

Resources Overview and Scrutiny Panel

Agenda Item:

A.7

Meeting Date: 6th June 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: Not Applicable:
 Within Policy and Budget Framework
 Public / Private Public
 Title: CORPORATE PROGRAMME BOARD
 Report of: Chief Executive
 Report Number: CE 05/13

Purpose / Summary:

The Corporate Programme Board was established to ensure that there are effective governance arrangements on the projects that the Council undertakes. This report provides the most recent update of projects currently being undertaken. Governance arrangements are being enhanced and extended to all initiatives that support the Council’s corporate programme.

Recommendations:

The Panel is asked to

- i) Note the most recent summary of projects, as contained within Appendix A.
- ii) Note the use of Microsoft Project to improve project management programming of resource allocation.
- iii) Comment on the type of information and timing that is required to be presented to meetings of ROSP, on the work of the Corporate Programme Board. It is suggested that 6 monthly reports are submitted for scrutiny.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

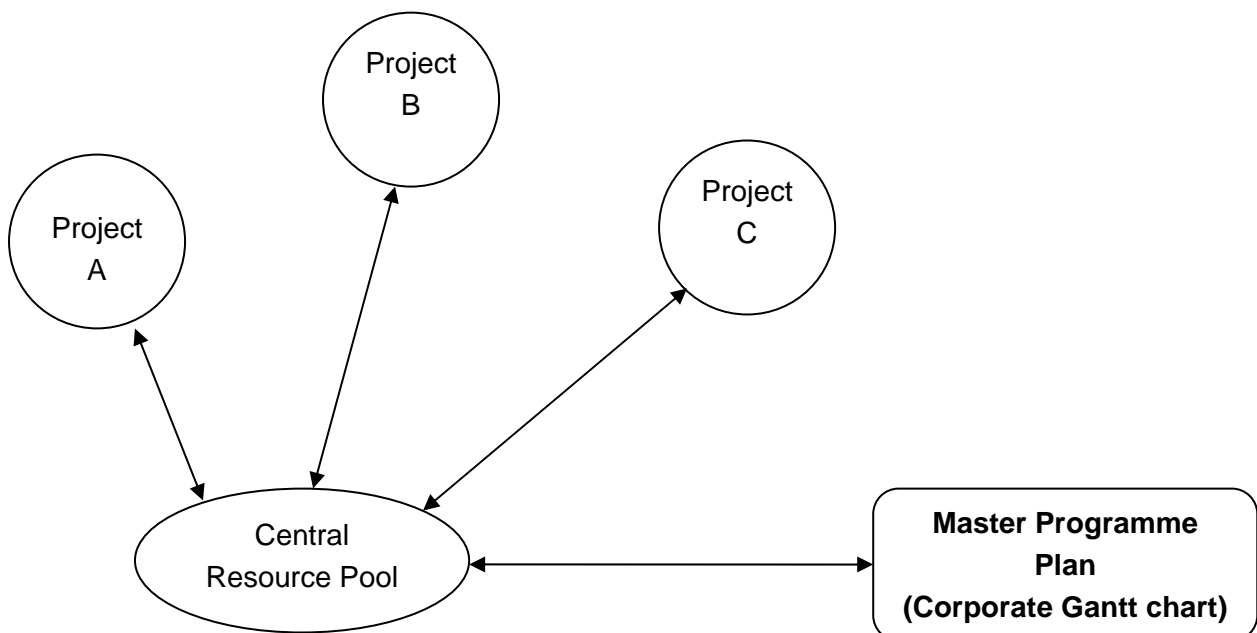
1.1 The Corporate Programme Board has an advisory and high-level monitoring role in relation to the projects delivered by Carlisle City Council.

As required by ROSP, a progress update on projects will be provided from the Corporate Programme Board.

2. PROPOSALS

2.1 Project Management system

The City Council is currently implementing Microsoft Project as the software system used for project management. Use of Covalent is being phased out for project management. Project plans are now being developed for all Council projects. These plans will include officer time allocated to complete project tasks and this resource will be taken from a central resource pool. This will highlight over allocation of resources ie. more call on officer time than time available and show bottle necks in the timing of projects. Many of the Council projects share resources eg. HR, Communications, Construction management. Also, some projects are linked to other projects eg. are unable to start until another project is complete. Thus linking projects in this way allows for better co-ordination and scheduling of projects. A programme view of all the projects is thus created - a corporate Gantt chart (Master Programme Plan) as illustrated in the diagram below. The Corporate Programme Board will make decisions regarding the rescheduling / prioritising of projects where bottlenecks are evident and be able to model the impact of new projects on the programme of work.



2.2 Projects dossier / status

A summary of the dossier of projects is detailed in Appendix A.

This dossier contains a summary of current project status (as April 2013). The majority of Council projects are progressing to schedule. Those that have issues are shown with a rating of amber for some issues and red for major issues. A summary of action that is being taken is provided.

3. CONSULTATION

3.1 Corporate Programme Board meeting 18th April 2013.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 The Panel is asked to

- (i) Note the most recent summary of projects, as contained within Appendix A.
- (ii) Note the use of Microsoft Project to improve project management programming of resource allocation.
- (iii) Comment on the type of information and timing that is required to be presented to meetings of ROSP, on the work of the Corporate Programme Board. It is suggested that 6 monthly reports are submitted for scrutiny.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

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Appendices **Appendix A Dossier of Projects April 2013**
attached to 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:

- **None**

Dossier of Projects - Status - April 2013

APPENDIX A

Project / Initiative Name	Project description	Project Sponsor	Directorate	Recent project activity	Status
1 Local Plan	<p>The new Local Plan is being produced in accordance with guidance introduced in the National Planning Policy Framework in 2012. It replaces the portfolio of documents that were to be produced under the Local Development Framework system with one, single development plan document containing strategic policies, general development management policies, site allocations and the proposals map.</p> <p>To include Employment Land Review to identify and agree strategic employment sites. To ensure that sufficient land is identified to provide for the housing needs of the area.</p> <p>To develop a revised City Centre Masterplan which will form part of the Local Plan. Identifying opportunities for the development of sites for office, leisure and retail accommodation</p>	Jane Meek	Economic Development	Preparation of a Local Plan and completion of policies well underway following discussions with the Local Plan Member Working Group. Evidence base work includes completion of the Affordable Housing Economic Viability Assessment and commencement of Gypsy and Traveller Accommodation Assessment and City Centre Masterplan work. Initial work also on the Water Cycle Study, Habitats Regulation Assessment and Infrastructure Delivery Plan in the last quarter	
2 Promoting Carlisle	Includes projects Discover Carlisle / Sense of Place / Carlisle Prospectus	Jane Meek	Economic Development	Sense of Place - Steering Group received presentation and signed off on the visual expression. Discussion took place on mechanisms for successful implementation through a Place Board. Discover Carlisle and Carlisle Prospectus awaiting outputs from Sense of Place project.	
4 Modern TIC (Tourism review and OTH repairs Phase 2)	Develop options to refurbish and modernise the Tourist Information Centre	Jane Meek	Economic Development	Research has been undertaken to review previous feasibility study, business plan and options including the previously preferred option. Analysis completed which compares works to be completed as part of phase 1 to the overall scheme identified previously. This sets out a list of proposed works along with estimated costs which could be included in phase 2 improvements to the TIC. The above will form the basis for discussion at the first Steering Group meeting.	
5 Arts Centre	Work with partners to select a suitable site or property. Develop governance, operational and business plans. Continue to support the development of the Arts Centre through a 3 year programme of development works	Keith Gerrard	Community Engagement	JMT Site Visit to: Fire Station / Salvation Army Building on 27 February. Steering Group meeting 15 March to plan and allocate actions following JMT. Architects commissioned to prepare concept design options for both buildings. Concept designs were received 15 April 2013.	

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

Dossier of Projects - Status - April 2013

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6 Housing Strategy - Delivery of the Affordable Housing Programme	The Affordable Homes Programme should deliver at least 109 affordable homes at various sites throughout the city by 2015 .	Keith Gerrard	Community Engagement	Delivery of the Affordable Housing Programme - Two Castles have finished 13 affordable homes at Raffles. Carlisle City Council has confirmed to the HCA its support of Riverside's schemes at Borland Avenue, Tomlinson Avenue and Arnside Court. Riverside have secured planning permission for their AHP scheme at Borland Avenue, Botcherby. Riverside have submitted a planning application for their scheme at Arnside Court.	
7 Housing Strategy - Disabled Facilities Integration Project	The project is looking at ways of integrating DFGs more closely with Health and Social Care.		Community Engagement	Helped 136 people with affordable warmth and income maximisation measures through our Warm Homes service. Established a Handyperson Service. Established a service to help people who are victims of crime; providing measures such as securing homes and changing locks, providing security lighting. 'homelife Carlisle' branding agreed by Executive.	
8 Housing Strategy - Dalton Avenue	The project aims to deliver 37 units of housing over 2 years for rent charged at an affordable level. The build will be carried out by the private developer Lovell's on land owned by the Council. A Registered Provider will purchase the land and properties and manage them.		Community Engagement	City Council and Lovell's need to agree a solution to develop the site. Delays while Lovell finds a partner and delivery mechanism. To progress scheme.	
9 Housing Strategy - Empty Homes	Cluster of Empty Homes(CoEH) / Empty Homes Communities Grants programme (YMCA) - Bringing empty homes back to use.		Community Engagement	Empty Homes - In conjunction with council tax, a letter was sent to all owners (1700) of empty/exempt homes advertising empty property grants/loans. Negotiated and completed with colleagues from the YMCA, their client journey.	
10 Housing Strategy - Gypsy and Traveller transit site	The design, development and implementation of a seven pitch site for transit provision for the Gypsy and Traveller community.		Community Engagement	Recent project activity has focused around concerns on the setting up of the monitoring processes regarding the contract.	
11 Civic Centre Foyer Redesign	To develop and expand existing reception facilities to assist customers in dealing with demands of Welfare Reform changes. To develop a multi working space for supporting agencies at one point of contact.	Keith Gerrard	Community Engagement	Purchase and programming of self serve terminals. Release of funding to fulfill proposed plans. Liaison with partners to ensure partnership working for customers within the new foyer area.	

Dossier of Projects - Status - April 2013

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12	Sport and Leisure Needs Assessment	Deliver a sport and leisure facilities assessment of need and suitability plan	Keith Gerrard	Community Engagement	<p>A final draft Sports Facility Strategy needs assessment and action plan has been submitted to the City Council. It is recommended that the City Council develop a new swimming pool (25m 8 lane and a smaller teaching pool), a new sports hall and an improved offer of health and fitness facilities. It is recommended that these facilities are developed at the Sands Centre. Alongside these facilities at the Sands Centre, the report recommends significant development at Harraby and Morton. The report also highlights the need for a more strategic approach to the management of our sports facilities and to programming.</p> <p>Draft Playing Pitch Strategy needs assessment sent to the City Council.</p> <p>The City Council's draft Vision for Sport has been taken to JMT.</p> <p>A bid to the sport activation fund has been successful (though not public knowledge yet).</p> <p>Discussions have been held to discuss the future of the CLL contract.</p>	
13	Harraby Campus Development	Support the delivery of key sport and leisure facilities via Harraby School and Community Project.	Keith Gerrard	Community Engagement	<p>Letter of Comfort prepared by Chief Executive; Draft funding agreement developed and submitted to County Council - feedback/ comments received 16/4/13; Funding of £1.6m approved via budget setting process Draft Heads of terms agreed with County Council; Surrender of lease drafted and submitted to Community Association for amendment; reported signed but not yet received; Executive Report prepared and approved on 11 March; attend Project Board meetings (D Crossley)</p>	
14	Partnership Review	<p>Map partners relevant to priorities</p> <p>Identify partners shared aims and objectives and how we can work together.</p> <p>Review member / officer partnership representation.</p> <p>Quantify and redirect existing partnership spend.</p> <p>Identify partnership champions and tap into their knowledge of what makes partnerships work.</p>	Darren Crossley	Governance	<p>SMT meeting 17th April requested Directors to review their membership of significant partnerships.</p>	

Dossier of Projects - Status - April 2013

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15 Clean up Carlisle	3 themes with 2 years of funding: - Education - Enforcement - Enhanced Clean Up	Angela Culleton	Local Environment	Increase in Fixed Penalty Notices issued for littering, fly-tipping and dog-fouling (up from 16 on 2011-12 to 131 in 2012-13) 13 successful prosecutions in the year, up from nil the previous year] 1,500 KS 1 and KS2 schoolchildren given a live presentation of the Love Where You Live campaign New fleet of mechanical street-cleaners on order - 3 delivered and more to follow. New street cleaning rounds introduced. Mapping of litter-bins on GIS to allow greater efficiency of collection.	
Transformation Programme					
16 Automating Services	Project aims to migrate services from transactional written, telephony and face-to-face contact towards electronic means. Phase 1 has focussed on Council Tax including e-billing. Phase 2 will focus on Waste Services and Car Parking / use of apps and mobile working for staff.	Keith Gerrard	Community Engagement	Go live of Council Tax online self serve module via Capita Connect on website. E-billing for Council Tax. Online Direct Debit sign up for Council Tax. Currently an extra 560 customers signed up online equating to 1% of the Council Tax base of properties. Facility for information to be sent directly to back office systems seamlessly. Work started on mobile working solutions. E-base form training for ICT staff to enable self serve modules for other services to be built in-house. Delay of completion of Phase 1 of project due to main billing and year end constraints withing Revenues and Benefits. Constraints on timing, resources etc within back office teams to commit to project are risks to the timing of the project.	
17 Community Engagement Transformation 2013/14	DFG reconfiguration IT savings in Customer CC Restructure in Customer CC Restructure in Comms, H & H Non staff savings	Keith Gerrard	Community Engagement	IT savings in Customer Contact Centre (CCC) complete. Restructure in CCC complete. Consultations on restructures in Comms, H & H now complete and presentation to SMT 30th April, Non staff savings now complete and now deleted from the budget.	
18 Governance Transformation 2013/14	Non staffing savings (incl. town twinning, civic dinner,) O/T reduction Lean system review savings	Mark Lambert	Governance	All complete.	
19 Resources Transformation 2013/14	HR support. Finance and Accountancy. Keepers.		Resources	In progress. All to be completed by 30th June.	
20 Economic Development Transformation 2013/14		Jane Meek	Economic Development	In progress. Key posts still to be filled.	
21 Local Environment Transformation 2013/14	Transfer of Highways Claimed Rights CCTV Allotments to self-management Rights of Way Budget savings across the department		Local Environment	Now completed.	

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22	Play Areas Review	Review of the condition and location of all Carlisle's play areas.		Local Environment	Scoping of project completed. Desk study of play areas based on existing data GIS Mapping including accessibility data	
23	Bereavement Services Review	Re-location of Bereavement Services office from Cemetery Lodge to new annex at the Crematorium.	Angela Culleton	Local Environment	Re-location of Bereavement Services office from Cemetery Lodge to new annex at the Crematorium. Increased total income for the service (£1.25m in 2012-13) Increased number of cremation services (up by 7%) and burials (up by 1%) 85,000 people attending services at the crematorium	
Other Capital Projects						
24	Cycle Way Ramp	This project is the formation of a cycle ramp, forming part of the original overall Sustrans cycleway scheme	Angela Culleton	Local Environment	Planning:- Appn Ref: 12/1052 considered by the Development Control Committee at its meeting on 08/03/2013 Members deferred approval pending and subject to no issues being raised by an Assessment of Likely Significant Effect (ALSE) report. Kendal consultant commissioned by Planning, to carry out ALSE - due Friday 19th April.	
25	Kingstown Industrial Estate	To bring roads and pavements at Kingstown Industrial Estate up to an adoptable standard.	Angela Culleton	Local Environment	Main works completed in November 2012 with further patch repairs to additional 3 roads in Jan 13. Subject to approval of Carry forward, it's the intention to address cross over repairs between carriageway and tenant boundaries.	
26	Public Realm Caldewgate	Section 106 money from Sainsbury's to improve hard landscaping in Caldewgate.	Peter Mason	Resources	Creation of schedule of works wish list, during next 3 months.	
27	Replacement Families Accommodation	To develop a new provision for homeless families and women to improve the quality of service, address equality and accessibility issues and comply with government legislation.	Keith Gerrard	Community Engagement	Internal partitions, Mechanical & Electrical 1st fix, 2nd fix commenced, commenced Painting, external works commenced. Windows completed.	
28	Historic Quarter - Castle St Public Realm Improvements	Enhancements to the Historic Core of the City with particular emphasis on Castle Street: - Restricted zone for traffic - Pedestrianising and stone paving using traditional materials	Angela Culleton	Local Environment	Physical works finished. County Council has approved draft traffic order. Informal consultation has taken place. Traffic order will now be formally advertised and any objections will be considered by County Council.	
29	Financial systems upgrade and development projects	Projects include - - Upgrade of financial software - New employee management system - Implementation of phased Electronic Document Management System (EDMS) - Contractorplus replacement	Peter Mason	Resources	EDMS - System implemented and operating in Creditor section. Indexation categories and file references now developed. Financial systems upgrade - FIS now upgraded to Version 13.0 from V9.1. Significant iteration. Live and Test both available and operational. Integrated Employee Management System - Working Group set up, identification of related systems for integration, presentation by market leader, market testing and initial quotation received. Confirmation of existing system termination. Estimated Cost of project referred to Director.	

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30	ICT projects	Projects include - - VEEAM solution (IS) - Shared Licensing (MW) - Carlisle Metro WiFi (DS) - New mobile phone contract (DS) - Cash receipting Hosted Service PCIDSS Compliance (MK) - New ACT website (MW) - Open Source CMS (MW)	Michael Scott	ICT	VEEAM solution - Implementation phase complete. Shared Licensing - Discussions with Copeland are delaying the project at the moment. Carlisle Metro WiFi - Testing of Devices. New mobile phone contract - Contract signed. Phones tested against Carlisle policy. Cash Receipting Hosted Service PCIDSS Compliance - Partial completion of hosted application software preparation. New ACT website - Specification completed and signed off. Data Gathering started. Open Source CMS - Server Built. Software installed and tested.	