

People Panel

Meeting Date: 12.1.2023
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 01/23

Purpose / Summary:

This report provides an update against corporate projects currently being undertaken across the City Council.

The narrative contained within the project status report has been updated to offer Members 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.

It is vital that appropriate governance arrangements are in place in order to ensure the successful delivery of these projects post Vesting Day. The Chief Executive's Office Manager will be the contact in order to ensure an effective handover to Cumberland Council.

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 iss

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. This Board meets as an escalation mechanism to capture those projects with escalating risks/ issues.

As requested by the Panel, a six- monthly progress update on corporate level projects has been provided by the City Council's Programme Office and is attached to this report at Appendix One.

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 receives 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.

Members will note the addition of the "Sustainable Warmth project". This project is experiencing major issues, and therefore has a red RAG rating. The City Council's Senior Management Team is aware of the issues. The Corporate Director of Governance & Regulatory Services requested that internal audit carry out a piece of work which would result in some recommendations to aid its successful delivery. Further details are set out in Appendix One and member comments are welcome around recent project activity and emerging risks for the next period.

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

Public Realm Improvements

The project continues to report a green RAG status.

Risk registers are in place for the projects which fall under the banner of public realm improvements and these continue to be monitored and reviewed. Risks around this project are not unexpected and are around supply chain issues owing to Brexit; increased inflation costs; the potential impact of LGR on governance and decision making processes.

E-Purchasing/Ledger Update

This project is to be removed from the City Council's project status report. This is owing to the fact that post Vesting Day the County Council finance system will be adopted. Therefore there is no longer any need to direct any resources to this project.

Asset Recovery Programme

This project is progressing and is reporting a green RAG status.

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

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.

The leisure centre is officially open and is in use. There are several work areas to complete in the leisure centre and event centre in order to achieve Sectional Practical completion for the main works contract.

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

One Public Estate

This project is reporting an amber RAG status.

The key issue for the project is around socialising the OPE programme with the shadow authority members to ensure the programme maintains support and momentum going forward. Key programme roles will need to be revisited as LGR progresses.

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

Sustainable Warmth

This project is a new addition to the corporate project report owing to its scale and financial implications.

Members will note that this project is reporting a red RAG status. Members are asked to note that an addition has been made to the City Council's Corporate Risk Register to reflect potential reputational risks this project poses as well as the potential to have to pay back a substantial amount of the £19.5M funding to the Department for Business, Energy and Industrial Strategy (BEIS).

An internal audit was undertaken and the recommendations from this have been fully implemented. Additional human resource has been brought in to assist with clearing the backlog of applications. Weekly meetings are scheduled with BEIS in order that risks and issues can be flagged in a timely manner and advice sought.

3. 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.

4. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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>December 2022</p> <p>A package of public realm improvement projects for the city centre area have been developed, designed and costed through the Future High Streets Fund (FHSF) and Town Deal (TD) programmes</p> <p>Market Square / Greenmarket</p> <ul style="list-style-type: none"> Two public consultations have been held (July / December 2022) to inform the development of the project. <p>Devonshire Street</p> <ul style="list-style-type: none"> This project is being delivered by Cumbria County Council (CuCC) Grant Funding agreement signed CuCC have undertaken engagement with local businesses (November 2022). <p>Southern Gateway - English Street/ Botchergate</p> <ul style="list-style-type: none"> This project is being delivered by Cumbria County Council (CuCC) Grant funding agreement being finalised Consultants will be appointed imminently to progress the outline designs to a more detailed stage. 	Green	<p>Risk registers are in place for the projects, and these continue to be monitored and reviewed.</p> <p>The current key risks are:</p> <ul style="list-style-type: none"> The impact of Local government on governance and decision-making processes Disruption to supply chain due to impacts of Brexit, increased inflation costs, and the Covid pandemic causing delays to projects due to staff and material shortages 	<p>Detailed designs for tender will be produced in early 2023 for Market Square / Greenmarket and Devonshire Street Projects</p> <p>Further consultation during 2023 on Southern Gateway to progress design work for the scheme.</p>	None
2	E-Purchasing / Ledger upgrade	Steven Tickner	Finance and Resources	<p>December 2022</p> <p>The project will no longer continue. Following Vesting Day the County Council finance system will be adopted.</p>	Amber		This project to be removed from the City Council's Corporate Project Status report.	None

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3	Digital Information Services projects	Laura Griffiths / David Strong/ Martine Kelly	Corporate Support	A Separate report to this Scrutiny Panel is submitted for consideration detailing individual Digital Information Services projects.				
4	Asset Recovery Programme	Darren Crossley	Community Services	<p>December 2022</p> <p>Civic Centre</p> <ul style="list-style-type: none"> - Phases 1 and 2 are part way through the contract Defect Correction periods. - There are still several stakeholder group actions outstanding including three fire safety actions and a further action managing access and egress for guests and public meetings including security arrangements in the building. <p>Other properties</p> <ul style="list-style-type: none"> - Work in all other properties has now been completed except for the HSF documents for John Street Hostel. - The outstanding commercial and contractual claims have been settled. 		<p>Civic Centre</p> <p>All major construction risks have now been attended to. The remaining actions are with Civic Centre stakeholder group to complete.</p>	<p>Civic Centre</p> <p>To attend to the remaining minor issues on site and complete the operational arrangements for use of the new facilities with the Project sponsor and stakeholder group.</p>	None
5	St Cuthbert's Garden Village - Carlisle South Masterplan	Neil Cole	Economic Development	<p>December 2022</p> <p>CSLR - enabling works commenced in February 2022, with County Council in full control of the necessary land. Re-procurement of the construction contract will conclude in January '23. Updated business case to be submitted to Homes England / DLUHC in January '23.</p> <p>Development Corporation Business Case – Stage 1 of the business case now underway to assess the appropriate delivery vehicle options and will conclude in Spring '23. Procurement of Stage 2 will commence thereafter to develop the full business case.</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"> - failure to fully fund the CSLR will delay deliverability of the Garden Village. - 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 	<p>Key activities for next period</p> <p>CSLR – pending decision from DLUHC, construction planned to start on site in June '23.</p> <p>Development Corporation Business Case - secure approval of the preferred delivery vehicle option from the new Authority and submit final business case to DLUHC in Summer '23.</p> <p>Landscape Competition – Council to secure the land and delivers the project.</p> <p>Local Plan – finalise local plan timetable and commence to Regulation 19 consultation.</p>	None

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				<p>Landscape Competition – £2m Town Deal Funding confirmed and Council now in formal negotiations with both landowners.</p> <p>Local Plan – all evidential commissions to conclude in Jan '23. Delivery Frameworks for Durdar and Cummersdale now underway to scenario test phasing, infrastructure requirements and development viability.</p> <p>Working with Northern Trust to bring forward Carleton.</p> <p>Design Code Pathfinder – public consultation on visioning completed in November '22 and now processing to preparation of the Draft Code.</p> <p>Landowner Engagement - Landowner Memorandums of Understanding issued and returned. Targeted landowner engagement event in Durdar held in May '22. Informal discussions with landowners remain ongoing.</p>		<p>updating the infrastructure requirements, triggers and costs through the Infrastructure Delivery Plan.</p> <ul style="list-style-type: none"> - 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 potential issues prior to advancing to the Regulation 19 Stage. 	<p>Design Code Pathfinder – public consultation on draft code expected in Spring '23 with submission to DLUHC in May '23. TO be adopted by new Authority anticipated in Early Summer.</p> <p>Landowner Engagement - Further engagement with landowners – to be held in Jan '23.</p>	
6	Sands Centre Redevelopment	Darren Crossley	Community Services	<p>December 2022</p> <ol style="list-style-type: none"> a. The leisure centre has been officially opened and is in use. b. There are several work areas to complete in the leisure centre and event centre to achieve Sectional and Practical completion for the main works contract. c. Work on the discharge of planning, building control and statutory undertaker conditions, is ongoing. This includes the completion of the consequential improvement strategy to comply with Part L of the Building Regulations. d. Further survey work has identified issues with the existing life safety systems within the events centre, because of the condition of the existing systems, changes to 		<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. • Settlement of the final account for the main works and 53 minor works contracts. <p>Emerging issues are:</p>	<ol style="list-style-type: none"> a. Discharge all pre-construction conditions with the Planning Applications and Building Control Applications 	None

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				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.		<ul style="list-style-type: none"> Access and balancing the needs of the Contractor with the needs of the tenants in common areas. 		
7	One Public Estate	Darren Crossley	Community Services	<p>December 2022</p> <p>The Health and Communities theme is building momentum and achieving some great results:</p> <ul style="list-style-type: none"> In Kendal, MBHT and GLL are now co-delivering their fifth Escape Pain programme. They have been able to defer surgery for 150 patients so far, which means that other patients are able to have surgery earlier than originally anticipated as the elective surgery waiting list is re-prioritised. This results in less downtime for sickness and the need for companies to backfill positions and saves the NHS ~£10k per patient. MBHT's Director of Finance has challenged the team to aim to defer surgery for 50 patients per month and has estimated the long-term savings to the NHS will be an additional ~£1m as the structure of the team is reviewed and potentially reduced by even one person. We are delivering a rolling Escape Pain programme in Ulverston and hope to start one in Barrow from January, where they are also considering potential co-location plans as we are in Penrith. 		The key issue is around socialising the OPE programme with the shadow authority members to ensure we can obtain continued support for the programme going forward.	<p>Our main priority is to continue to engage with each of the fifteen partners involved in the programme, particularly whilst the NHS are facing unprecedented challenges and our local authorities transition through LGR.</p> <p>We are grateful that Darren Crossley has agreed to step in as Chair of the OPE Programme Delivery Board on behalf of Pat Graham, who has now left Copeland. Key programme roles will need to be revisited as we progress through LGR.</p>	None

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			<ul style="list-style-type: none"> The OPE Programme Manager is a member of the North East and North Cumbria ICS Estates Programme Board and recently reported on the success of what’s being achieved in Kendal Leisure Centre. The NE & NC ICB Interim Director of Finance is very keen to replicate this across North Cumbria and the North East and is now linked in with MBHT’s Director of Finance to discuss this further. <p>Housing</p> <p>None of our local authorities were able to apply for this year's Brownfield Land Release Funding; however, a further £140m will be made available over the next two years.</p> <p>Public Sector Reform & Efficiencies</p> <p>Our EV Charging Infrastructure group is also making good progress:</p> <ul style="list-style-type: none"> Whilst we weren’t successful in our bid for the pilot LEVI (Local EV Infrastructure) fund, we received some very positive feedback. We have been obtaining the additional detail required and working on an ORCS (On Street Residential Chargepoint Scheme) bid, which we hope to submit within the next few weeks ahead of focussing on the additional sites that we intend to include within a full LEVI funding bid when the remaining £450m is made available early in the new year. These bids will ensure that chargepoints are installed in ~1000 sites across the county. 				

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			<ul style="list-style-type: none"> We now have a dedicated resource, who is developing an EV Charging Infrastructure Strategy and will be completing some soft market testing in December to feed into our funding bids. We have a Comms Task and Finish group working on a hybrid Stakeholder Event, which we hope to hold in January for residents, community groups and organisations across Cumbria and a further Task and Finish group who are beginning to consider EV car clubs and car sharing across the county. <p>All of this work is being fully supported by ENW and the EST.</p> <p>Our mega depot plans remain on hold pending clear direction from the shadow authorities.</p> <p>The county wide shared pool cars solution is also subject to shadow authority direction.</p> <p>Conversations continue to develop the NDA and SL plans for a shared storage facility at the Port of Workington.</p> <p>The NDA requested accommodation for their paper records scanning, shredding and storage facility, currently located in Hensingham. DEFRA may be able to offer some space for this in Workington.</p> <p>Cumbria County Council have offered some space at Parkhouse for the NDA Group's Industrial Cyberspace Centre and this has been included in the NDA's long list of options.</p>				

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<p>Sustainable Warmth Project</p> <p>£19,955,000 of BEIS funding on behalf of the Cumbrian Sustainable Warmth consortium of district councils to address fuel poverty, improve energy efficiency and carbon savings and help boost the local economy. To retrofit a target of 1310, mainly private sector homes, with energy efficiency measures, including low-carbon heating.</p>	<p>Mark Walshe</p> <p>Project Manager – still within recruitment phase</p>	<p>Governance & Regulatory Services</p>	<p>December 2022</p> <p>Project has been put onto the Corporate Programme Board.</p> <p>Audit recommendations have been implemented.</p> <p>The project has been beset by issues from day 1 with delays/inability to recruit to key positions leading to serious delays with the project.</p> <p>The mid-term review resulted in funding having to be returned to BEIS and we are still behind our anticipated spend position.</p>	<p style="background-color: red; color: red;">Overdue; Significant issues</p>	<p>A new management team has been installed to try and breathe life into the project. However, with only 4 months until the project officially ends, this is a damage limitation exercise. There is no way we will spend all of the allocated funding.</p> <p>Additional resources have been brought in to assist with a backlog of applications and processes have been refined to speed up the process however in reality this is too little too late and we are merely trying to push through as many applications as possible in order to minimise reputation damage.</p> <p>Several MOU's still have not been signed by local authority partners.</p> <p>The project requires close monitoring of the revenue expenditure of this capital programme to ensure administration and ancillary spending does not exceed acceptable proportions.</p>	<p>Weekly meetings scheduled with BEIS and countywide delivery group has weekly meetings.</p> <p>Additional resources have been recruited to assist with the backlog of applications to be processed before end of January cut off.</p> <p>Installations have commenced, with pressure being placed on retrofit installers to complete installations ASAP.</p> <p>BEIS are likely to request a further review during December and it is highly likely that we will have to return further funding.</p>	

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