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| CAI.37 14/15 |
| Challenge and Improvement Committee |
| 17 March 2015 |

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Subject: Progress and Delivery Report – Projects – 2nd Period September to November 2014

Report by:

Chief Operating Officer

Contact Officer:

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Purpose / Summary:

This report deals with the progress and delivery of projects which are aimed at the delivery of the corporate plan. This report highlights those projects which are either off track or at risk of not delivering.

RECOMMENDATION(S):

- 1) That councillors examine the areas where a project is off target and seek assurance from officers that the rectifications proposed will deal with the issues identified.**

IMPLICATIONS

Legal: None arising from this report

Financial : None

Staffing : None arising from this report

Equality and Diversity including Human Rights : None arising from this report.

Risk Assessment : None arising from this report

Climate Related Risks and Opportunities : None arising from this report

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Background

- 1.1 Councillors have received progress and delivery reports since 2012. They have sought to give councillors information on how the council is performing through its services, project delivery and finances. This has given councillors the opportunities to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified.
- 1.2 The process has been audited twice. The second audit in 2013 found (amongst other things) that the process was not being used effectively to drive service improvement and needed to be reviewed.
- 1.3 A councillor working group was set up to examine how the progress and delivery system was working and to recommend changes to improve the system so that it clearly drove service and project improvements.
- 1.4 The councillor working group came to a number of conclusions, including:
 - That reporting should be “by exception” with the full information being available to councillors through an appendix or other means.
 - That the report should be split between services and project reporting
 - That the measures should be reviewed to ensure that they are evidence based and that they adequately described service performance.
- 1.5 In order to address these requirements a full review of service measures was undertaken with the Heads of Service, monitoring of key service measures was undertaken monthly (reviewed through reports to the Corporate Management Team) and the council’s Minerva computer system was fully utilised in order to collect performance information.
- 1.6 Alongside the review of service measures a review has been undertaken of reporting projects progress and deliver. This report deals with those projects which are either off track and require action to ensure that they delivery on time or have delivered within the reporting period.

2. The report

- 2.1 This report covers the period from September 2014 to December 2014.
- 2.2 It is a report whilst being “by exception” will contain information on projects that have been delivered within the reporting period.
- 2.3 Projects at risk of not delivering with their target time:

Project 1 – Empty Homes

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| Project | Empty Homes |
| What is it seeking to achieve? | To return 100 empty properties to full occupation in Gainsborough South West Ward cluster area by end of March 2015 |
| End Date | 31 March 2015 |
| Action to Date | 3 properties have been purchased, refurbished and let. 1 Complete but not yet let 71 Properties brought back into use DCLG criteria satisfied |
| Risks | That 100 properties will not be brought back into use by the target date. Project risking rating amber. |
| Next Steps | Commence refurbishment of a further 7 properties |
| Proposed Rectification | Rescope project now DCLG funds are secure |

Project 2 – Land Charges Automation

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| Project | Land Charges Automation |
| What is the Project Seeking to achieve? | To move away from the manual processing of land charges searches to a fully automated system which should provide a quicker and more robust service to the customer |
| End Date | 31 December 2014 |
| Action to date | Weekly telephone conference calls have resolved all outstanding issues regarding data load and new dates for test loads have been agreed. The due date for loading is w/c 22 September 2014 |
| Risks | The automation will not happened by 31 December 2014 leading to the risk of longer search times should key staff be unavailable. Project risk rating red. |
| Next Steps | Ensure that the data transfer is successfully achieve |
| Proposed Rectification | Rescope project to ensure a realistic date for the achievement of the projects aims is set. |

Project 3 – Gainsborough Young Persons Supported Accommodation

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| Project | Gainsborough Young Persons Supported Accommodation |
| What is the project seeking to achieve? | To enable the delivery of a 12 unit young persons supported housing scheme in Gainsborough, in partnership with Axiom Housing Association and the Homes and Communities Agency to reduce young people's homelessness in the town |
| End Date | 31 March 2015 |
| Action to date | Start has been made on site with anticipated build being completed at the end of March 2015 |
| Risk | Revenue funding to enable the unit to open will not be in place in March 2015. Project risk rating amber |
| Next Steps | Discussions to be held with LCC |
| Rectification | Ensure LCC and other revenue funding partners put in place the necessary funding to enable the unit to open. |

2.4 Projects that have delivered within the reporting period.

- Developing the trade waste service – sales person has been recruited, vehicle modified and the bins have been purchased. The project will now move to the benefits realisation process

3. Conclusion

3.1 As with the services progress and delivery report a full schedule of projects and the progress they are making towards delivery will be made available to all councillors through the members extranet by the end of the financial year.

4. Consideration by Policy Committees

4.1 This report has been considered by both the Policy Committees and the relevant minute from each is attached.

**EXTRACT FROM THE MINUTES OF THE POLICY AND RESOURCES COMMITTEE
HELD ON 15 JANUARY 2015**

62 PROGRESS AND DELIVERY - PERIOD 2 (PROJECTS) (PR.41 14/15)

The Chief Operating Officer introduced the Progress and Delivery report for Projects and reminded Members that the two Progress and Delivery reports were to report by exception.

The report fed back on projects which were aimed at the delivery of the corporate plan. As with the associated services progress and delivery report this dealt with part of a reporting period and was brought to councillors now due to the risk of data being out of date once the full reporting period information was available later in the month.

The Services report and full details would also be available to Councillors by the end of the financial year and would be accessed through the Members' Extranet.

Three projects were highlighted as being at risk of not delivering within their target time along with the measures being taken to address the slippage:

- Empty Homes
- Land Charges Automation
- Gainsborough Young Persons Supported Accommodation

Trade Waste Service was highlighted as having been successfully completed up to the benefits realisation process.

RESOLVED that having examined the areas where project performance was off target assurance was sought and received from officers that the rectifications proposed would deal with the issues identified.

**EXTRACT FROM THE MINUTES OF THE PROSPEROUS COMMUNITIES
COMMITTEE HELD ON 3 FEBRUARY 2015**

**76 PROGRESS AND DELIVERY (PROJECTS) – PERIOD 2 (PRCC.47
14/15)**

Members gave consideration to the second of the new style Progress and Delivery reports which dealt with the projects. The report was an exceptions report, in that it dealt with those projects which were off track and in danger of not delivering by their deadline. The report also highlighted those projects which had been delivered within the period in order that Members could determine where progress was being made.

In respect of the project entitled "Gainsborough Young Person's Accommodation" Councillors expressed concern that, without the revenue support for the scheme being

secured, the project would not deliver against its original brief. Officers undertook to source further information as to the current funding position and provide further information outside of the meeting.

In light of the above, Members sought reassurance that the funding for the Market Rasen Forum was not at risk, again Officers undertook to source further information as to the current funding position and provide further information outside of the meeting, however reassurance was offered that no such risk had been raised to date.

In responding to queries regarding the Land Charges Project, Officers advised that whilst service performance had improved this was primarily as a result of additional resources, which would not be sustainable. The automation of the process was key and continued vigorous testing of the system was ongoing.

RESOLVED that having examined the areas where a project was off target and having sought assurance from Officers, it was agreed that the rectifications proposed would deal with the issues identified.