



CAI.05 15/16
Challenge and Improvement Committee
30 June 2015

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**Subject: Progress and Delivery Report – Projects – 3<sup>rd</sup> Period January to March 2015.**

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 January to March 2015.
- 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 from the last progress and delivery report:

## 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 now closed and will be rescoped.

## 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.
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This project is now closed and the work to develop an automated system for land charges will be incorporated into a project to improve the systems used for all the development services.

### **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.

Project now closed as revenue funding has been secured for the facility and the facility was formally opened on 29 May 2015.

## **3.0 New Projects**

### **Project 1 – Gainsborough Town Centre Regeneration**

<b>Project</b>	Gainsborough Town Centre Regeneration
<b>What is it seeking to achieve?</b>	To continue the regeneration of the town centre of Gainsborough by facilitating the development of vacant and underused sites in the Town Centre
<b>End Date</b>	November 2015 (planning and strategy development stage)
<b>Action to Date</b>	The project is at initiation stage.

<b>Risks</b>	That the strategy will not deliver the required outcome of the regeneration of Gainsborough. This is currently an amber risk from the Corporate Governance Team.
<b>Next Steps</b>	<ul style="list-style-type: none"> <li>• Define Project Team</li> <li>• Prepare development framework</li> <li>• Approve development framework</li> <li>• Implementation of development framework by November 2015</li> </ul>
<b>Proposed Rectification</b>	Growth Board seeks assurance from the project manager that the timetable for the project are realistic.

### Project 2 – Selective Licensing

<b>Project</b>	Selective Licensing
<b>What is it seeking to achieve?</b>	To achieve the a landlord licensing scheme in the South West Ward of Gainsborough to improve the quality of life for residents in the area
<b>End Date</b>	July 2015 (approval by Prosperous Communities Committee)
<b>Action to Date</b>	The need for a selective licensing scheme in the South West Ward has been established. Evidence has been gathered about the impact of a selective licensing scheme in the South West Ward on anti social behaviour and legal advice has been sought around the developing body of case law.
<b>Risks</b>	That there will be a continuing delay in the implementation of selective licensing in the South West Ward leading to the continuation of aspects of anti – social behaviour that will continue to impact om the lives of the residents of south west ward. This is rated as a amber (medium risk) by the Corporate Governance Team.

<b>Next Steps</b>	Report to Prosperous Communities Committee in July.
<b>Proposed Rectification</b>	Amend the project plan to ensure that a selective licensing is introduced as quickly as possible should PCC approve the scheme at it's July meeting.

### **Project 3 – Up Grade of CCTV**

<b>Project</b>	Up Grade of CCTV
<b>What is it seeking to achieve?</b>	To upgrade CCTV coverage to tackle issues with ageing infrastructure, monitoring of the system and costs. This should improve community safety.
<b>End Date</b>	Not yet decided
<b>Action to Date</b>	The project is at the stage 1 (project initiation) stage and the action to deliver the outcomes are still being scoped
<b>Risks</b>	That the project will not deliver. The Corporate Governance Team rate this project as green (low risk of non-delivery)
<b>Next Steps</b>	Agree timeline for the project, decide committee schedule, define benefits.
<b>Proposed Rectification</b>	None at this stage.

## **5. Conclusion**

- 5.1 The reporting of progress and delivery on projects is still in its development stage. More projects will be added to the report as this process develops.

## **6. Consideration by Policy Committees**

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

Extract from Minutes of a Meeting of the Prosperous Communities Committee held on 8 June 2015

**14 PROGRESS AND DELIVERY (PROJECTS) – FINAL REPORTING PERIOD 14/15 (PRCC.05 15/16)**

Members gave consideration to the third 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, together with those which had recently been initiated.

Making reference to the new project entitled “Gainsborough Town Centre Regeneration”, Members urged the Council to not think too big and thus deliver nothing. Members were of the view that there needed to be a short, medium and long term action plan but action needed to be seen on the ground fairly quickly. Re-occupancy of the large units in the Market Place with High Street names was seen as a priority by the Committee as this would have the potential to engender further regeneration.

Members commented that Caistor Market Place was also “struggling” and made reference to the re-location of the Co-op and the pending closure of the Nat West Bank there. It was noted that Sir Edward Leigh was in communication with the Nat West Bank at a national level and it was suggested that the Council should support him.

Members welcomed the positive outcome of the Gainsborough Young Persons Supported Accommodation project. The Committee indicated they would welcome the opportunity to look around the facility if possible and Officers undertook to arrange such.

**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.



**Extract from Minutes of a Meeting of the Corporate Policy and Resources Committee held on 8 June 2015**

**9 PROGRESS AND DELIVERY PERIOD 3 – PROJECTS (CPR.09 15/16)**

The Chief Operating Officer presented the report to the Committee, highlighting various sections. The report had been considered by the Prosperous Communities Committee and was due for submission to the Challenge and Improvement Committee.

It had been previously agreed that reporting would be by exception. This report dealt with those projects which were either off track and required action to ensure that they delivered on time or had delivered within the reporting period.

Closed projects were listed as:

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

Further information was given on each. Seventy one empty properties had been brought back into use, which met the DCLG criteria, so there was no clawback of funding. The project was now to be re-scoped. The Land Charges Automation project had been closed and the work to develop an automated system for land charges would be incorporated into a project to improve the systems used for all the development services. The Gainsborough Young Persons' Supported Accommodation project had been successfully completed with funding secured and the facility was formally opened on 29 May 2015.

New projects were set out in the report as:

- Gainsborough Town Centre Regeneration
- Selective Licensing
- Upgrade of CCTV

Work was being undertaken to get the Gainsborough Town Centre Regeneration back on track. There had been a delay with the Selective Licensing project, case law was being monitored and evidence of antisocial behaviour in the South West Ward being gathered. A further update was to be considered by the Prosperous Communities Committee in July. A further update on the CCTV upgrade as well as other ongoing projects would be included in the next Progress and Delivery Report.

Members asked questions and debated some of the projects set out in the report. Concerns were raised on the work already undertaken on the Land Charges Automation project, as to whether this would be lost. It was clarified that the data capture would be saved but that some of the work done on Flare would be lost. The CCTV upgrade would be to a remote wireless system which it was hoped would be able to be utilised in the wider district as well as primarily Gainsborough.

The Gainsborough Young Persons' Supported Accommodation project was commended and Members expressed an interest in an organised visit, which was in hand. It was agreed that, although expensive, this project would be an asset to the town.

Work was ongoing with Gainsborough Town Council and the Town Centre Partnership on the regeneration project and also the Local Plan consultation and the Chairman of the Town Council (Councillor Boles) stated that he welcomed the opportunity to work alongside the District Council. The Leader of the Council noted that trust needed to be improved by accurate press reporting.

Further information was sought on the BDUK project, however as the Quickline project was closed it was not possible to provide the information at this meeting. The Chief Operating Officer resolved to obtain an update in light of a government requirement to show BDUK that there was no credible plan to provide access across the district.

**RESOLVED** that having examined the areas where a project was off target Members were given assurance by officers that the rectifications proposed would deal with the issues identified.