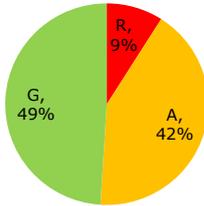


STRATEGIC PROJECTS REPORT: QUARTER 2 2017-18

Performance



There are 33 projects reported in Quarter 2, with Hall for Cornwall no longer being reported as a strategic project.

3 are Red; 14 are Amber and 16 are Green.

Three projects have moved from Green to Amber and two have moved from Amber to Green

Projects of real concern are those that are Red as they are out of tolerance and have no current approved plan. All three of the projects were reported as Red in Quarter 1 and those projects are summarised as:-

- **Library Transformation Programme** (page 2) - Whilst still reporting Red due to in-year shortfall against current Medium Term Financial Plan the Programme Team remain confident that full savings can be achieved within revised timescales.
- **Housing Development Programme** (page 7) - The Housing Development Programme is Red due to risks around the Council whether the Council can secure sufficient skills, capacity, expertise to deliver against targets
- **Integrated Community Care (SoF)** - (page 12) Despite some progress, the status of the programme remains red, due to the complexity of the nature of integrated practice. Evidence is needed to show the impact of redesigning community services and the use of a range of community hubs on the existing hospital services.

Explanation

The Council adopts a standard methodology to improve and align how we identify, scope, plan, deliver, monitor and control the delivery of business change, as well as ensuring that the conditions for the delivery of project benefits are fully understood, managed and realised. The framework ensures that strategic and critical business change for the organisation is managed in a cohesive, consistent and transparent way in order to maximise the delivery of the range of front line and support service benefits for the residents of Cornwall, whilst minimising the risk of project failure.

There are a number of programmes and projects in place in order to deliver strategic business change as outlined below.

- *Strategic Portfolio Projects* are managed and reported via the major projects team.
- *Service Critical Projects* are managed and reported via Senior Leadership Teams.

Project Status is defined as follows:

- **Red** - Out of tolerance with no current approved plan
- **Amber** - Out of tolerance and with a plan in place to bring back under control
- **Green** - Under control and within tolerance

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
NEIGHBOURHOODS DIRECTORATE					
Strategic Portfolio Projects					
Waste Strategy	Peter Marsh	Development of a Resources and Waste Strategy for Cornwall and the development of a strategic business case to set the approach for the recommissioning of the next kerbside waste collection contract and deliver Waste Service objectives.	Green	Green	The Overall Programme status is Green. The availability of Legal resources, required to support the Invitation to Tender work stream may change the status to Amber. All work streams are progressing. Temporary arrangements have been made to support development of a communications strategy while a marketing role is re-advertised due to a low standard of applicants. Neighbourhoods Overview & Scrutiny Panel work programme has been agreed. The Charter has been drafted and Waste Compositional Analysis work has been completed.
Library Transformation Programme	Allan Hampshire	Review, remodel and implement a sustainable library provision for Cornwall in line with the Medium Term Financial Plan.	Red	Red	Programme reporting Red due to in-year shortfall against current Medium Term Financial Plan; Programme Team confident that full savings can be achieved within revised timescales. Three sites complete, twelve progressing with devolution, six developing business cases and ten at options appraisal stage. Five sites will achieve savings from service redesign. New governance arrangements would have been introduced in September.
Devolution to Town and Parish Councils	Simon Mould	To enhance our devolution and localism offer so that local communities feel more empowered, more able to shape what is important to them and deliver prioritised services locally.	Amber	Amber	A refresh of the programme is nearing conclusion, projects in the programme are being assessed in order to prioritise delivery. The staff resource available is being mapped against the prioritised list to ascertain an anticipated work programme and expected rate of delivery. The refresh is due to be considered by the Council's Neighbourhoods Overview and Scrutiny Committee in October 2017.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
Service Critical Projects					
Blue Light Collaboration Project	Paul Walker	Further develop our close successful working with blue light organisations to support the ambulance service in attendance to medical emergencies, increase the number of buildings we share, expand our tri service role and join up procurement where possible.	Green	Green	This is currently on target (Green). We have recently suspended the "First Responding" trial pending further negotiations with Representative Bodies. Recognising the potential successes due to cardiac arrest interventions of members of the public through our quick response we are hopeful we can continue this in the future. The decision does not affect our six co-responder stations from which will continue to respond to medical emergencies. We have recently appointed two further Tri-Service Officers, for Bude and Liskeard. Our Blue Light Property Integration programme continues to progress priority schemes at Liskeard, Wadebridge and Looe and was recently showcased to the Home Office.
Better Business for all (BBfA)	Allan Hampshire	Develop new and improved supportive relationships between Council Regulatory Services and the business community to create the best possible regulatory environment that helps businesses to succeed, through a change programme called 'Better Business for All'	Green	Green	Cornwall BBfA partnership won the national award from government for best business regulation support category 2017/18 for the second year running. Progress and achievements against the 2017/18 work plan are on track. BBfA progress included commencing a pilot to improve and help speed up planning development consultations between the Planning & Sustainable Development Service and Neighbourhood's & Public Protection (N&PP) Service, for which N&PP are consulted on more than 3,000 development applications (environmental impact considerations) each year. BBfA and Business Regulatory Support (BRS) Hub activity was reported to the Cornwall & Isles of Scilly Local Enterprise Partnership Board on the 19th July 2017.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
Localism Strategy	Simon Mould	Enable and empower local people, town and parish councils, and the voluntary and community sector to play an active role in making decisions that affect them and in delivering what their community needs, through the delivery of the Council's Localism Strategy.	Green	Green	<p>On 6 September 2017, Cabinet agreed a range of proposals for strengthening and empowering the Community Network Panels to give local communities a stronger voice on important local issues. These proposals include the Community Network Highways Scheme, which will soon see Community Network Panels able to review and prioritise a range of local transport schemes. It is proposed that, from April 2018, each Panel will have an annual Community Network Highways budget; this proposal will be considered as part of the Council's annual budget process.</p> <p>The Community Network Panels will also be consulted on the development and delivery of major capital transport schemes in or affecting their area. Detailed work on these proposals is currently underway and they are expected to be in place early in 2018.</p>
Environmental Growth Strategy	Rachael Bice	Work in conjunction with the Cornwall and Isles of Scilly Local Nature Partnership to implement the Environmental Growth Strategy. To develop a toolkit, to support economic growth that will enable businesses and individuals to adopt environmental initiatives in a way that is sensitive to nature and delivers environmental growth.	Green	Green	<ul style="list-style-type: none"> Local Nature Partnership has a work programme for 2018/19. "Grow nature and seed" fund has been implemented and a service communications person has been appointed. Overarching environmental growth implementation programme and monitoring and evaluation framework are in development. <p>Key projects are progressing including: Green Infrastructure for Growth; Environmental Growth for Business and Long Rock Luxulyan Valley and St Austell Townscape Heritage Initiative bid have been successful for funding.</p>

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
CUSTOMER AND SUPPORT SERVICES DIRECTORATE					
Strategic Portfolio Projects					
Customer Access Programme	Mark Read	Moving into implementation of customer access to the Council at any time of the day from wherever they are. Supporting communities to help residents get on-line and develop their digital skills and confidence to ensure our more vulnerable residents are not excluded from accessing the Council and its services.	Green	Green	2016/17 savings signed off by Service Directors, with the exception of Children's which will be arbitrated by Customer and Information Management Board (CIMB). Work commenced on delivery of Telephony and Revenues and Assessments improvements. The Programme is seeking 3 Analysts on a permanent basis to address a resource deficit. Digital Cornwall Programme approved at CIMB combining Customer Access and Digital Investment Programmes - governance under review.
Electoral Review	Anne Brown	This is a review initiated by the Local Government Boundary Commission for England designed to review the overall number of Cornwall Councillors and to deliver greater electoral equality across the local authority area. The Boundary Commission will determine an outcome which will need to be implemented.	Green	Green	The Local Government Boundary Commission for England (LGBCE) consultation on their recommended council size closed on 7 th August 2017. Officers will now undertake further preparatory work necessary for the next stage of the review with regard to the formation of divisional boundaries while we await the final decision on council size this was due on 26 th September 2017.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
Support Services Review	Cath Robinson	To review the way Support Services are currently delivered to enable the Council to reduce the back office costs; improve the effectiveness of enabling services. The review will consider the best ways of delivering these challenges	Green	Amber	A Programme Brief which sets out the Programme approach, governance and resource requirements as well as key decisions required to progress the Programme was approved by the Senior Responsible Officer on 3 rd August 2017. Governance Boards & the Co-Design Pool will be established as a priority. Phase 1 of The Improve and Transform Programme will focus on Finance, Human Resources, Contract Management and Procurement Work streams.
One Public Estate	Kieran Topping	Maximising the potential of public buildings and land for the wider benefit of Cornwall and ensuring that public assets are used effectively to deliver services and add value to the community.	Green	Green	Rated Green as progress continues in developing business cases for collaborative estates schemes funded through the One Public Estate (OPE) grant. Proposals to relocate two Job Centres into Council sites are progressing as are Estates' priorities for Shaping Our Future programme. Unspent grant (drawn down and under offer) totals £627,000, with a further bid being considered in the Autumn.
Property Transformation Plan and Delivery Plan programme	Kieran Topping	This Programme will ensure that the Property Service of Cornwall Council is established with a fit for purpose Property Strategy, endorsed by Members and Senior Officers and the necessary supporting infrastructure (i.e. organisational structure, systems and processes) to deliver effectively.	Green	Amber	Rated Amber because: <ul style="list-style-type: none"> • Insufficient service capacity but recruitment planned. • Prioritising Fire Risk Assessments impeded planning Commitment for sufficient Programme Management resources not yet fulfilled. • Development of Programme Brief progressing, clarifying that scale of work exceeds original expectation and that corporate risks are significantly more acute.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
Group of companies	Cath Robinson	To support the effective reorganisation of the Teckal companies to achieve a new structure and governance. To ensure that the necessary documentation is in place to transact this. This will be the project through which the Council sets the governance around the savings with the group of companies.	Green	Amber	Overall the project is progressing well. As planned on 8 th and 9 th August circa 30 Group of Companies contracts and leases were legally signed and "sealed" with the exception of minor few planned to be completed in the next period. Focus is now on process for the development of a Business Plan for the next 4 years, aligning with the Council's Business Plan and Budget setting process.
Devolution Deal	Kate Kennally	Build on our Devolution Deal by negotiating additional powers and responsibilities for Cornwall to help us implement our strategy.	Amber	Amber	The project is reporting Amber, with 3 of 10 streams in Amber. Significant progress is being made, with a number of streams nearing completion delivering the wording of the Deal. Delivery of many outputs is strong; concerns remain with the delivery of Employment and Skills, Energy and Health streams due to loss of key personnel.
ECONOMIC GROWTH AND DEVELOPMENT DIRECTORATE					
Strategic Portfolio Projects					
Housing Development Programme	Jon Lloyd-Owen	Increase homes in Cornwall with a focus on the private rented sector: 1,000 homes built by 2021/22 through Contemporary Cornish Living Brand.	Red	Red	The Housing Development Programme is Red due to risks around the Council holding the development company and whether the Council can secure sufficient skills, capacity, expertise to deliver against targets. The programme has experienced significant slippage against milestones and targets for delivery remain challenging. A further dependency is the establishment of the Invest Co (see below) which requires approval at November Cabinet.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
InvestCo	Jon Lloyd-Owen	Development of a holding company for Council developed property at Bodmin and Tolvaddon. Development of a strategic business case and options appraisal for the development of DevCo.	Amber	Amber	<p>The status is Amber given that approval to establish the Invest Co will not be confirmed until November Cabinet, with final funding approval at Full Council in February 2018.</p> <p>Detailed planning for the implementation of the Company has commenced which provides reassurance that the company can be established and operational in time to accept the first units built through the Housing Development Programme.</p>
Strategic Housing Acquisition (Langarth and West Langarth)	Jon Lloyd-Owen	Council to acquire Langarth Farm and West Langarth by summer 2017 to unlock development and ensure new homes are built as part of the five year land supply.	Amber	Amber	<p>The project status is Amber due to the complexity and number of organisations involved; it is currently on track for delivery within the agreed timescales.</p> <p>All work stream leads are working to the Autumn timeframe to make the acquisition.</p>
Kresen Kernow	Sandra Rothwell	Kresen Kernow, a £16m archive centre project, in Redruth, will create a new public facility for Cornwall and deliver the Council's statutory obligation to provide an accessible and safe archives service. The council was awarded a £11.7m grant from the Heritage Lottery Fund to transform the derelict historic Brewhouse and fund a five year programme of events and activities on site and across Cornwall.	Amber	Amber	<p>A revised construction completion date of the 2nd July has been agreed with the contractor due to the delays caused by the need to redesign the pile layout to accommodate the chimney foundations and culverts.</p> <p>The project is within budget and the public opening date remains the same.</p>

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
Superfast Broadband	Sandra Rothwell	Extending the superfast broadband expansion - need to complete stage 4 - 5,000 at 24 plus MBPS premises built.	Amber	Amber	The 2015-2017 Superfast Extension Project remains underway and delivering according to plan. An inception meeting with BT was held on the 17 August to launch the Superfast 2 programme and planning is now underway to prepare the first phase of network implementation, with BT taking a proactive approach to recovering delays in contract start.
One Public Transport System	Nigel Blackler	To provide a single transport system for Cornwall including integrated rail, bus and ferry. To operate on a single network and integrated system using SMART and contactless ticketing platforms.	Amber	Amber	The project is currently Amber due to delays with the validation of the operational costing tool, business analysis, availability of service data and the wait for confirmation of the final operational frequency requirement of the rail franchise from the Dept. for Transport.
A30 Temple to Higher Carblake	Nigel Blackler	The A30 is the main highway route linking Cornwall to the regional and national strategic road networks and connecting the county to the rest of the UK.	Amber	Amber	The scheme is under construction having started on site in June of 2015. Works to finish off the Temple Tor Bridge and ancillary works are outstanding due for completion in October 2017.
Delivery of Parking Strategy	Nigel Blackler	The Parking Strategy aims to increase income generation by improving traffic and parking management approaches across seven towns.	Amber	Amber	The project is amber due to the non-delivery of the Medium Term Financial Plan savings. A business case was presented at the Investment and Commercial Board (ICB) on July 5 th 2017.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
Service Critical Projects					
Delivering the Cornwall Local Plan	Phil Mason	Develop a clear programme of facilitation and intervention to deliver the Cornwall Local Plan.	Green	Green	<p>Work has commenced on:</p> <ul style="list-style-type: none"> • Development / delivery of Economic Growth and Development's "Delivering Homes, Jobs and Communities Programme." Report to July Cabinet and further Cabinet report due in November. • Maintenance of 5 year housing supply including Self and Custom Build promotion / Strategic Site Allocations Development Plan Document will be submitted for Examination in Public in October. • Planning service improvements; Development Management Pilot project commenced. <p>The "Delivering of the Local Plan" document has been created which has a full set of actions for delivery. These are being monitored and 55% are complete with a project plan for remaining actions.</p>
Perfect Interreg	Phil Mason	Establish a clear environmentally-led vision for new development and redesign our guidance and process to achieve this through the 'Perfect Interreg' project.	Green	Green	<p>Work has now commenced on:</p> <ul style="list-style-type: none"> • Literature review and Strengths / Weaknesses / Opportunities / Threats (SWOT) analysis undertaken to inform work plan. • Initial staff workshops concluded and member session being held on 9th November. • Second Partner meeting attended and peer to peer working sessions commenced. • Geographic Information System pilot project brief - discussions being advanced with Natural England. • Pilot projects for "PERFECT" involvement being scoped. • Contribution made to redrafting Cornwall Design Guidance. • Joint work with Public Health and Environmental Growth initiated, including initial workshop.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
UK Spaceport	Sandra Rothwell	Deliver a UK Spaceport in Cornwall, with the first space flights taking place within the National Parliament period (May 2020). This will be a licensed safe environment to operate horizontally-launched spaceplanes.	Green	Green	<ul style="list-style-type: none"> Report and update provided to Informal Portfolio Holder Briefing on 25 September. Progressing full due diligence with United Kingdom Space Agency (UKSA) on the Cornwall Spaceport at Cornwall Airport Newquay investment proposal Ongoing management of United Kingdom and United States investors to include trade mission to United States of America and site visits to Cornwall Airport Newquay, alongside the potential UKSA investment call process - and with government on full breadth of support for the proposal Subject to the above starting the process of Council approvals with a view to formalising indicative capital ask by March 2018.
CHILDREN, FAMILIES AND ADULTS DIRECTORATE					
Strategic Portfolio Projects					
Recommissioning of Care Closer to Home (lot 1 & lot 2)	Jonathan Price	Commissioning of care at home and supported living services, including future role, function and capacity of CorCare.	Amber	Amber	The project status is Amber. There are significant risks/issues and interdependencies with other parts of the Transform Adult Social Care (TASC) programme and other business as usual projects. Project was currently on target to deliver the Home Care (lot 1) and Supportive Lifestyles (lot 2) business case by the end of September for Cabinet approval on 15th November.
Fair Cost of Care (Care Home Fee Methodology)	Jonathan Price	<ol style="list-style-type: none"> Development of a fee strategy Establishment of maximum usual and fee methodology for placements price Specification for residential and nursing care Market analysis to understand the sustainability of the care home market 	Amber	Amber	The project status is Amber. There are significant risks/issues and interdependencies with other parts of the TASC programme and other business as usual projects. Project was currently on target to deliver the Fair Cost of Care business case by the end of September for Cabinet approval on 15th November.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
Housing and Support	Jonathan Price & Jon Lloyd-Owen	Development of 800 extra care units and 400 specialist units by 2025 (part of the Housing Development Programme).	Green	Green	The project status is Green. A project manager has been recruited and has phased in from September. The Strategic Outline Business Case which is going to Cabinet on 15th November is currently being drafted. Demand mapping for Extra Care Housing and Supported Living has taken place and priority areas for development identified.
Three Conversations Model	Claire Leandro	Embedding a strength / asset based approach through the social care teams to manage demand differently.	Green	Green	The project status is Green. A project manager has been recruited and started in September. Three innovation sites are running for defined postcode areas. Early data collection shows circa 9% of conversations are leading to a formal assessment. An evaluation day is planned to examine data collected to date and to review the feedback from support services and staff.
Integrated Community Care (SoF)	Julie Dawson & Claire Leandro	Integration of health and social care through the SoF programme - recommissioning integrated community teams and community hubs (including community hospitals and bed provision)	Red	Red	The main focus this month was on supporting the Engagement Events. Despite some progress, the status of the programme is red because: <ul style="list-style-type: none"> • The complexity of the nature of integrated practice. • Evidence needed to show the impact of redesigning community services and the use of a range of community hubs on the existing hospital services. • Insufficient capacity within the programme team.
System Reform (SoF)	Jonathan Price	<ol style="list-style-type: none"> 1. Development of new model for strategic commissioning across Health and Social Care. 2. Development of an accountable care organisation. 3. Creation of an accountable care organisation/system. 	Amber	Amber	The System Reform work stream is rated Amber due to slower progress being made in developing the roadmap than anticipated. 3rd round of Business Change manager interviews was planned for early August. A draft Accord has been written and is paused pending the development of the roadmap. The establishment of an Accountable Care System was also discussed at Cabinet during July 2017.

Project title	Senior Responsible Officer	Project Description	Previous Status	Current Status	Achieved from current review
Together for Families (SCIP bid)	Jack Cordery	Develop, implement and test the transition of Children’s Services to a new, legally separate entity that has the capacity to take on all delegated statutory duties under the leadership of the Director for Children’s Services (DCS) who will have greater flexibility to set the vision and the focus on children’s outcomes through the framework of partnership relationships.	Green	Green	Project timescales have been revised by the Senior Responsible Officer to ensure that Member, Partners and other key stakeholders are fully engaged during the Options Appraisal phase. The options appraisal will be submitted to cabinet in November 2017. The potential delivery date is not yet known however, it is likely to be in the summer of 2018.
WELLBEING AND PUBLIC HEALTH					
Strategic Portfolio Projects					
Prevention – Shaping our Future (SoF)	Caroline Court	Delivery of Public Health Programme as part of SoF programme.	Amber	Green	During July the Prevention work stream was presented in detail at the Health and Wellbeing Board (HWBB) informal workshop. The HWBB agreed it could focus on supporting partnership delivery of this area of the SoF. However, this work stream is still lacking programme management resource which is having an impact on capacity to develop business cases across work stream.