



CAI.18 14/15
Challenge and Improvement Committee
28th October 2014

**Subject: Progress and Delivery Report – Projects – 1<sup>st</sup> Period 2014/15**

Report by:	Chief Operating Officer
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Purpose / Summary:	This report is the second of the news style progress and delivery reports and deals with projects. The report is an exceptions report in that it will deal with those projects which are off track and in danger of not delivering by their deadline. It will also highlight those projects which have delivered within the period so councillors can see where progress is being made

**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 :** FIN/73/15

**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 is the second of the new style of progress and delivery reports and is for the first reporting period of 2014/15 which runs from April 104 to August 2014. This report deals with project progress and delivery.
- 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

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

### Project 2 – Land Charges Automation

<b>Project</b>	Land Charges Automation
<b>What is the Project Seeking to achieve?</b>	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
<b>End Date</b>	31 December 2014
<b>Action to date</b>	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
<b>Risks</b>	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.
<b>Next Steps</b>	Ensure that the data transfer is successfully achieve
<b>Proposed Rectification</b>	Rescope project to ensure a realistic date for the achievement of the projects aims is set.

### Project 3 – Gainsborough Young Persons Supported Accommodation

<b>Project</b>	Gainsborough Young Persons Supported Accommodation
<b>What is the project seeking to achieve?</b>	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
<b>End Date</b>	31 March 2015
<b>Action to date</b>	Start has been made on site with anticipated build being completed at the end of March 2015
<b>Risk</b>	Revenue funding to enable the unit to open will not be in place in March 2015. Project risk rating amber
<b>Next Steps</b>	Discussions to be held with LCC
<b>Rectification</b>	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.

- The project to delivery broadband to rural communities within the district made significant progress within the reporting period by the signing of the loan agreement with the council's partner and the drawdown of the first tranche of that loan.
- The community payback project has assisted with Gainsborough in Bloom and the removal of fly tipped waste from various locations within the town

### 3. Conclusion

3.1 As stated at the beginning of this report this is the second report of the new style progress and delivery reporting. It focuses (by exception) on those projects that are off target and asks councillors to ensure that where projects are under performing the rectification measures set out will address the issues.

3.2 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.

4. The minute arising from the recent meeting of Prosperous Communities Committee, when they considered this report, is attached at Appendix 1.

## Appendix 1

### Extract from Minutes of a Meeting of the Prosperous Communities Committee held on 14 October 2014

#### 50 PROGRESS AND DELIVERY – PERIOD 1 – PROJECTS (PRCC.26 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 in the future would highlight those projects which had been delivered within the period in order that Members could determine where progress was being made.

Lengthy debate ensued with Members constructively challenging those projects detailed with the report.

Members requested that they be provided with additional data around the location of those empty properties which had been brought back into use along with the number of empty properties currently within the South West Ward.

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. They cited a previous housing project where this had been the case and they did not wish a repeat performance. Officers indicated that discussions were ongoing with the funding partners concerned.

In conclusion, Officers advised that it was intended, in the future, to display the whole of the performance monitoring information on to the Members extranet so that they could see the performance information as a whole should they so wish.

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