

POST IMPLEMENTATION REVIEW- DREAMLAND PHASE ONE LESSONS LEARNED

Overview & Scrutiny Panel **13 December 2016**

Report Author **Head of Audit**

Portfolio Holder **Councillor Townend, Cabinet Member for Financial Services and Estates**

Status **For Information**

Classification: **Unrestricted**

Key Decision **No**

Reasons for Key **N/A**

Previously Considered by **None**

Ward: **Whole District**

Executive Summary:

This post implementation review of Dreamland Phase One (the purchase and development of the heritage theme park) was commissioned to pull together the learning from the project, to inform future strategic projects that the Council may wish to undertake.

Recommendation(s):

1. The report is for noting;
2. Annex 1 details the full Post Implementation Review which concludes with an Action Plan containing six recommendations for control improvement for the future, four are classified as high priority and two as medium.

CORPORATE IMPLICATIONS

Financial and Value for Money	This report is a backward look at past events and as such there are no financial implications arising from this report. Section 4.4.4 details the extra funding requirement that was reported to Cabinet on 10 September 2015.
Legal	There are no new legal implications arising from this backward look at the project.
Corporate	<p>Whilst this report summarises events of the past, there are residual corporate risk issues connected with the Dreamland Project and the lessons learned from Phase One are intended to inform Phase Two (and beyond) to reduce the likelihood of current and future project controls failing, resulting in overspend, delay and reputational impact.</p> <p>The risk assessments for the current project are detailed within the Phase Two project files.</p> <p>The Dreamland Project fits strategically with the Council's corporate</p>

	priorities and values in regenerating the town to create inward investment and job creation. Once delivered, the vision is to improve the environment in that part of the town to support the neighbourhood by restoring back into use empty buildings, which are of unique historic value.								
Equalities Act 2010 & Public Sector Equality Duty	<p>Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.</p> <p>Protected characteristics: age, gender, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.</p> <table border="1"> <tr> <td colspan="2">Please indicate which aim is relevant to the report.</td> </tr> <tr> <td>Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,</td> <td></td> </tr> <tr> <td>Advance equality of opportunity between people who share a protected characteristic and people who do not share it</td> <td></td> </tr> <tr> <td>Foster good relations between people who share a protected characteristic and people who do not share it.</td> <td></td> </tr> </table> <p>There are no new equalities implications arising from this backward look at the project.</p>	Please indicate which aim is relevant to the report.		Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,		Advance equality of opportunity between people who share a protected characteristic and people who do not share it		Foster good relations between people who share a protected characteristic and people who do not share it.	
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CORPORATE PRIORITIES (tick those relevant)✓	
A clean and welcoming Environment	✓
Promoting inward investment and job creation	✓
Supporting neighbourhoods	✓

CORPORATE VALUES (tick those relevant)✓	
Delivering value for money	✓
Supporting the Workforce	
Promoting open communications	✓

1.0 Introduction and Background

- 1.1 The Corporate Management Team commissioned a Post Implementation Review regarding the Dreamland Phase One Project (the purchase and development of the heritage theme park) to identify the lessons learned from that project and to pull them together in one document. This would enable the learning to both be captured and acknowledged and further considered, in order to influence Dreamland Project Phase Two, and other strategic projects under consideration.
- 1.2 Having now considered the conclusions of the post implementation review, the Corporate Management Team was keen to share it with the Overview and Scrutiny Panel, to inform their plan of work.
- 1.3 The report is set out at Annex 1, and contains the rationale for setting the scope, to accurately agree what it is and what it is not, in terms of coverage.
- 1.4 The report starts by setting out the vision from the Dreamland Trust Delivery Plan dated 2011, and goes with background history by detailing the Heritage Lottery Fund bid extract and at Appendix 1 to the report, a Chronology of key events going back as far as 1992.

1.5 The purpose of the report is to consider performance (with the benefit of hindsight) under four key areas relating to Dreamland Phase One Project only, namely ;

- Governance Arrangements,
- Project Risk Management,
- Project Management,
- Financial Management.

1.6 The report concludes that there are areas for the Council to consider introducing control improvements to provide greater assurance that future projects will be delivered on time and to budget. Additionally, wider than that operational detail, the report also identifies where the Council must strategically consider which projects it can, and has the capacity, to deliver (considering all of the resources required) encouraging it to be bold enough to reject, or put back those it can't, where the risks are too great to proceed at that time.

2.0 Next Steps

2.1 Corporate Management Team has agreed to the six recommendations in the Action Plan contained within Annex 1, therefore a progress review will be undertaken in six months' time and reported back for noting to this Panel.

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Annex List

Annex 1	Dreamland Post Implementation Review- Lessons Learned
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Background Papers

Title	Details of where to access copy
None	N/A

Corporate Consultation

Finance	Ciara Feeney, Head of Legal Services
Legal	Matthew Sanham, Corporate Finance Manager