

# Business & Transformation Scrutiny Panel

Agenda  
Item:

**A.6**

Meeting Date: 25<sup>th</sup> July 2019  
Portfolio: CROSS CUTTING  
Key Decision: No  
Within Policy and  
Budget Framework YES  
Public / Private Public

Title: CORPORATE PROJECT STATUS REPORT  
Report of: TOWN CLERK & CHIEF EXECUTIVE  
Report Number: CE 04/19

## **Purpose / Summary:**

The City Council's Transformation Board's role is to ensure that there are effective governance arrangements in place for the projects that the Council undertakes. This report provides an update against corporate projects currently being undertaken in the Council.

A risk-based audit review of Programme & Project Management has taken place in June 2019 and the outcomes from this are awaited. The scope of the audit is to provide independent assurance over management's arrangements for ensuring effective governance, risk management and internal controls are in place over the service objectives. Members will be kept informed.

## **Recommendations:**

The Panel is asked to note and comment on the most recent summary of projects and governance arrangements in place as contained in Appendix One, and the actions being taken to support projects with issues. At Appendix Two is a summary of the standalone IT projects and their current status.

## **1. BACKGROUND**

- 1.1** The Transformation Board has a high level advisory and monitoring role in relation to the projects delivered by Carlisle City Council. As requested by the Panel, a six-monthly progress update on projects has been provided by the Transformation Board.

The Corporate Project Status report is now hosted on SharePoint. The use of this system allows us to access live data; a version history is recorded each time the report is updated; work flows can be configured so that should the status of a project change the Programme Office receive a notification etc. Managers are engaged with this change and full training will be provided in the very near future to ensure we get the best use from it.

## **2. PROPOSALS**

### **2.1 Project progress in the last six months**

A summary of the status of current projects within the Council is detailed in Appendix 1. This contains a summary of current project status. The majority of Council projects are progressing to schedule. Those that have issues are indicated with an amber rating, indicating that there are some issues which require attention. There are no projects experiencing major issues, which would have required a red rating.

The key achievements and achievements per project in the last six months are set out below:

#### **Public Realm Improvements**

Carlisle City Council is working with Cumbria County Council regarding the design and delivery of this work.

The Public Realm Strategy will be progressed as part of the City Centre Masterplan. It is worth noting that Phase Two of the programme will be dependant on the approval of the release of the identified budget.

## **E-Purchasing/Ledger Update**

Progress has been made, the system is now configured and super users have been requested from across the directorates in order for training to begin. Next steps include suppliers being notified of the migration to the new system.

The project reports a green RAG status. No emerging risks have been identified for the next period.

## **Digital Information Services projects**

Appendix Two sets out the current status of individual ICT projects. All projects are reporting a green RAG status.

## **Asset Recovery Programme**

A comprehensive update is set out in the relevant section of the project status report plotting progress against each asset that is yet to be fully “recovered”.

The project is reported as having an amber RAG status, indicating that there are some issues which require attention. Officers are aware of the time some of these issues are taking to resolve and additional resources have been allocated to clear the back log of administration.

## **European General Data Protection Regulation (GDPR)**

An update is contained within the Project Status Report of the activities which have been undertaken in the last period. The project is progressing to schedule and no significant risks are posed at this time.

## **St Cuthbert’s Garden Village**

Project risks continue to be monitored and reviewed. A risk register is in place for the programme with a separate risk register in place for Stage 2 Masterplanning and for the emerging St Cuthbert's Local Plan.

The Stage 2 Masterplanning Baseline Report is expected later this month along with the Stage 2 Masterplanning Options Report.

The project is reported as green RAG status with no significant issues or risks to report at this time.

### **Sands Centre Redevelopment**

This scheme was approved to proceed at a Special meeting of the City Council on 25<sup>th</sup> June 2019. A comprehensive update is given in the relevant section of the attached project status report.

The project is reported as having a green RAG status. The project has its own risk register and fortnightly meetings of the project team take place to ensure awareness of issues/sharing of key information etc.

### **Discover England Fund Year Two**

This project is progressing to time and within budget and is reporting a green RAG status rating. A full update is included in the Project Status report.

### **One Public Estate**

No specific issues in relation to this project were reported. Members are asked to note that the Programme is currently going through a change control process with the Regional Programme Managers and Cabinet Office in order to move the funding previously allocated for the Carlisle City Centre Regeneration Project to the Newton Rigg College/Green Garden Village proposal. A feasibility study, funded by the OPE project) will be undertaken in the coming weeks.

The project is reported as having a green RAG status at the current time.

## **3. CONSULTATION**

- 3.1** The Transformation Board met and considered the Project Status report in April and will note the version at today's scrutiny meeting at its meeting in July.

## **4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

- 4.1** The Panel is asked to note the most recent summary of projects, as contained within Appendix 1 and 2 and the actions being taken to progress projects.

## **5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

The Transformation Board works to ensure quality assurance, alignment to key objectives and sound risk management arrangements in the delivery of the Carlisle Plan.

**Contact Officer:**                      **Jason Gooding**    **Ext: 7001**

**Appendices**                      Appendix One: Corporate Project Status report  
**attached to report:**              Appendix Two: ICT Project Status report

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

Corporate Programme Board    Project status report JUNE/JULY 2019

**Key to Status**  
**Red**    Overdue; Significant issues  
**Amber**    Some issues  
**Green**    On schedule; In progress

	Project Title and Description	Project Manager	Directorate	Recent project activity	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
1	Public Realm Improvements	Steven Robinson	Economic Development	<i>June 2019</i> Ongoing dialogue with Cumbria County Council regarding design and delivery. Public realm improvements included within the Future High Street Fund bid.		The delivery of the phase 2 programme will be dependent on approval for the release of the remaining budget.	Progress development of Public Realm Strategy as prat of the City Centre Masterplan	None
2	E-Purchasing / Ledger upgrade	Steven Tickner	Finance and Resources	June 2019 System configured, testing completed, awaiting final Scheme of Delegations from Directors. Super users requested from departments for training to begin and notification of implementation to suppliers will be undertaken following closedown of accounts.			Training to be started and notifying suppliers of intended migration to new system	None
3	Digital Information Services projects	Michael Scott	Corporate Support	See separate items detailing individual projects at Appendix Two of this report			See separate items detailing individual projects at Appendix Two of this report	None
4	Asset Recovery Programme	Darren Crossley	Community Services	June 2019 1) Civic Centre The tender is in circulation on CHEST. The tender is due back at the end of July. Planning applications for phase 1 and phase 2 have been submitted. The planning application for Phase 1 has been approved. The planning application for phase 2 - the demolition of the Rotunda and extended car park work has been deferred The Building Regulations application has also been submitted. CDM Regs statutory requirements have been chased up and need to be brought up to date. A key element of this is a revised Fire Risk Assessment to be agreed and put in place during the Construction Phase. The final scope and budget is still to be agreed with the new Council, including finishes to the Chamber. 2) Bitts Park Tennis Courts Tender enquiries for the replacement elements have been sent out. Once they have been returned - the costs		1) Civic Centre CCC resources - additional resources have now been provided to clear the backlog of administration. WYG staffing levels and coordination Scope and Consultants cost plan to be reviewed. 2) Bitts Park Tennis Courts CCC resources - additional resources have now been provided to clear the backlog of administration. 3) Bitts Park Pavilion and toilet block CCC resources - additional resources have now been provided to clear the backlog of administration. 4) Bitts Park Lodge CCC resources - additional resources have now been provided to clear the backlog of administration. Ongoing security and maintenance costs.	1) Civic Centre Review of the tender returns and report back to the Senior Management. Engage with stakeholders of the project to confirm scope of works and budget Appoint a contractor and commence the works. 2) Bitts Park Tennis Courts Review of the tender returns and report back to the Senior Management. Engage with Third party expectations of standard of finish Confirm the location of existing utilities 3) Bitts Park Pavilion and toilet block Review of the tender returns and report back to the Senior Management. Confirm budget allocation and scope of work Location of existing utilities 4) Bitts Park Lodge Resolve design team staffing issues Confirm budget allocation and priorities 5) Bitts Park Depot	

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				and programme will be finalised and submitted for approval. 3) Bitts Park Pavilion and toilet block. Discussions have taken place with the planning department about the demolition of these structures independently of the Bitts Park Lodge redevelopment. Tender enquiries have been sent out for services removal, asbestos survey work and demolition. 4) Bitts Park Lodge Bat Survey completed. WYG have been invited to attend a meeting to agree a cost-effective way forward on this project 5) Bitts Park Depot. Status of the CDM statutory documentation still unclear. The building is back in use. 6) Sheepmount (Upper and Lower buildings) WYG and TAC have completed their contract works and are currently part way through the Defects Correction Period. There is tiling work in the upper building to complete. There is also an issue with pipework to resolve in the lower building and commissioning of the boilers in the upper building to close out. CCC work on the upper building is complete but is awaiting completion of the statutory documentation. This is scheduled to be completed on 10 July 2019.The defects on the athletics track and field have been completed except for a query on the flood damaged grass bank. The grass bank and defects to the artificial pitch area do not appear to have been included in the flood recovery programme. There remains an issue with the pumping equipment and flow rate delivery, on the hot water system. 7) John Street Hostel. Most of the missing Statutory Client copies of the CDM documents have now been tracked down. This is being chased up with WYG to complete, including certification. Ongoing 8) Adriano's The Health and Safety File documentation has been tracked down and is largely		5) Bitts Park Depot CCC resources - additional resources have now been provided to clear the backlog of administration. 6) Sheepmount (Upper and Lower buildings) Continued risks associated with balancing the hot water system. 7) John Street Hostel CCC resources - additional resources have now been provided to clear the backlog of administration. 8) Adriano's Risk of problems in under used area of water system now resolved. 9) Stony Holme CCC resources - additional resources have now been provided to clear the backlog of administration. 10) Botcherby Community Centre CCC resources - additional resources have now been provided to clear the backlog of administration.	Nothing in the period 6) Sheepmount (Upper and Lower buildings) Complete the investigation of the hot water system. Engage with GLL to review management practices Deal with outstanding snags before the end of the Defects correction period. Complete the statutory documentation. 7) John Street Hostel Nothing in the period 8) Adriano's Complete the statutory documentation. 9) Stony Holme Complete the Contract snagging Resurvey and complete the asbestos records 10) Botcherby Community Centre Nothing in the period	

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				complete. Minor pipework modification work was instructed to deal with a potential dead leg problem. This has now been completed but the documentation for the work has yet to be received. 9) Stony Holme. The site has been handed over to the new tenant. There is a further visit to be scheduled to do minor finishes snagging. 10) Botcherby Community Centre Work complete on site. The missing Health and Safety File documentation has been tracked down and an action rests with WYG to complete this task.				
5	European General Data Protection Regulation (GDPR)	Aaron Linden	Governance and Regulatory Services	April – June 2019 Records of Processing Activities uploaded to SharePoint and circulated to managers for finalising. Consideration of appropriate information requests etc. system with ICT. New Data Sharing format progressed. Attendance at ICT course on Office 365 records management capabilities. Ongoing implementation of Corporate Information Governance internal audit recommendations. The Council’s Surveillance Camera Policy was agreed at Committee and circulate to relevant staff. Corporate Information Support Officer employed.		Lack of ICT capacity to develop Salesforce to support subject access requests, data protection rights requests and data breaches.	Record of Processing Activity to be published once finalised. Progression and potential procurement of appropriate information requests etc. system. Ongoing implementation of Corporate Information Governance internal audit recommendations. Progression of Surveillance Camera Operating Procedures by service managers. Corporate Information Support Officer to undertake FOI Practitioners Course.	
6	St Cuthbert's Garden Village - Carlisle South Masterplan	Garry Legg	Economic Development	April 19 – July 19LDS approved by Executive 17th June, updating timescales for preparation of St Cuthbert Garden Village Local Plan Land Owner Engagement consultancy support procured (June)Viability and CIL consultancy support procured (April)Sustainability Appraisal and Habitat Regulation Assessment consultancy support		Project risks continue to be monitored and reviewed. A risk register is in place for Stage 2 Master planning and for the emerging St Cuthbert's Local Plan. No risk warrants being reported at the current time.	Land and Property Stakeholder Event at Carlisle Racecourse on 3rd July Receipt of Stage 2 Master planning Baseline Report (July)Receipt of Stage 2 Master planning Options Report (July)Development of strategy for and public engagement on Stage 2 Master planning Options (Aug/Sep)Preparation and submission of	None



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				procured (April)Attendance at public consultation events across 4 days in June at Carlisle Racecourse and City Centre aligned with consultation by the County Council on the Carlisle Southern Link Road Ongoing engagement including recent event at Carlisle College (May)			2019 Garden Village Programme Capacity Funding bid (July)Co-development of Carlisle Southern Link Road HIF funding award Heads of Terms (Aug)	
7	Sands Centre Redevelopment	Darren Crossley	Community Services	The design is now complete up to the end of RIBA stage 4A i.e. detailed design excluding subcontract specialist design. Work has now started on RIBA stage 4B - specialist subcontract design and RIBA Stage 5 - the planning element of the construction phase. On site survey work has been carried out as far as possible to determine how the two elements of the building can be split apart e.g. where the services are and the condition of the existing internal dividing wall. Survey work still needs to be carried out when the site is handed over e.g. an asbestos R & D Survey and an archaeological survey of the site. The tender price has been updated based on the design and survey work carried out to date. The tender sum has been submitted and reviewed in detail in terms of scope of work and third party stakeholder requirements. Work is ongoing to de-risk the project price and scope of works. The temporary accommodation solution has also been progressed, in order to decant the GLL and NHS operations into alternative buildings prior to the commencement of the demolition phase of the main works.		Emerging risks related to project and overall capital costs. Focus areas include the separation of the two halves of the building, asbestos in the existing building, existing services and archaeological survey results. Project programme Temporary accommodation scope, programme and costs Lease arrangements with third parties and their requirements S73 and change of use applications Sport England compliance requirements Coordination with the Environment Agency and County Council Insurance requirements Designer and contractor Agreement terms CDM Regs activities reviewed and brought up to date.	Completion of the RIBA Stage 4A design development on the main project Issue instructions on the planning and change of use requirements. Lease agreements to be completed with third parties Areas and finishes agreed with NHS. NHS to provide final details on fixtures, fittings and hygiene standards. Heads of Terms and Temporary accommodation to be agreed with them Schedule of CCC actions in circulation and being worked through. Progress by other post holders also reviewed and raised with the individuals where required. Progress dialogue with the Environment Agency to look the impact of their proposals on the Sands Centre construction and occupation phases. S73 – planning application amendment submitted to reflect changes made to the Events space temporary accommodation layout. Queries identified and raised with the scope and content of the Cost Consultants Cost Plan and Tender Sum to be progresses or de-risked as far as possible. Most of the queries relate to historical data or assumptions and an understanding of how this relates to the current project. The Cost consultant is currently dealing with the queries raised. Review of the current programmes and the key decision-making points and impact on handover. CDM Regs activities	None

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							reviewed and brought up to date. Designers and PD chased up to bring statutory documentation up to date.	
8	Discover England Fund Year Two	Debbie Kavanagh	Economic Development	<p>May / June 2019</p> <p>Claims &amp; Monitoring: The final grant claim and monitoring forms were submitted by Carlisle City Council. The evaluation budget is the only element of the budget from 2018/19 that can be accrued into 2019/20. £35K has been accrued, although we are still waiting for confirmation from VE on how that is drawn down.</p> <p>Evaluation &amp; Dissemination: A Facebook retargeting campaign to evaluate 3 aspects of the project outcomes and objectives has been designed and put in place by London &amp; Partners.</p> <p>Showcase / dissemination Event: planned for 19 September in Alexandra Palace. Conference coordination by The Tourism Business, Save the Date notification and press releases issued.</p> <p>Main Project Delivery: Rail integration with ACP completed. Hotel booking integration with booking.com includes featured hotels completed. Packages available including those by other tour operators. Attractions now bookable.</p> <p>Amplification Activity: continues with press trips and coverage, trade and consumer marketing. Trade partnerships established and continuing to develop.</p>		The project risk register was reviewed at the last Project Board meeting on 25 June 2019 with several risks reducing due to project delivery being achieved. There was one addition to reflect the risk associated with the delivery of a showcase event in September.	The project risk register was reviewed at the last Project Board meeting on 25 June 2019 with several risks reducing due to project delivery being achieved. There was one addition to reflect the risk associated with the delivery of a showcase event in September.	
9	One Public Estate	Darren Crossley	Community Services	<p>June 2019</p> <p>The Carlisle City Centre Regeneration Project has undergone some optioneering around the use of the Citadels site and a revised Strategic Outline Business Case has been submitted to MHCLG.</p>		<p>None at this time.</p> <p>There aren't any specific issues with the OPE Programme; however, it should be noted that the Programme is currently going through a change</p>	Proposed key priorities for the future OPE programme include: Health and leisure service integration in Leisure Centres throughout Cumbria. Work is ongoing with the NHS and Greenwich Leisure Ltd (GLL) to drive this forward. Development of the wider health and	It should be noted that the Programme is currently going through a change control process with the Regional

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				<p>Following engagement with 17 different partners across the county, a “paper of possibilities” was submitted to the Cumbria Chief Execs Group at the end of May. The 40 possibilities have been categorised into the following 5 themes with nominated sponsors: Economic Growth; Health and Communities; Housing; Public Sector Reform &amp; Efficiency Town/City Centre Regeneration. The sponsors are now working with the OPE Programme Manager to filter and prioritise the possibilities in order to progress them through themed working groups.</p>		<p>control process with the Regional Programme Managers and Cabinet Office in order to move the funding previously allocated for the Carlisle City Centre Regeneration Project to the Newton Rigg College / Green Garden Village proposal, which will be undergoing a feasibility study (paid for out of this OPE funding) within the next few weeks.</p>	<p>social care system, utilising existing and potentially new assets across the county. Develop proposals for town centre regeneration with a particular focus on integrating services wherever possible to reduce running costs, improve customer services and meet housing need across the county. Develop the existing project proposals in Penrith and the West Coast (Whitehaven/Workington) and any new projects identified over the next 6 months in preparation for the phase 8 funding round.</p>	<p>Programme Managers and Cabinet Office in order to move the funding previously allocated for the Carlisle City Centre Regeneration Project to the Newton Rigg College / Green Garden Village proposal.</p>

ICT Services Programme and Project Status Report

Technology Strategy Projects

APPENDIX TWO

Programme	Programme Manager	Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
		Implement Office 365 Services	P0012	Migrate to OneDrive for Business	DS	CL	In-progress	<div></div>	Migrate the contents of user's H: and K: drives to Microsoft's hosted file storage service.	Development of technical infrastructure design underway.	Sep.-2019		
			P0013	Implement Yammer	DS	CL	In-progress	<div></div>	Implement Yammer (internal social network) and Skype for Business (telephone/video calls and conferences.	Development of technical infrastructure design underway.	Dec.-2019		
			P0014	Implement Skype for Business	DS	CL	In-progress	<div></div>		Development of technical infrastructure design underway.	Nov.-2019		
			P0015	Implement SharePoint Online	DS	CL	In-progress	<div></div>	Migrate the Intranet and Project Portal to Microsoft's hosted service.	Development of technical infrastructure design underway.	Nov.-2019		
			P0016	Implement Office 365 Tools	DS	CL	In-progress	<div></div>	Implement Sway, Delve, Flow, PowerApps, etc.	Development of technical infrastructure design underway.	Nov.-2019		
Cloud Services		Document Classification and Control	P0018	Implement Digital Rights Management	DS	CL	In-progress	<div></div>	Implement a service to control the distribution and management of user's documents.	Development of technical infrastructure design underway.	Oct.-2019		
Cloud Hosting	CL	Application Delivery	P0023	Implement application delivery solution	DS	MS	Completed	N/A			Completed		
		Application Hosting	P0024	Personnel/HR Applications	MK	CL	Not Started	N/A	Migrate personnel/HR applications to chosen platform.		Dec.-2019		
			P0025	Planning Applications	MK	CL	In-progress	<div></div>	Migrate planning application to chosen platform.		Dec.-2019		
Master Data Management	CL	Spatial (GIS)	P0036	Dataset Rationalisation	MS	CL	In-progress	<div></div>	Rationalise spatial data and introduce processes to manage that data.	options appraised to deliver corporate GIS via cloud services	Dec.-2019		