



CAI.41 15/16
Challenge and Improvement Committee
22 February 2016

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Subject: Progress and Delivery Report – Projects – 3rd Period Report – October to December 2015

Report by:

Director of Resources

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 that have entered the delivery stage and are either off track or at risk of not delivering.

RECOMMENDATION(S):

- 1) That the committee examine the responses given to the report by the Corporate Policy and Resources Committee and the Prosperous Communities Committee and assure themselves that the appropriate level of challenge is being made by those committees to the information contained in the report.**

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

1.0 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 This report is about the projects the council is delivering in order to meet the objectives it has set itself in the corporate plan.
- 1.3 For clarity and in order to comply with the council's project management requirements only those projects which are in the "delivery stage" will be reported through this mechanism.
- 1.4 In addition from time to time projects are rescoped and their timelines altered during the delivery phase. That can mean that their status can change. Where this happens, when a project was red in a previous progress and delivery report (at significant risk of not delivering either to the timetable or within budget) this will be reported to members through this mechanism, together with an explanation of why the project has been rescoped and new time lines set.

2.0 Programme/Projects Overview

- 2.1 To oversee programme/project development and delivery the Council has established three 'themed' Boards – Transformation; Commercial and Growth. Each Board oversees projects relating to their particular theme and seeks assurance from project managers that where issues are identified rectifications are in place.
- 2.2 A fourth Board is in existence; The Entrepreneurial Board, which has an overall view of programme/project delivery as each of the three other Boards report into it highlight successes or areas/issues to be addressed. By having an overarching view, the Entrepreneurial Board plays a key role in resource allocation and prioritisation of work.

3.0 The Report

- 3.1 This report covers the period from September to December 2015. It is a report "by exception" which contains information on those programmes/projects that are current during the reporting period and are at risk of not delivering their outcomes and/or may not be completed within prescribed timescales or costs .

4.0 Programmes/Projects by Exception

- 4.1 The following programmes/projects are considered to be at risk of delivery within agreed timescales and/or costs, or the intended outcomes are at risk of being realised. Recommendations and/or rectifications have been offered by the relevant project managers and

have been considered by both the respective Board and the Entrepreneurial Board.

Gainsborough South West Ward Programme - AMBER

The South West Ward is a priority area and has a number of issues associated with high levels of deprivation. A multi-agency Strategic Group is being developed to tackle the issues and the causes. It has taken some time to fully determine the key priorities but these are beginning to emerge and form the basis for action across the agencies involved.

Fraud Investigation Services - AMBER

Following the creation of the Single Fraud Investigation Service (SFIS) and the subsequent transfer of Housing Benefit investigation responsibilities to the Department for Work and Pensions, many local authorities took the decision to transfer on block their investigatory staffing resource. West Lindsey District Council recognised the need to retain investigatory resource to protect the integrity of its systems and processes and to explore potential commercial opportunities. A business case to support these aims has been produced but further external scrutiny has been applied. Attention is being paid to the product of this scrutiny to assess the feasibility of the desired outcomes being achieved.

5.0 Movement Since the Previous Report

- 5.1 Members will recall that in the previous report information was provided relating to the 'Comet – Flare in the Field' project. The project was accorded a 'red' status. This work was designed to provide field based officers with the ability to access systems and databases while working away from the office and undertake their work in a more efficient manner. Work had been progressed for a considerable period to design a system with testing subsequently undertaken. This unfortunately did not provide sufficient levels of confidence that the solution offered was viable and working practices and customer satisfaction would be enhanced. Ultimately the decision has been made to terminate any further work on this and to re-visit requirements and potential solutions.

6. Conclusion

- 6.1 Across the Council there is a significant volume of programme/project associated work underway. The Boards are playing a key role in ensuring that business cases are effectively scrutinised and where projects are initiated progress is maintained. Any potential issues affecting progress or the delivery of projects are assessed and remedial actions are applied.
- 6.2 From the report provided, Members can be assured that the current position of programme/project development is as stated and that this represents a positive position.

7. Consideration by Policy Committees

- 7.1 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 PROPSEROUS COMMUNITIES COMMITTEE HELD ON 2 FEBRUARY 2016.

80 PROGRESS AND DELIVERY PROJECTS – PERIOD 3 (PRCC.44 15/16)

Members gave consideration to the third of the newly styled Progress and Delivery reports for 2015/16, which dealt with the projects.

The Director of Resources reminded Members that the Progress and Delivery reports were by exception only, either above or below target, and only reported on those projects currently in delivery stage which were regularly monitored.

The report contained an update on one item contained in the previous report; this being Flare in the Field and Comet. Work had been progressed for a considerable period to design a system with testing subsequently undertaken. This unfortunately had not provide sufficient levels of confidence that the solution offered was viable and that working practices and customer satisfaction would be enhanced. Ultimately, the decision had been made to terminate any further work on this and to re-visit requirements and potential solutions.

The following projects were reported as being an Amber Rating: -

Gainsborough South West Ward Programme
Fraud Investigation Services

and further reasoning for such was offered to the Committee.

Debate ensued and Members sought and received information on the Membership of the Boards. It was also confirmed that Agendas and Minutes were produced for these meetings. Whilst these were not widely circulated, if a Member required something in particular this could be made available to them on request.

The Committee welcomed Fraud Investigation being retained.

RESOLVED that having given consideration to the matters listed in the report, assurance was received that the arrangements in place to oversee Programme and Project development across the Council are effective.

EXTRACT FROM MINUTES OF A MEETING OF THE CORPORATE POLICY AND RESOURCES COMMITTEE HELD ON 11 FEBRUARY 2016.

76 PROGRESS AND DELIVERY - PROJECTS - PERIOD 3 (CPR.51 15/16)

The Chief Operating Officer introduced the second of the Progress and Delivery Reports for Quarter 3, Projects. The report listed only those projects in delivery stage, by exception.

The following projects were considered to be at risk of delivery within agreed timescales and/or costs, or the intended outcomes were at risk of being realised. Recommendations and/or rectifications had been offered by the relevant project managers and had been considered by both the respective Board and the Entrepreneurial Board.

The Gainsborough South West Ward Programme remained as amber, as did the Fraud Investigation Service. All other projects were currently on track.

Councillor Shore noted that it would be useful to also see a summary of those projects defined as green and on track. The Chief Operating Officer stated that this could be considered, and it might be possible for updates to be included on the Members' Extranet. The Strategic Lead Democratic and Business Support informed the meeting that a Challenge and Improvement Progress and Delivery working group was in progress and would feed back in due course.

RESOLVED that the Committee be assured that the arrangements in place to oversee Programme and Project development across the Council are effective.