

Business & Transformation Scrutiny Panel

Meeting Date: 31.3.2022
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 01/22

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.

The narrative contained within the project status report has been updated to offer Members with an up to date snapshot as to the current status of the City Council's corporate level projects. Recent project activity; RAG rating; issues and emerging risks; key activities for the next period and requests for change have all been updated.

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.

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 corporate level projects has been provided by the City Council's Programme Office.

The Corporate Project Status report is hosted on SharePoint and updates to the report are co-ordinated via this platform. The use of this system allows us to access live data; a version history is recorded each time the report is updated; workflows can be configured so that should the status of a project change the Programme Office receive a notification.

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 corporate 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 corporate projects experiencing major issues, which would have required a red rating.

Members are asked to note that two of the corporate projects are reporting an Amber RAG rating, the Sands Centre and the E-Purchasing ledger upgrade. The Sands Centre is the only corporate level project to have escalated in its RAG rating since the last report to Members.

There are no additional projects since this report was last considered by the Business & Transformation Scrutiny Panel.

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

Public Realm Improvements

The project is currently reporting a green RAG status.

Owing to funding secured through the Future High Streets Fund and Town Deal, the planned public realm improvement projects include the Market Square; Devonshire Street; English Street and Botchergate. The business case for the Town Deal projects is now complete and will be submitted to government by the end of March.

E-Purchasing/Ledger Update

This project is reporting an amber RAG status. The project is on hold due to the impact of Local Government Reorganisation (LGR) and its impact on the ability to adequately resource the project. A decision will be taken as to whether this project proceeds given the resource requirements of LGR coupled with the possibility of a new finance system being required for the new authority. Members will be kept informed.

Asset Recovery Programme

This project is progressing and is reporting a green RAG status (compared to an amber RAG status last time this was reported to Members).

A summary of recent project activity as well as key activities for the next period is set out in Appendix One.

The ground floor Civic Centre works are now complete, with work on-going to correct any snags/minor issues.

St Cuthbert's Garden Village

This project is progressing and is reporting a green RAG status. A summary of recent project activity is set out in Appendix One.

Project risks continue to be monitored and reviewed by the Strategic Board and Project Steering Group.

Sands Centre Redevelopment

This project is reporting an amber RAG rating (compared to a green RAG status last time this was reported to Members).

There are ongoing issues being experienced by the project around staffing, availability and increased cost of materials owing to BREXIT.

The Sands Centre project team continues to meet regularly where progress, key activities, emerging issues and the projects risk register are discussed and reviewed. The City Council's Deputy Chief Executive is involved in these meetings and ensures updates are received by the Senior Management Team when required.

One Public Estate

This project is reporting a green RAG status. The key issue facing this project is around putting in place the necessary arrangements required to ensure the efficient release of sustainable grant funding for the on-going Leisure Centre co-location plans across the county. A full summary of recent project activity is set out in Appendix One.

3. CONSULTATION

- 3.1** The Transformation Board will note the version of the Corporate Project Status report at today's scrutiny meeting at its next 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 attached to report: Appendix One: Corporate 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 March 2022

Key to Status

Red Overdue; Significant issues

Amber Some issues

Green On schedule; In progress

	Project Title and Description	Project Manager – to include confirmation project is live	Directorate	Recent project activity for live projects only	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	<p>February 2022</p> <p>A package of public realm improvement projects for the city centre area have been developed, designed and costed through the Future Highs Street Fund (FHSF) and Town Deal (TD) programmes</p> <p>Market Square (FHSF) - £2.3m Devonshire Street (FHSF) - £0.5m Southern Gateway - English Street, Botchergate (TD) - £6.6m</p> <p>The business case for the Town Deal project has been completed and will be submitted to government by the end of March.</p> <p>These projects are now moving into the detailed design stage (RIBA2/3)</p>	Green	A register is in place for the project and these continue to be monitored and reviewed.	<ul style="list-style-type: none"> The commencement of the pre-construction work focussing on surveys and design Completion of GFA with Cumbria County Council for delivery. 	None
2	E-Purchasing / Ledger upgrade	Steven Tickner	Finance and Resources	<p>March 2022</p> <p>The project is on hold due to LGR and ability to adequately resource the project to roll out further within the Council. It may not be prudent to implement a wholesale system change at this point due to LGR and prioritise resources towards supporting the requirements to workstreams.</p>	Amber	COVID and increased workloads have meant that officers implementing the system have not been able to progress the delivery of the system.	Decision needed as to whether to proceed with project given resource requirements of LGR and also the move towards LGR and the possibility of a new finance system for the new authority	None
3	Digital Information Services projects	David Strong/ Martine Kelly	Corporate Support	See separate items detailing individual projects	Green			
4	Asset Recovery Programme	Darren Crossley	Community Services	<p>February 2022</p> <p>Civic Centre</p> <ul style="list-style-type: none"> Phase 1 and 2 have now achieved practical completion and work is ongoing to complete any defects on both projects. 	Green	<p>Civic Centre</p> <p>All major construction risks have now been attended to. Minor issues related to disability access from the car park and ongoing AV equipment issues are ongoing.</p>	<p>Civic Centre</p> <p>To attend to the remaining minor issues on site and develop operational arrangements for use of the new facilities.</p>	None

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				- The Council stakeholder group will meet for a final time in mid-March to conclude operational arrangements and any final defect activity.				
5	St Cuthbert's Garden Village - Carlisle South Masterplan	Neil Cole	Economic Development	<p>February 2022</p> <p>CSLR - early onsite enabling works commenced in February 2022. Business case based on revised cost estimate presented to Homes England/DLUHC in January 2022 and confirmation that decision will be made on 10 March 2022 to allow project to proceed as per current programme. Development Corporation Business Case - Governance structures now in place and Development Corporation Set Up Board now operational. Tendering for the appointment of specialist legal and financial support to prepare the Stage 1 strategic options appraisal commenced February 2022. Landscape Competition – Competition concluded and Gillespies selected as the winning landscape architect. Local Plan - Evidential commissions are now fully underway and will report between July and August '22. Strategic Design SPD commended at the NW Awards for Planning Excellence for Plan Making. Bid to Homes England's Garden Settlements Capacity Fund submitted in December '22. Provisional local plan timetable prepared taking the Plan to adoption. Landowner Engagement - Geldards Law Firm submitted Mines and Minerals Strategy in draft. Landowner Memorandums of Understanding / FAQs now distributed. First</p>		<p>Issues and emerging risk</p> <p>Project risks continue to be monitored and reviewed. A risk register is in place and is actively considered by the Strategic Board and Project Steering Group at their respective meetings. Key risks include:</p> <ul style="list-style-type: none"> - the lack of viability of new development. Mitigation is being delivered with specialist consultants on-board to assess and ensure viability considerations influence the Local Plan moving forward alongside updating the infrastructure requirements, triggers and costs through the Infrastructure Delivery Plan. - premature development proposals in advance of the Local Plan's adoption. Mitigation includes the adoption of the Strategic Design Supplementary Planning Document. - resources available to the project partly mitigated however by the award of external capacity funding. - An unsound Plan remains a live issue with 2 other garden village plans failing in 2020. Mitigation includes monitoring successful and failed local plans bringing forward garden villages and implement appropriate action as required and securing an early advisory meeting with the Planning Inspectorate to identify and address 	<p>Key activities for next period</p> <p>CSLR – pending decision from DLUHC, full contracts will be awarded with full start on site due in May 2022. Development Corporation Business Case - interview /instruction of legal and finance specialists (18 March '22). Finalise and issue tender to appoint advice for preparation of an Investment Strategy. Landscape Competition – negotiations to secure the land remain ongoing and report to Executive (March '22) will seek approval to commence CPO proceedings if they prove necessary. Local Plan - Local Plan timetable to be finalised and approved by Executive as the updated 'Local Development Scheme. Close monitoring of ongoing technical assessments to ensure the Local Plan is 'sound' at examination These will collectively redefine and confirm requirements through a new Infrastructure Delivery Plan alongside an updated viability assessment (incl a 'policy on' scenario testing) to inform the Local Plan viability. Workshop to meet to scope preparation of the Durdar Delivery Strategy scheduled 2 March '22. Landowner Engagement - Further engagement with landowners –</p>	None

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				meeting of “Agents Sounding Board” met in January ‘22. Informal discussions with landowners remain ongoing.		potential issues prior to advancing to the Regulation 19 Stage.	particularly those with smaller holdings but in areas identified for essential infrastructure/early delivery phases following Delivery Workshops.	
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6	Sands Centre Redevelopment	Darren Crossley	Community Services	<p>March 2022</p> <ul style="list-style-type: none"> a. The site establishment, cleaning staff and welfare arrangements have been maintained at enhanced levels to accommodate an increase in the workforce whilst providing sufficient working space, ablution facilities and cleaning regimes to manage the risk of the transmission of COVID-19 within the site workforce, deliveries, and visitors to site. The site is working to SOP version 8 standard of Construction industry COVID guidance. This facility will be retained for the remainder of the site works to mitigate any future risk. b. The Environment Agency work to the flood gates at the Sands and Swifts Bank have now been completed. c. The tanks for the two swimming pools are complete and have passed the water retaining test. Work is now underway to bench the main pool structure, fit the pool equipment, and install the finishes and equipment. d. Work on the RIBA stage 5 specialist subcontractor design elements to coordinate with the main work designs is ongoing. The subcontractors are currently working on links to the existing building, NHS installations, fixture and fittings, external works, and finishes. e. The roof slab, external frame, substructure, and intermediate floor slabs are complete. Work is underway to fit the external cladding, curtain 		<p>The key issues are:</p> <ul style="list-style-type: none"> • the condition of the existing services in the events hall and closing out the remaining design queries and risk in this area. • The condition and life expectancy of the RAAC plank roof in the main events hall. • Ongoing issues with staffing, availability and increased cost of materials as a result of BREXIT. <p>Emerging issues are:</p> <ul style="list-style-type: none"> • The logistics of managing the Employer and tenant fit out either side of the planned sectional completion dates. • Balancing the needs of the Contractor with the needs of the tenants in common areas. 	<p>1) Completion of the RIBA Stage 4B and 5 design development on the main project.</p> <p>2) Discharge all pre-construction conditions with the Planning Applications and Building Control Applications</p>	None
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			<p>walling and windows to make the building weathertight.</p> <p>f. The new electricity substation is now complete and the original PV units have been removed from storage and fitted to the roof.</p> <p>g. Work is underway to form the rooms on each floor. The ground floor is generally formed from block work for flood resilience. The upper floors are generally constructed out of double skin plasterboard.</p> <p>h. The mechanical and electrical first fix has commenced on all floors and some of the larger plant items have been brought to site for installation in the plant rooms at the first floor and room levels.</p> <p>i. Work on the discharge of planning, building control and statutory undertaker conditions, is ongoing. This includes the development of the consequential improvement strategy to comply with Part L of the Building Regulations. As explained in previous Sands Centre reports to Council, the development of the new facilities alongside the existing Events Hall places a responsibility on the Council to improve the energy efficiency (and CO2 footprint) of the existing building as part of a redevelopment project. This area of work is proving challenging because of the omission of the replacement roof covering to the events hall as part of this contract. One of the options available to the Council is to procure the work to the Events hall lighting as a separate package for installation during the tenant fit out phase of the work.</p> <p>j. Further survey work has identified issues with the existing life safety</p>				

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				<p>systems within the events centre, because of the condition of the existing systems, changes to legislation or obsolescence of the system components to maintain service during the construction works and their suitability for re-connection to the new systems on completion of the leisure works e.g., CCTV cameras and fire safety for a public building. These issues are currently being explored in terms of repair and / or replacement requirements.</p>				
7	One Public Estate	Darren Crossley	Community Services	<p>February 2022</p> <p>The One Public Estate (OPE) Programme is progressing well. We received £360k of OPE funding from round 8: £60k for programme management and £300k of sustainable grant funding for the Health and Communities theme and the co-location of MSK physios within leisure centres across the county. In addition, £1.5m Brownfield Land Release funding has been secured for Barrow's Marina Village development.</p> <p>The current Cumbria Partnership OPE Programme is broken down into 5 main themes:</p> <ol style="list-style-type: none"> 1. Economic Growth and Town/City Regeneration require a watching brief only as directed by the OPE Programme Delivery Board. 2. Housing we are linked in with the LGR Housing Workstream and maintaining regular contact with Homes England. 3. Public Sector Reform and Efficiency: <ul style="list-style-type: none"> • Conversations continue to develop the shared storage proposals; 		<p>The key issue is around the arrangements required to be put in place to ensure the efficient release of sustainable grant funding for the ongoing Leisure Centre co-location plans across the county.</p>	<p>Priorities for the Programme include:</p> <ul style="list-style-type: none"> • The development and management of the Health and Communities theme following the OPE Phase 8 funding release and continued oversight and development of the EV Charging Infrastructure Strategy group. • Continuous engagement with Homes England and coordination of any further housing related OPE funding applications. <p>Much of the Public Sector Reform and Efficiency and Housing themes have now been subsumed within the LGR Programme and the Programme Manager is actively involved in both the Asset and Housing workstreams within the LGR Enabling and Place themes.</p>	None

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			<p>however, the mega depot plans have now been put on hold pending clear direction from the shadow authority through LGR.</p> <ul style="list-style-type: none"> Direction is also required to proceed with a county wide shared pool cars solution. The EV Charging Infrastructure Briefing Paper, which sought endorsement and approval for a dedicated resource to manage a single project and funding bid on behalf of the county, was endorsed by the CCEG on 28th January. This has the support of all partners who have been involved to date and Sellafield are considering seconding one of their PMs to be the dedicated resource on our behalf. <p>4. Health and Communities:</p> <ul style="list-style-type: none"> Michael Smillie has been very supportive as our OPE sponsor and the identified key themes will be explored further in the coming months. Michael has now moved on from NCIC and Tim Povall has stepped in as Sponsor from MBHT. Work to adapt Kendal Leisure Centre for MBHT MSK co-location has been completed and the team moved in over a weekend and began their service delivery from 24th January. We've sourced some GP referral training funding and are proceeding to train Barrow Leisure Centre staff. We will be delivering an Escape Pain programme in Kendal from mid- 				

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				<p>March and hope to develop a rolling 6 weeks' programme going forward.</p> <ul style="list-style-type: none"> • Following a site visit to Barrow and Ulverston on 3rd February, MBHT are now considering the flexible space available for them to use. • We are sourcing hot desking space for the additional CCG resources being brought in in Carlisle and Copeland and hope to also find them some space in Barrow and Millom. 				