

Overview and Scrutiny Committee

15 September 2015



Title	Corporate Project Management Report.		
Purpose of the report	To note		
Report Author	Linda Norman		
Cabinet Member	Councillor Robert Watts	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	Overview and Scrutiny Committee is asked to receive the report on the progress being made with: (a) The TaSF programme and work stream updates (b) The status of the Corporate Projects dashboard and Spelthorne Projects map; (c) Note the work the Corporate Project Team is undertaking to promote good practice and support project managers.		

1. Key issues

- 1.1 This report provides an update to Overview and Scrutiny Committee on the progress of the Council's Priority projects and the Towards a Sustainable Future (TaSF) programme. Detailed reporting of all projects continues through Internal Project Boards. The latest detailed dashboards can be viewed on the Projects made Simple area on Spelnet.
- 1.2 Separate dashboards continue to be maintained for the Corporate Projects (Appendix 1) and the TaSF programme (Appendix 2) to record and track the progress of the key projects and work streams.
- 1.3 Work on the TaSF programme is ongoing. The Head of Customer Services has produced a TaSF Programme Brief (Appendices 3 – 6) for Management Team (MAT) and Cabinet which includes:
 - (a) Programme Brief
 - (b) Projects Register
 - (c) Benefits Realization plan
 - (d) Risk Register

2. TaSF Projects Dashboards Update

- 2.1 The current Project Support Officer (MP) has been promoted to TaSF Programme Support Officer and he will maintain the Programme Brief throughout the lifetime of the programme.

The Community Development Manager has been appointed to manage both internal and external communications and a stakeholder engagement plan

(Appendix 7) has been developed. A TaSF area has been set up on Spelnet at <http://spelnet.spelthorne.gov.uk/article/3531/Towards-a-Sustainable-Future-TaSF> as well as an e-mail facility to enable staff to ask questions and FAQ's to be developed

- 2.2 Interviews to fill the vacant temp Project Officer post have been undertaken and a candidate has been offered the position. The main role will be to project manage the Agile Working strand of the TaSF programme.
- 2.3 There are currently 13 project areas defined on the TaSF project map (see Appendix 8). These include Income Generation (Use of Assets Programme) (6), Knowle Green Programme (5) and Structural review (2). The number of projects identified is likely to increase as the programme is further defined
- 2.4 Good headway is being made on all aspects of the Knowle Green Programme. The Programme Board continues to meet monthly and includes project managers, the project sponsor, key stakeholders such as ICT and Legal. A detailed project plan for the programme has been created.
- 2.5 Work is progressing on the roll out of the EDMS (Document Management) and Agile Working projects. These projects are both on the critical path to enabling the Council to relocate to smaller offices in 2017.
- 2.6 Following market testing, the EDMS solution agreed was based on contacts from the public relating to people, property and internally generated documentation such as policies, procedures (Appendix 9). Work is now underway to implement the 'Property' based EDMS system, with a target of this being completed by late autumn 2015. A number of service areas have also been identified to trial elements of the Agile Working strand (e.g. Environmental Health will be undertaking a hot desking pilot)
- 2.7 Project Managers have been identified to deliver the Housing projects and work is underway to scope and develop the strategic framework. These will form a part of the Council's Transformation Programme, linked not only to TaSF but also to the Council's new Housing and Homelessness Strategies
- 2.8 The TaSF Structural Review is progressing according to schedule. Following Liz Borthwick's retirement the interim structure is now operational with the new organisational structure due to be in place by the beginning of 2016. There will be further consultation as proposals for long term restructure firm up. Work on the Democratic review cannot proceed until the structural review has completed.
- 2.9 Progress is being made on the Alternative Delivery Models (ADM) with the Applied Resilience contract due to go live from September 2015.
- 2.10 Legal Services and Environmental Heath / Licensing are both working with Mutual Ventures to progress the business plans for their proposed ADM's. Work on development of these plans should be completed by the end of September 2015. Part of this work will involve further analysis regarding how their models would impact on support services.
- 2.11 Progress with the development of the Surrey Building Control Partnership is due to be discussed at a meeting of Surrey Chief Executives in September 2015. Guildford's Managing Director is leading on this on behalf of the Chief Executives for the west Surrey Councils and proposals for appointing a project manager to oversee development of the partnership have been drawn up.

3. Corporate Project Dashboards Update

- 3.1 Excluding the TaSF related projects, there are now 12 corporate projects of different categories which are currently being reported through the Internal Boards and the Spelthorne Projects map (Appendix 10). These are split into Priority (2), Statutory, (0) Income generating (1) and Service Delivery (9).
- 3.2 Good progress has been made in closing a number of the existing projects. The Project Office has received closure reports for the Banking Service Replacement and IER. A closure report is currently being prepared for the Manor Park Community Café which is being closed early due to insufficient interest. Manor Park project is being redefined.
- 3.3 The next development drop in session for staff is being arranged by the corporate project team and this will cover project planning.
- 3.4 A further training course on Project Management took place in July and which focused on training new project managers in project management principles and the Spelthorne Project Made simple toolkit.
- 3.5 The 'Projects' area on our main website to publicise the successful delivery of our projects to the community will be reviewed and updated in the coming months.
- 3.6 The Project Assurance Officer is currently reviewing the departmental service plans to identify any new projects planned for the coming year and any projects identified will be covered in the next quarterly report.

4. Financial implications

- 4.1 Funding and approval for new projects will need to be carefully considered by all parties. Projects should not be initiated unless there are clear funding streams available with costs identified at the project planning stage.
- 4.2 Funding for the new TaSF programme needs to be quantified in all areas of the programme and managed closely. Funding of project resources, consultants and capital purchase of new building(s) will be required and be mainly sourced from reserves and capital receipts on an 'invest to save' basis. The 2015-16 Budget has built in £550k funding for resources for TaSF from reserves.

5. Other considerations

- 5.1 Despite the current focus being on the TaSF programme, the Council is still managing a portfolio of flagship projects which will continue to need to be managed, tracked and monitored.
- 5.2 With the 'TaSF' programme looking to deliver a self-funding Council by March 2019, many new projects with concurrent work streams will emerge. These projects will need to be delivered under robust programme management methodology which will enable the Council to deliver our strategy and manage the transformation.
- 5.3 Both the Corporate and the TaSF risk registers will need to be kept up to date and actively monitored as the 'TaSF' programmes progress.
- 5.4 Increased levels of project work will put additional pressure on project managers both within the Project Office and across the Council

6. Timetable for implementation

- 6.1 Project progress will continue to be reported to MAT, Cabinet Briefing and Overview and Scrutiny every quarter.

Background papers: None

Appendices:

Appendix 1 – Corporate Priority Projects dashboard August 2015

Appendix 2 - TaSF Projects Dashboard August 2015

Appendix 3 – Programme Brief

Appendix 4 – Projects Register

Appendix 5 – Benefits Realization plan

Appendix 6 – Risk Register

Appendix 7 – Stakeholder Engagement Plan

Appendix 8 - TaSF Projects Map August 2015

Appendix 9 – EDMS Visual

Appendix 10 - Spelthorne Projects Map August 2015