

Business & Transformation Scrutiny Panel

**Agenda
Item:**

A.4

Meeting Date: 3rd January 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 01/19

Purpose / Summary:

Members will be aware that the Transformation Board has now subsumed the work of the Corporate Programme Board.

Its 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.

The refresh of the Council's Project Managers' Handbook is now complete. This sets out the corporate standards and methodology for project management in the Council. This describes how, for example, we wish business cases to be developed, project risk to be managed and set out how project governance and accountability must be addressed.

A number of training sessions have been arranged to take place over the coming year as part of the Council's Ethical Governance Framework, targeted at those colleagues with project management responsibilities

Recommendations:

The Panel is asked to scrutinise 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.

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

The focus of efforts in the last period has been to progress the development of the Public Realm Strategy. This work has included consideration of key projects and has looked to address the maintenance of existing public realm. SMT are aware of the projects current status.

There are no significant issues are present, the project is progressing on schedule

Durranhill Industrial Estate – Environmental Improvements

The onsite works which have resulted in the regeneration of Durranhill Industrial Estate are complete. The reconciliation of final accounts is now complete. This is to be removed from the Corporate Project Status report with immediate effect.

E-Purchasing/Ledger Update

Significant progress has been made on this project since Members were last updated. The system is 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 in January 2019. Members will note that the project has moved from an amber rating to a green rating.

Digital Information Services projects

Appendix Two sets out the current status of individual projects.

Crindledyke Cycleway

Phase 2 of this project was completed both within schedule and budget.

A request has been received to close the project which will result in its removal from the Corporate Project Status report going forward.

Asset Recovery Programme

Many of the Council's flood affected property assets are now fully reinstated.

The detailed design work for the reinstatement of the ground floor of the Civic Centre is virtually complete and is due to go out to tender imminently.

Outstanding works at the Sheepmount are now substantially complete, there are some minor snagging issues to resolve but work is underway to address these. Adriano's restaurant is fully reinstated and trading again.

Bitts Park Lodge is undergoing a value engineering exercise to bring the project within budget.

Members will note the project currently has an amber rating. The reasons for this are delays which have been experienced to date.

European General Data Protection Regulation (GDPR)

This project has been subject to a full risk assessment and these risks are monitored and reviewed via the operational risk register within Governance & Regulatory Services. The Transformation Board receives regular updates at its meetings.

The Information Governance Framework has been considered by SMT and is due to go to the Audit Committee at its meeting on 17th December 2018.

The E-learning module on GDPR has been completed by the majority of staff now, Managers of those yet to complete the module have been targeted in a bid to drive up the completion of this training to 100%.

A detailed 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

Stage One Masterplanning is now complete.

Work is underway to procure Stage Two Master Planning for the Garden Village (this will involve drawing up detailed design frameworks for the Villages).

Project risks continue to be monitored and reviewed. The project is currently progressing to schedule.

Sands Centre Redevelopment

Since the Status report was updated a number of key activities have taken place:

Planning permission was granted at a meeting of Development Control on Friday 23rd November, for the main project and temporary facilities.

The Sport England Capital Funding Board reviewed the Expression of Interest (£2M) and invited the Council to submit a full application

Detailed design estimated costs are still moving forward to the project plan.

There are no major issues at the present time within this project and as such it has a green rating.

Discover England Fund Year Two

This project is progressing to time and within budget. A full update is included in the Project Status report.

One Public Estate

An update was considered at the meeting of the Cumbria Chief Executives' Group on Friday 30th November. Following agreement by the District Councils and County Council, a submission was completed and submitted for Phase 7 of this work.

Following a competitive tender exercise, MACE have been appointed to work alongside the Council on progressing this project.

It is currently progressing to schedule and within budget.

3. CONSULTATION

- 3.1** The Transformation Board met on 17th September 2018 and considered the Project Status report at this meeting.

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.

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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 – September 2018

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 Develop and deliver a programme of public realm improvements in key areas of the City <ul style="list-style-type: none"> Phase 1 Development of a comprehensive signage and interpretation package. Phase 2 - Public Realm interventions including cultural trails. 	Steven Robinson	Economic Development	September 2018 <ul style="list-style-type: none"> Commenced on Public Realm Strategy which will include key projects and address maintenance of existing public realm. 		None	<ul style="list-style-type: none"> Progress development of Public Realm Strategy 	
2	Durranhill Industrial Estate - Environmental improvements Regeneration of Durranhill Industrial Estate. Funding has been secured from Cumbria LEP (£2m) to improve the road infrastructure on the estate. The Homes & Communities Agency funding (£225,000), will enable environmental improvements to be undertaken to assist with the disposal of the former Border TV site acquired through funding received from the former North West Development Agency (£1.8m).	Steven Robinson	Economic Development	September 2018 <ul style="list-style-type: none"> Works completed with sites brought back into use and sold Highways sign off and 6-month maintenance compete Reconciliation of final account completed 		None		Project Completed – remove from status report
3	E-Purchasing / Ledger upgrade The project will implement E-purchasing throughout the authority which will streamline the ordering of goods and services and streamline with payment of invoices. The web enabled Financials Ledger system front end is required to utilise automatic alerts and process information through system workflow. This will also allow further system enhancements to be undertaken in the future, such as the Civica Fixed Asset module, transparency reporting module and e-budgeting and contract management.	Steven Tickner	Corporate Support and Resources	November 2018 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 in January 2019.			Training to be started and notifying suppliers of intended migration to new system	
4	Digital Information Services projects Standalone projects Security strategy projects IT strategy projects	Michael Scott	Corporate Support and Resources	See separate document detailing individual projects dated September 2018.				
5	Crindledyke Cycleway Construction of part of the proposed Connect2 Kingmoor - Caldew cycleway along the former Waverly line between Kingmoor and Carlisle city centre (Eden Bridge). S106 funding £281,000. The planning agreement specifies that the funding must be spent within 5 years of receipt of the money (26/07/2013).	Luke Leathers	Community Services	September 2018 Phase 2 Section 1 construction completed on budget				Project Completed – remove from status report
6	Asset Recovery Programme To recover the Council's flood-affected services through the reinstatement of property assets, in the most cost effective, resilient, and timely way, having regard to the resources available and identified priorities. Significant redesign projects will report to CPB. Other projects by exception only.	Darren Crossley	Community Services	September 2018 <ul style="list-style-type: none"> Civic Centre (insurance settlement agreed and initial design work complete). The detailed design is partially complete i.e. part way through the RIBA Stage 3. Further design work and co-ordination is needed before there is sufficient information available to issue a complete set of tender documents. As a separate element of the refurbishment work, the external works design around the Civic Centre has been commissioned to RIBA Stage 2 (concept design only), to allow a coherent design to be developed which would also improve DDA access to the building. 		Key issues: <ul style="list-style-type: none"> Sheepmount complete, minor snagging works are present and being addresses Civic Centre detailed design to be completed prior to the issue of tender documents on CHEST Bitts Park Lodge undergoing a value engineering exercise. 	Civic Centre – schedule design review and co-ordination meetings with project stakeholders – as required.	

Corporate Programme Board - Project status report – September 2018

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
				<ul style="list-style-type: none"> Bitts Park Lodge, Depot and Pavillion – the detailed design is undergoing review to improved affordability. 				
7	European General Data Protection Regulation (GDPR) The European General Data Protection Regulation (GDPR) is a major refresh of data protection law which will apply to the UK whether or not it leaves the EU. The council will need to comply with the new law and be able to evidence that it complies.	Clare Liddle	Governance and Regulatory Services	20 August 2018 <ul style="list-style-type: none"> Information Governance Framework drafted, consulted on and is to be reported to Committee in September. Data Protection and Records Management Policies have also been drafted and are out for consultation. E-Learning Training was issued to all staff in May. Members briefing and guidance was issued to all Members by email. Face to face training sessions were delivered to staff and Elected Members in May/June. Various training and awareness raising emails with associated guides were issued to all staff covering; key changes and requirements, individuals' rights, privacy notices, data processors and GDPR contracts and, data protection impact assessments, which were supported by available drop-in sessions. The Council's corporate Privacy Notice was published on its website in time for 25 May 2018. The Council's data protection webpage was updated and SAR/ third party requests forms updated and published. Services continue to develop their service specific privacy notices which are being linked to the corporate one. Retention schedules have been reviewed and updated. Comms have developed Information Governance (IG) branding for use on IG materials. Presentation by Information Governance Manager at Management Briefing. Discussions and agreement with Internal Audit and Risk Management to embed Data Protection related assessments into existing processes. Revision of staff Data Protection and Confidentiality Agreement to be issued to all staff for signing/ declaring. Clear Desk Policy email issued by internal audit – August 2018. 		Lack of corporate buy in and time pressures on managers who need to prepare privacy notices, undertake appropriate risk assessments, data protection impact assessments and reviews of GDPR compliance.	<ul style="list-style-type: none"> Data Protection and Records Management Policies to be consulted and signed-off. Records of Processing Activities list to be completed and published online. Development of SAR and GDPR Rights Procedure alongside the development of Salesforce. The Information Governance Manager will undertake the GDPR Practitioners Certificate. Update presentation to Management Briefing scheduled for October. Continuing development and publishing of Service privacy notices. Review of Data Breach Response Plan alongside the development of Salesforce. Review of existing data sharing arrangements and documentation. Council intranet update. 	
8	St Cuthbert's Garden Village - Carlisle South Masterplan Delivery of a Garden Village to meet future housing and employment related development needs in addition to the necessary supporting infrastructure including a new strategic link road. Inclusion within the Government's Locally Led Garden Village programme has resulted in the scope of this project being much more than just a 'planning' exercise. The project is structured around four work strands	Garry Legg	Economic Development	April 2018: <ul style="list-style-type: none"> One to one discussions / engagement with key landowners Strategic Board Delivery Options Workshop May 2018: <ul style="list-style-type: none"> Procurement of Brisco Conservation Area Appraisal Procurement of Landscape Visual Impact Assessment Developer / Agent briefing session held at Carlisle Racecourse on 25th May 		Project risks continue to be monitored and reviewed. No risk warrants being reported at the current time.	<ul style="list-style-type: none"> Completion of Stage One Masterplanning Commence procurement of Stage Two Masterplanning Implementation of MOU with landowners Submission of HIF Outline Business Case for the CSLR 	

Corporate Programme Board - Project status report – September 2018

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
	as follows: Planning; Masterplanning; Southern Link Road; and Delivery.			<p>June 2018:</p> <ul style="list-style-type: none"> Commencement of public engagement on draft vision and concept proposals Publication of feedback on Jan – Mar consultation Submission of capacity funding bid seeking £425K Ongoing work to support development of the business case for HIF seeking delivery funding for the Carlisle Southern Link Road <p>September 2018</p> <ul style="list-style-type: none"> Procurement of Stage Two Masterplanning to commence 				
9	Sands Centre Redevelopment – Darren Crossley to provide the narrative	Darren Crossley	Community Development	<p>September 2018</p> <p>We are approaching the end of an extended RIBA Stage 3. Waites Construction have been brought on board for early engagement (via the Scape Framework) and have been working on a detailed cost plan and route to affordability, in conjunction with the Architect and other designers. The planning application was submitted on 31 August for the main scheme. Work is also being progressed to RIBA Stage 4 with a view to concluding RIBA Stage 4 and is still on target for seeking further approval from Executive in early 2019.</p> <p>December 2018</p> <p>Planning permission granted on 23rd November by Development Control Committee</p> <p>Detailed design costs are still moving forward as per the project plan</p>		Emerging risks related to capital costs of the project are being managed at this stage to ensure accurate and comprehensive costs are fully understood before any Council decision for development.	<ul style="list-style-type: none"> RIBA Stage 4 development Completion of Route for Affordability 	
11	Discover England Fund Year Two	Debbie Kavanagh	Economic Development	<p>August 2018</p> <ul style="list-style-type: none"> Curation work strand nearing completion with itineraries finalised; development of itinerary planning tool and booking platform underway; sourcing booking channels for the Free Independent Traveller (FIT) Interpretation: Work underway to finalised 48 stories; filming scheduled for August; creation of content and tools for tour operators, travel agents, tourism businesses Distribution & Marketing: partnership with Golden Tours to provide bookability and market product to US Filming schedule for August being finalised Solicitation letters out to cornerstone heritage properties & key businesses in each city to engage with the project & get them signed up as full marketing partners in time for the launch of US consumer marketing in September. 		<p>Project risk register was reviewed at the last Project Board meeting held on 10 July 2018 with no amendments made. However, three issues were highlighted as particularly challenging over the coming months:</p> <ul style="list-style-type: none"> Recruiting businesses into the marketing and welcome aspects of the project The capacity of destinations to deliver on their allotted tasks Pressure on businesses and destinations from multiple DEF projects 	<ul style="list-style-type: none"> Consumer marketing & US trade roadshow plus trade shows in UK, direct marketing through London & Partners and VisitBritain; press work on territory Welcome: Ambassador work with business owners; product knowledge events for tourism businesses; online & face-to-face seminars; online materials for ongoing business support 	
12	One Public Estate – Darren Crossley to provide narrative	Darren Crossley	Community Development	<p>September 2018</p> <p>The Programme is in receipt of revenue support from One Public Estate. A partnership report is going to Cumbria Chief Executives' Group on 28th September 2018, this report will recommend the development of a Property Steering Group and financial support for a Programme Manager.</p>		None	<p>Dependent on the outcome of this current phase.</p> <p>5/12/18 A submission for Phase 7 of this work has been submitted</p>	

ICT Services Programme and Project Status Report

Business As Usual - Applications Projects

APPENDIX TWO

Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
HR & Payroll	P0401	iTrent Recruitment	MK		Not Started		Move to iTrent Recruitment away for old Acess db.	Establishing funding for Midland consultant to complete the work - this will require very little resources from us. To be included in the 2017/18 Programme of Work for ICT Services.	Mar.-2019		
Planning	P0402	Establish a Test environment	MK		Completed	N/A	Establish a test environment for all the planning systems.	Acolaid is complete. Awaiting supplier dates for DMS and PS but also need 2 new servers to put the system on.			
Finance	P0403	ePurchasing and Intelligent scanning	MK		Not Started		Work to configure and release a joined up full epurchasing and intelligent scanning systems.	Will not start until the rollout of v17 of Civica Financials project. To be included in the 2017/18 Programme of Work for ICT Services.	Mar.-2019		
Planning	P0409	Upgrade IDOX software	MK		Completed	N/A	Upgrade all IDOX software and supporting servers	Work almost completed. Users are testing new version pf PA and DM.			


ICT Services Programme and Project Status Report

Business As Usual - Infrastrcuture Projects

Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
LAN Upgrade		Replace Network Edge Switches	DS	MS	Not Started	N/A	Upgrade council's edge network switches in Civic Centre, Bousteads, Tullie House	Switches EOL Nov 2017 - also covers PCI-DSS compliance	Sep.-2019		
Telephony		Mobile Phone Contract	DS	CL	In-Progress	<div></div>	The council's mobile contract expires in March 2017 so need to look to tender for a new agreement/supplier	Contract agreed with Social Telecoms. Roll-out will begin in August.	Dec.-2018		
Computer Room Infrastructure Refresh		Upgrade or Replace Vmware Hosts	DS	CL	Completed	N/A	VMware hosts need replaced or move to hosted solution	Technology meetings started to cover this			
		Remove Unsupported Servers and PC's from Network	DS	CL	Completed	N/A	Several Servers are running unsupported OS which is a security risk as identified in PSN healthcheck	Technology review meetings will formalise time scales but need to get departments on board to upgarde/ decommission systems			

ICT Services Programme and Project Status Report

Security Strategy Projects

Programme	Programme Manager	Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
Policy, Procedures and Training	MS	User Awareness Campaign and Training	P0201		MS	CL	Completed	N/A	Design and implement new IT security awareness campaign alongside user training and certification.	Courses developed by Skillgate. Staff will receive invite to complete new courses in early August.			
Security Infrastructure	MS	PCI-DSS Compliance	P0202		DS	CL	In-Progress		Ensure the council retains its PCI-DSS compliance	Compliance plan developed and report to SMT being produced to fund compliance. Sub-projects will be added once agreement is reach on the way forward.	Mar.-2019		

ICT Services Programme and Project Status Report

Technology Strategy Projects

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	P0037	Roll-out Windows 10 and new laptops	DS	CL	In-progress	<div></div>	Migrate all PC and laptops Windows 10 and replace oldest PCs	Planning Service will completed by the end of August	Jan.-2019		
			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.	Mar.-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.	Mar.-2019		
			P0014	Implement Skype for Business	DS	CL	In-progress	<div></div>		Development of technical infrastructure design underway.	Jun.-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.	Mar.-2019		
			P0016	Implement Office 365 Tools	DS	CL	In-progress	<div></div>	Implement Sway, Delve, Flow, PowerApps, etc.	Development of technical infrastructure design underway.	Aug.-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.	Mar.-2019		
		User Identification and Authentication	P0019	Dual Factor Authentication	DS	CL	Completed	N/A	Implement Dual Factor Authentication into office 365				
		End Point Security	P0020	Implement Enterprise Mobility Suite	DS	CL	Completed	N/A	Ensure all devices connected to our network meet a minimum security standard.	Rescheduled to early next year to allow for completion of policy review so as to be able to implement any new requirements.			
Cloud Hosting	CL	Application Delivery	P0023	Implement application delivery solution	DS	MS	In-progress	<div></div>			Sep.-2018		
		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.		Sep.-2019		
			P0030	Garage Database	MK	MS	Completed	N/A	Develop Salesforce based app for the management of the council garage and fleet of vehicles/equipment.	Business case completed			
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		

ICT Services Programme and Project Status Report

Service Improvement Plan

Programme	Programme Manager	Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)