2018	The work builds on the foundations established to address the issue of rough sleeping in the city. The Homeless & Rough Sleeping Strategy Programme Manager's post is funded until March 2019. The post is coordinating the development and delivery	GREEN	GREEN	GREEN	Portsmouth's work in addressing the issues of rough sleeping has attracted MHCLG

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		<p>of a strategy which will lead to a recommissioning of services to move from a provision of shelter to one that links support & accommodation (Q.1 2019)</p> <p>Strategy drafted and goes for decision in September 2018 following which there will be a launch.</p>				<p>funding for 2018/19. Additional funding will be available in 2019/20.</p>
<p>Voids and Allocation Intervention</p> <p>(Review of the housing services management of void properties)</p> <p>Key aim is to identify efficiencies and reduce the end to end time.</p>	Early 2019	<p>Scoping complete. Check phase due to complete August 2018. Assuming the intervention team move into redesign, new ways of working should be ready to launch in Q.1 2019)</p>	GREEN	GREEN	GREEN	<p>Check presentation scheduled to be delivered first week of August.</p>
<p>Additional Borrowing for the</p>	Sept 2019	<p>The government announced on the 26th June a programme that allows qualifying local authorities to bid for additional borrowing to enable local authorities to</p>	GREEN	N/A		<p>Potential opportunity to build additional council</p>

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<p>Housing Revenue Account</p>		<p>build new council homes. Qualifying local authorities are those identified in high affordability pressure areas, where the difference between social rents and private rents is more than £50 per week. Authorities can bid for borrowing ability to meet local need.</p> <p>Portsmouth is a qualifying local authority and we are looking to submit a bid by the closing date for submissions which is the 7th September. The minimum bid value should achieve a development of at least 65 units but it for local authorities to determine the level of bid they wish to make identifying in the process development sites which can be used. The results of bids will be announced in the autumn with the additional borrowing made available from April 2019.</p> <p>The link below takes you to the specific prospectus and the detail for this initiative.</p> <p>https://www.gov.uk/government/collections/additional-housing-revenue-account-borrowing-programme</p>				<p>housing using HRA owned sites.</p>
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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
<p>Deliver a new community in the Tipner masterplan area, including a minimum of 1,250 new homes and a marine and maritime hub.</p>	<p>Start on site 2020</p>	<p>The most appropriate route to take forward the development of this site is through the forthcoming Local Plan. Public consultation is planned for autumn 2018 with the aim of making a formal planning application in mid-2019 for the site infrastructure and development phase one.</p> <p>Detailed work is being carried out with the Environment Agency and Natural England, regarding the ecological impact of the development.</p>	<p>A</p>	<p>G</p>	<p>A</p>	<p>The ecological aspects of the project may require mitigation and replacement of ecological habitat in the harbour area which could increase the time taken to complete this stage.</p> <p>The planning application is dependent on the Local Plan timetable so any slippage will</p>

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						impact on this project.
Development of City Centre North and highway infrastructure.	Start on site Q3 2019	<p>The planning application determination for the City Centre Road is being carried out by Hampshire County Council.</p> <p>Procurement for the Early Contactor Involvement and the Stage 2 Design and Build contractor has commenced.</p> <p>The Supplier Selection Questionnaire interviews have been completed. Invitation To Tender is planned for issued by the end of Q2.</p> <p>The Major Road Network and the Transforming Cities Fund bids have been submitted.</p> <p>Early engagement with potential developers / land owners within the city centres will begin in Q2 for the development of City Centre North.</p>	A	A	A	<p>Securing funding and planning permission.</p> <p>Ensuring ongoing stakeholder support for this key regeneration scheme.</p>
North Portsea Island Flood Defence scheme	2022	<p>Phase 3 is under construction at Tipner. Completion is expected in Autumn 2019. Detailed design for the remaining phases is nearing completion. Efficiency savings have also been achieved on the project so far.</p>	G	G	G	<p>Unforeseen ground conditions and significant areas have caused some delay and resulted in additional work. The overall project</p>

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						within budget and time.
Southsea Flood Defence scheme	2026	<p>The Design Development phase is complete with work well underway on the Principle Design phase. This will conclude with a planning application and submission of the Full Business Case to the Environment Agency, DEFRA and the Treasury for approval of the construction funding.</p> <p>Public Consultation is underway on principle design options.</p>	G	A	G	<p>Scheme affordability under the Environment Agency's Partnership Funding system continues to be a risk. Additional funding will be required to contribute towards the overall scheme and to fund additional public realm improvements and enhancements identified as an objective/outcome of the scheme.</p>
Dunsbury Park	2018	Enabling works completion is July 2018.	G	G	G	The Dunsbury Hill development represents a significant
	2018	Plot 3a is let to VW Breeze Group. Expected completion December 2018.				

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	<p>2019</p> <p>2019-25</p>	<p>Plot 3b is a speculative unit. Expected completion is spring 2019.</p> <p>Planned letting and completion of other plots.</p>				<p>investment by PCC. The ability to attract business tenants and recover that investment is partly dependent on the performance of the UK economy.</p>
<p>Eastern Corridor phase 2 and central corridor feasibility</p>	<p>Mar 2020</p>	<p>Eastern Corridor:</p> <p>Construction of the small works schemes is underway.</p> <p>The two larger schemes on Milton Common are undergoing feasibility works (due to contaminated land) and are due to start in 2018/19.</p> <p>Phase 2 feasibility study regarding widening the carriageway widening is underway.</p> <p>Central Corridor:</p> <p>A workshop to review aspirations for the central corridor will be held in July 2018. Consultations to follow.</p>	<p>A</p>	<p>A</p>	<p>G</p>	<p>Information regarding the route of key utilities is being reviewed with the utility companies and assessed against the proposed design. We will need to review the project if the impacts of the utility apparatus on the proposed design are significant and a</p>

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						<p>redesign is required.</p> <p>Gas monitoring for Milton Common Cycle path may mean that the proposed safe working method could increase/decrease the construction cost.</p>
Anglesea Road/ Park Road junction improvements	Apr 2018	The new crossing is planned for installation in early September 2018. Demolition of the abutments is currently on hold.	A	A	G	There remains a risk to the budget. Once the crossing is complete, project to be reviewed.
Street lighting upgrade	May 2019	2,600 of the 14,500 lights planned have been installed to date (18% of project complete).	G	G	G	Achieving agreement to the necessary changes to the PFI contract.
Cathodic protection project at the	Autumn 2019	Cathodic repairs are required to mitigate the effects of the Hard's structure's continued exposure to salt water. This will prolong its life and	G	G	G	The works are specialised in nature and various

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<p>Hard Interchange. Sub structure improvements</p>		<p>ensure that future maintenance costs are considerably reduced.</p> <p>Work will comprise investigation, procurement and construction.</p> <p>Once installed, the Cathodic Protection will be monitored in-house through remote technology.</p>				<p>alternative systems are available each providing different levels of protection. If there is a late decision to upgrade to an enhanced protection system the cost will rise. This will be mitigated through a thorough initial investigation and appropriate design.</p> <p>If no protection is put in place progressive corrosion of the structure will occur resulting in the extra cost of concrete repair work. Early installation of cathodic protection</p>
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						will mitigate this risk.
MMD Commercial Port site improvements.	Dec 2019	<p>Grounds investigation and site work is complete. Full funding has been approved.</p> <p>The demolition works are out to tender.</p>	G	G	G	<p>There is a budget risk if tendered prices for the main construction works come in higher than expected. Mitigation measures will include de-scoping and value engineering.</p>
International Port Berth 2 levelling	June 2020	Soft market testing has taken place, and agreement reached on the procurement strategy.	G	G	G	Preparing accurate budget estimates for the funding. The mitigation is to approach suppliers and request they provide a high level cost estimate.
International Port Berths 3 and 4 replacement of	June 2020	The consultancy, Atkins, has been appointed for the outline design activities and has produced a Design Basis Statement.	G	G	G	Preparing accurate budget estimates for the funding.

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<p>Passenger Boarding Bridge</p>						<p>Mitigation is to approach suppliers and request they provide a high level cost estimate.</p>
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<p>Successful delivery of the landing Craft tank project working in partnership with the National Museum of the Royal Navy (NMRN) on the development phase of the</p>	<p>November 2018 award</p>	<p>The application to the HLF was submitted in June 2018 for £4.5 million PCC contribution £84,000 and outcome known in October. A planning application to be submitted for Q2 and review of implications for on any existing leases in existence in this vicinity</p>	<p>AMBER</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Maintenance is a risk of this project if the HLF bid is successful and the finer detail of the operational will be discussed</p>

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Landing Craft Tank						with our partners NMRN
Complete Beach huts - capital build lumps fort	March 2019	Capital bid of £50k is secured in capital round. Intend opportunity will be developed to publish this project on Intend in Q2	AMBER	GREEN	AMBER	
Complete the cemeteries strategy	December 2018	Research and benchmarking completed in Q1	GREEN	GREEN	GREEN	
Delivery of Health and Wellbeing project funded from the Public Health Transformation Fund, over four-year project with a value of £174,000 which	2021	£174,000 secured from the Public Health Transformation Fund April 2018.	GREEN	GREEN	GREEN	

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<p>will create health hubs in libraries across the city to support and improve the health and wellbeing of residents and to deliver the Libraries universal offer to support health and wellbeing</p>						
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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
COMMUNITY AND COMMUNICATIONS						
<p>Delivery of the channel shift/ digitalisation programme</p> <p>This is a corporate capital programme, which is in its second phase. The programme aims to deliver both financial benefit and improvements to customer service.</p> <p>Key objective for 2018/19 are:</p> <ul style="list-style-type: none"> • Deliver year one of programme plan 	<p>On-going</p>	<ul style="list-style-type: none"> • Ground Floor Reception alterations delivered • Year One plan scoped and resourced • Revised website plans 	Green	Green	Green	<ul style="list-style-type: none"> • Resources from services available to agree work and undertake UAT • Specialist resource availability • Changing priorities

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<ul style="list-style-type: none"> Achieve year one benefit realisation 						
<p>Implementation of Universal Credit (including the Local Support Framework)</p>	<p>On-going</p>	<ul style="list-style-type: none"> Digital support planned to run through libraries/VCS Further working with VCS to support residents. Support through Civic Offices to UC customers. <p>Full service roll out is anticipated to be September 2018 for Portsmouth. We have recently been advised that full migration of relevant housing benefit caseloads has been put back to 2023.</p> <p>In Q2 2018/19 we plan to start forecasting the impacts of HB caseload reducing, taking into account that the delivery of support of UC access channels is such, that the workload may in the short to medium term be greater, despite the reduced caseload.</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<ul style="list-style-type: none"> Department for Work and Pensions delaying the full service go live date and full migration.
<p>Voluntary sector partnership develop:</p> <ul style="list-style-type: none"> Deliver the HIVE building project - Dec 18 Deliver HIVE Co-operative/ Alliance - including governance arrangements. - April 2019 	<p>On-going</p>	<ul style="list-style-type: none"> HIVE site has now been agreed and work on project scope has commenced Alliance model co-design underway Toolkit in production - marketing plan approved Pilots on infrastructure support underway SE post funding approved 	<p>Green</p>	<p>Green</p>	<p>Green</p>	<ul style="list-style-type: none"> VCSE don't buy in to the new ways of working: mitigate by senior leadership and key influencers in the sector. Key players from the VCS leave: mitigate by working with the

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<ul style="list-style-type: none"> • Produce HIVE (Asset Based Commissioning Strategy) Strategy for partnership work. - April 2019 • Deliver Project Bridge Toolkit. - September 2018 • Deliver access and information interactive map. - July 2019 • Provide Infrastructure support. - April 2019 • Publish City Priority Standards. - October 2018. • Develop SE market - Resource from September 2018 Review and deliver volunteer capacity to support PCC Services. • Run 4 x Project Bridge per annum • Run 4 x VCSE Support Sessions per year 						<p>sector on succession planning and partnership working.</p> <ul style="list-style-type: none"> • Funding sources for the VCS reducing: mitigate by investigating opportunities re bid writing and CLT. • Statutory partners not buying in to this new way of working: mitigate by senior leadership, • Leadership capacity mitigated by building resilience in core VCSE Team and facilitating relationships. • Political influences mitigated by communication, engaging and evidencing.
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<p>General Data Protection Regulations:</p> <p>To ensure the Council complies with the GDPR and new Data Protection Act which came into force 25 May 2018. To avoid monetary penalties for non-compliance.</p> <p>To deliver all training and communications detailed in the GDPR project plan by 25 May 2018.</p> <ul style="list-style-type: none"> To review all Information Asset Register Spreadsheets by 25 May 2018 and provide each business area with an action plan To provide access for all Information Asset Owners and co-ordinators to the Electronic Information Asset Register by 30 June 2018 to enable them to 	<p>On-going</p>	<p>Review of Information Asset Register is complete. Meetings still to be held with Legal Dept. & PCMI to discuss actions.</p> <p>Tutorial for those who will be given access to the information asset register has been written and approved. Issues with the Electronic Information Asset Register have been fixed and the Programme manager is in the process of arranging for individuals to have access.</p> <p>The team has been working with departments to update privacy notices and the majority of these have been done and are online for each business area. The article was included in Flagship in April as agreed.</p> <p>Training and communications have been shared with all partners as planned. A further visit to PCMI is scheduled for 18 July to review their information asset register.</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<ul style="list-style-type: none"> Lack of resource to carry out the work Inability to get providers of systems to make changes that allow us to be compliant Cost of making system changes <p>Mitigating actions</p> <ul style="list-style-type: none"> Inform Michael Lawther in his capacity as GDPR project sponsor of resource issues and use allocated budget to engage necessary staff IT service to work with providers of systems to address non-compliant issues and keep records of correspondence

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<p>keep details of their assets up to date.</p> <ul style="list-style-type: none"> • To review and update all existing privacy notices and communicate the impending changes under GDPR to the public via Flagship by 25 May 2018 • To meet with all partners and other groups for whom PCC has a level of responsibility (Solent LEP, PCMI, The Port, Schools, Gosport Borough Council) to deliver training and advice and agree actions required by 25 May 2018 • To identify all contracts that do not have GDPR compliant clauses and issue deeds of variation by 30 December 2018 • To identify all Data Processors with whom no Data Processing Agreement exists and issue a GDPR compliant agreement for signing by 30 December 2018 • To review and update all existing Information 		<p>All contracts over £5000 that involve the processing of personal data have been identified and prioritised in terms of their importance to the Council. PCC's Legal Service has provided some acceptable wording for a deed of variation and the Information Governance has updated the Data Processing Agreement so that it is GDPR compliant. A communication has gone to the PCC contract managers for each one, asking them to contact the contractor to arrange for the deed of variation/data processing agreement to be signed where appropriate. This process will be repeated until all contracts/agreements have been updated.</p> <p>Reporting functionality for the Information Asset Register is in the process of being built, which will enable us to identify where Information Sharing Agreements exist/don't exist and where they have expired and need updating.</p>				<p>as evidence of our attempts</p> <ul style="list-style-type: none"> • Expensive changes to systems to be agreed by Michael Lawther on a risk-based approach and a record of the decisions to be kept as evidence
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<p>Sharing Agreements and introduce new agreements where none currently exist by 30 December 2018.</p>						
<p>Equality Strategy:</p> <p>Following consultation in quarter 2, produce an equalities strategy and action plan for sign off in quarter 4 2018/19.</p>	<p>On-going</p>	<p>Draft strategy and questions being developed ready for the undertaking of consultation starting in August.</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<ul style="list-style-type: none"> Limited staff capacity and resources from Equalities: mitigated by allocating time specifically to the project
<p>Business Rates Retention:</p> <p>Develop a business rates strategy to meet the requirements of evolving Local Authority Finance systems.</p> <ul style="list-style-type: none"> Review of all business rates policies - December 18 Develop a timetable and process for the periodic review of all business rates reliefs - September 18 Delivery of a briefing to Cabinet on the importance of 	<p>On-going</p>	<p>A first draft strategy document has been prepared, with a review meeting scheduled for July 2018 with the Director for Community & Communication, following which it is intended to publish a first draft for consultation and engagement with the Director of Finance & Is, ahead of a cabinet briefing to gain support, and where necessary direction, for this strategy.</p> <p>Reviews of existing council policies and processes have commenced, however this piece of work will be limited until such time that the approach described in the Business Rates Retention strategy has been approved by relevant Directors and Portfolio Holder / Cabinet.</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<ul style="list-style-type: none"> Buy in from the Administration and Directors could compromise the ability to create a cohesive approach across the authority: mitigated by continued engagement with Finance, and agreement/and support of strategy from S151 Officer and Portfolio Holder. Resourcing levels presents potential

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<p>business rates, supported by IRRV if necessary - September 18</p> <ul style="list-style-type: none"> • Engage with directors on impact of business rate, defining responsibilities in relation to the accuracy of the rating list - December 18 • Develop a process to ensure an inspection routine is made across the city - September 18 • Enable all council staff to contribute to inspection of the city - Dec 18 • Ensure financial appraisal associated with planning/development decisions includes consideration to the impacts of domestic vs commercial property taxation - Dec 18 • Engage other local authorities to lobby 		<p>Plans are being prepared to implement a periodical 'grid reference' inspection of the city, including a specific focus on reviews of small business rates relief and Mandatory Rate Relief.</p>				<p>risk: mitigated by exploring relationship between resource input and revenue opportunity for future spend to save proposals.</p> <ul style="list-style-type: none"> • Lack of primary legislation is delaying full rates retention nationally and future changes to the way local authorities retain greater level of business rates are to be determined, as is greater flexibilities with regards economic development: mitigated through engagement and lobbying. In future there will be more frequent revaluations, which provides less certainty to authorities on future income levels and may increase workload
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<p>via LGA to give businesses responsibility for identifying themselves for rating purposes, for councils to have increased working relationship with the VOA, including the ability to fund resources to speed decision making, and for simplification of business rates reliefs - December 18</p> <ul style="list-style-type: none"> • Lobby in relation to learning from the Solent Business Rates Pool, and for future flexibility with business rates as part of the intended change to the national retention scheme - April 2019 						<p>for the VOA unless the approach to valuation changes, e.g. the potential for self-assessment: mitigated by engaging in any future consultations, and lobbying.</p>
<p>Revenues debt recovery strategy:</p> <p>To review the current recovery process and develop a strategy</p>	<p>On-going</p>	<p>The review at present is focussing on the enforcement process stages and our position with our providers of enforcement services. This contractual review is anticipated</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<ul style="list-style-type: none"> • Increase in length of time taken to recover debt from most vulnerable customers.

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<p>which results in best practice, maximising recovery and support to the most vulnerable customers. Strategy to be developed and work streams agreed by the end of December 18. Implementation plan to be developed by Q4 with implementation anticipated to be completed in 2019/20..</p>		<p>to lead to changes to our contractual position, and a procurement exercise is likely to be required, and commencing in Q2.</p> <p>The operational review includes the determination of best practice across the end to end customer journey in Revenues, including how we best support those residents with the greatest need.</p>				
<ul style="list-style-type: none"> • Engagement and community development strategy: develop consultation events - target of three events per quarter • review and relaunch citizens panel - target of 1,000 members • increase number of resident engagements per annum - establish baseline in 18/19 and measure from 19/20 • develop and implement the HIVE programme 	<p>On-going</p>	<ul style="list-style-type: none"> • consultation process developed and sign-off agreed 	<p>Green</p>	<p>Green</p>	<p>Green</p>	<ul style="list-style-type: none"> • Lack of buy-in from directorates: mitigate through on-going internal stakeholder engagement. • lack of engagement with consultation approaches: mitigate through effective marketing and ease of use

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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
Devolution/ combined authority	N/A	Ongoing dialogue at political level and with MHCLG	NA	NA	NA	Dependant on political and governmental decisions
Temporary Staffing re-tender	31/12/18	Approaching end of existing contract for supply of agency staff. Tendering process in early stages. Soft market testing underway and drawing up of requirements	Green	Green	Green	Limited number of suppliers in market reducing options.
Business Intelligence	31/12/18	Initial implementation now complete. Future development and roll-out of BI now being scoped and progressed.	Green	Green	Green	Complex project involving Finance and IS as well as HR. Risks around technology, data conversion and management buy-in

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Apprenticeship levy (potential cost c£700k per year)	31/3/19	Majority of framework contracts now let for array of training provision. Work ongoing with services to identify opportunities for apprenticeships. Overall number of apprentices continuing to increase. Schools apprenticeship officer now in post and working with schools to identify opportunities	Green	Green	Green	Risk of not having sufficient training providers to meet demand. Also risk of having insufficient job roles suitable for apprenticeships
Strategic Partnership Review	31/3/19	Review of council's key strategic partnerships to ensure right structure, membership and scope. Draft proposals produced and being consulted on with key partners	Green	Green	Green	Failure to gain agreement from key partners on proposals
Military Covenant	31/3/19	Successfully gained Gold award under Employer Recognition Scheme. Ongoing work to deliver other aspects of covenant and ensure that partnerships with military community are strengthened and delivering outcomes. Needs assessment nearing completion	Green	Green	Green	Maintaining profile of covenant amongst other service pressures and priorities
Workplace Wellbeing	31/3/19	Wellbeing Co-Ordinator working with service departments to understand priorities and develop interventions. Includes targeted resilience/stress awareness training, office environment audits and health campaigns	Green	Green	Green	Difficulties measuring impact of interventions. Availability of funding to support wellbeing

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						initiatives in longer term
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Finance and IS 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
Hampshire Community Bank	Ongoing	Milestone reached for second instalment and bank currently progressing towards challenge stage of authorisation process	Amber	Green	Amber	Failure to achieve license by shareholders longstop date
Municipal Energy company	Sept 2018	Project on track towards controlled market entry in September 2018	Green	Green	N/A	Cabinet agreed to cease further investment in Victory Energy
Network migrations	October 2018	Network migrations aligned to network consolidation programme and any down time planned to be acceptable to users	Amber	Green	Green	Disruption to services during migration e.g. loss of control of schools heating system

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SystemOne/ContrOCC (replacement of Adult Social Care SWIFT AIS)	March 2019	Delivery continues of finance module and case management configuration. Archiving commercial approach agreed and costed. Migration approach agreed and being planned in detail. Training coordinated with Mosaic project	Amber	Green	Green	Availability of reporting resource from ASC Performance from 3 rd party supplier (TPP) Timing of proposed Intervention
Mosaic (replacement of Child Social Care SWIFT CCM)	March 2019	Automated migration processes tested and test records transfer validated Workflow development & Finance - initial build returned by supplier Forms development underway with team Training coordinated with SystemOne/ContrOCC project	Amber	Green	Green	Availability of reporting resource from CSC Earlier implementation of portal functions
vFire implementation (replace e-Works, obsolete IT service management software)	Go live: July 2018 Phase 2: December 2018	Phase 1 complete and vFire Core product is live and in use. Snagging and reporting issues being addressed with supplier. Phase 2 customer portal and additional workflows in development.	Amber	Green	Amber	Successful completion of configuration and testing of change management module
Windows 10	December 2019	Latest corporate build ready for September 2018 pilot phase. Adult and Child social care services targeted for first roll out planned for October 2018 Application review and preparation progressing Service by Service.	Amber	Red	Amber	Addition of previous out of scope works
Local Full Fibre Network (Solent Network)	March 2021	DCMS Checkpoint A (Initiation) passed (August 2018) Procurement strategy agreed internally (September 2018) Preparation for DCMS Checkpoints B (September 2018) and C (October 2018) (B - ready to procure; C - contract)	Green	Green	Green	Site surveys highlight - <ul style="list-style-type: none"> • additional access works (dig costs) • additional way leave costs

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Port 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
Berth 4 Linkspan Replacement	March 2018	Linkspan has been installed. Currently in the 12 months defects period.	Green	Green	Green	Delay in completing design, delivery and installation.
Port Expansion (Cruise)	March 2021	Business case being developed with the support of a specialist consultant. This includes ship simulation, identifying infrastructure requirements and market potential.	Amber	Amber	Amber	Ability to attract new cruise liners to Portsmouth.