

Overview and Scrutiny Committee

19 January 2016



Title	Corporate Project Management Report.		
Purpose of the report	To note		
Report Author	Linda Norman		
Cabinet Member	Councillor Quentin Edgington	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	Overview and Scrutiny Committee is asked to: 1. 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; 2. 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 MAT, Cabinet and Overview and Scrutiny 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 TaSF programme (Appendix 1) and the Corporate Projects (Appendix 2) to record and track the progress of the key projects and work streams.
- 1.3 The structural review has been deferred to allow Management team to fully appraise the Leader of their plans and allow the new political administration an opportunity to reflect on and confirm its corporate priorities and therefore ensure the new structure will be aligned to help deliver those priorities.
- 1.4 Progress since September 2015
 - (a) Increase in number of TaSF projects from 13 to 16
 - (b) Increase in number of Corporate projects from 12 to 13
 - (c) Decrease in number of projects of TaSF projects at green from 10 to 8 mainly due to external factors such as delay in Heathrow expansion report and preferred bidder withdrawing from process
 - (d) Collation of corporate project register by service area for 2015/16 year

2. TaSF Project Dashboard update

- 2.1 The new temporary Project Officer started in post on 21 September 2015 and has made good progress with the Agile Working strand of the TaSF programme. She is currently mapping out current and future office space requirements for each service area as well as progressing the Environmental Health hot-desking pilot. She will also be working with HR to review the Council's existing policies around work location, work style and staff consultation.
- 2.2 There are currently 16 project areas defined on the TaSF project map (see Appendix 3). These include Income Generation (Use of Assets Programme) (8), Knowle Green Programme (6) and Structural review (2).
- 2.3 This has increased from 13 from the previous quarter and the number of projects identified is likely to increase further as the Housing delivery projects start to come on stream moving forward.
- 2.4 The secondments for the Staines-upon-Thames Regeneration Manager and the Joint Head of Asset Management have been extended to 31 March 2016 to enable the continuity of the programme to continue.
- 2.5 Progress is being made on the various aspects of the Knowle Green Programme. The Programme Board meets quarterly and includes project managers, the project sponsor, key stakeholders such as ICT and Legal. A detailed project plan for the programme has been created.
- 2.6 The Council has appointed Vail Williams to oversee the acquisition of an existing building in an alternative location which will allow the Council to move from Knowle Green and redevelop it for residential usage. Three potential sites have been visited with regards to suitability.
- 2.7 Discussions have been regularly held with relevant stakeholders and work is continuing to find a suitable location to acquire a building within the borough as directed by Cabinet.
- 2.8 If very quick decisions have to be made on property acquisitions in connection with the office relocation (which are outside normal Council timescales for decision making) then the relevant authorisations will need to be requested from (and received by) the chairman of Overview and Scrutiny and extraordinary Cabinet meetings held to ensure the Council are able to act quickly in a fast moving environment.
- 2.9 Consideration for one or two customer facing 'shop fronts' or spaces with other public buildings has been included in the brief for Vail Williams should any new location not be easily accessible to the public.
- 2.10 Stakeholder communication continues through team meetings, TaSF updates on Spelnet and newsletters.
- 2.11 Two new projects have emerged from the Knowle Green Relocation strand. The Telephony relocation project is being overseen by The Head of Customer Services whilst the ICT infrastructure relocation project is being managed by the Head of ICT.
- 2.12 Work is continuing on the roll out of the EDMS (Electronic Document Management System) project with Planning now live on the new system and Building Control and Licensing following in December 2015. The 'people'

based strand will commence during the Spring 2016 with an anticipated completion date of March 2017. These projects are both on the critical path to enabling the Council to relocate to smaller offices in 2017.

- 2.13 The Corporate Project Manager (Jayne Brownlow) has started to scope out and develop the strategic framework for the Housing projects (Appendix 5).
- 2.14 Work on the other income generation projects is continuing with an expected completion date of March 2016 for Short Lane. Progress is on target for Bridge Street car park, with a planning application submitted in mid-December.
- 2.15 The TaSF Structural Review has been deferred to allow the new leader to align the new corporate priorities with the new structure to deliver these priorities.
- 2.16 Work on the Democratic Review cannot proceed until the Structural Review has been completed.
- 2.17 Progress is being made on the Alternative Delivery Models (ADM) with the Applied Resilience contract now live.
- 2.18 A Project Manager has now been appointed to deliver the West Surrey Building Control Partnership. Surrey Treasurers and Surrey HR Managers have met to discuss funding and impact on staffing and a meeting of Surrey Chief Executives is expected in the spring 2016 to discuss further. Guildford are the lead authority on this partnership.
- 2.19 Legal are progressing their business case. Three councils are now involved. The sponsors from all three councils will meet in January to confirm objectives and direction for the implementation of the project with a view to a report being presented to Cabinet as soon as possible thereafter.
- 2.20 Environmental Health are commencing a hot-desking pilot and undertaking further analysis regarding how their model will impact on support services.

3. Corporate Project Management Update

- 3.1 Excluding the TaSF related projects, there are now 13 corporate projects of different categories which are currently being reported through the Internal Boards and the Spelthorne Projects map (Appendix 4). These are split into Priority (2), Statutory, (0) Income generating (1) and Service Delivery (10).
- 3.2 The corporate project team have developed a set of guidance templates (Appendix 6) on project planning and will set up some training sessions in the New Year to focus on this area.
- 3.3 The Project Assurance Officer has compiled a Corporate Project Register by Service area (Appendix 7) which comprises all new projects contained within Departmental Service plans for 2015/16.
- 3.4 The Project Assurance Officer will be focusing on procurement during the next quarter and updating the Project Consideration Document to ensure Project Manager's consider their procurement requirements at the start of the project process.

4. Financial considerations

- 4.1 Funding and approval for new projects still needs 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 TaSF programme continues 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.
- 4.3 Work is currently being undertaken on the 2016-17 budget to identify any additional funding required for the ongoing delivery of the TaSF Programme.

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 need to be managed, tracked and monitored.
- 5.2 With the 'TaSF' programme looking to deliver a self-funding Council by March 2020, many new projects with concurrent work streams are still emerging particularly around the Council's Housing requirements.
- 5.3 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.
- 5.4 Both the Corporate and the TaSF risk registers will need to be kept up to date and actively monitored as the 'TaSF' programmes progress.

Background papers:

There are none

Appendices:

1. Appendix 1 – TaSF Dashboard
2. Appendix 2 – Corporate Dashboard
3. Appendix 3 – TaSF Project map
4. Appendix 4 – Corporate Project map
5. Appendix 5 – High level Housing projects
6. Appendix 6 – Project planning guidance
7. Appendix 7 – Corporate Project Register by Service area