

# Members Briefing Pack

18 April 2023



<b>Title</b>	<i>Project Update</i>
<b>Purpose of the report</b>	To note
<b>Report Author</b>	<i>Daniel Dredge Sandy Muirhead</i>
<b>Ward(s) Affected</b>	All Wards
<b>Exempt</b>	No
<b>Exemption Reason</b>	<i>n/a</i>
<b>Corporate Priority</b>	Community Affordable housing Recovery Environment Service delivery
<b>Recommendations</b>	For noting the improvements to project management and ongoing development of the project management site
<b>Reason for Recommendation</b>	<i>Not applicable</i>

## 1. Summary of the report

1.1 This report provides an update on the active projects across Spelthorne. The report covers a wide range of projects, including technical infrastructure development, community programmes, and environmental initiatives. The report details the progress made on each project, the resources allocated, and the expected completion dates.

The report highlights the successful completion of several projects, including the introduction of cashless parking, WIFI installation at Harper House, and an initiative to tackle the abuse of psychoactive substances by way of a PSPO. We're demonstrating value for money for residents by ensuring that resources are being used effectively and efficiently to deliver high-quality projects.

The report also discusses the challenges encountered in some of the ongoing projects, including 3<sup>rd</sup> Party delays and difficulties in securing funding.

1.2 Any further information on the projects listed should be requested directly from the project manager or sponsor.

1.3 The dashboard is intended to provide a comprehensive overview of Spelthorne's project portfolio, demonstrating the organisation's commitment to enhancing the well-

being of the community and the environment while ensuring that taxpayer money is being used responsibly.

## **2. Key issues**

- 2.1 The dashboard indicates there are currently 25 active projects in progress. Not including Asset projects or transformation activities the team are undertaking to improve process efficiency.
- 2.2 Since the last update, 13 projects have been completed, demonstrating that continuous progress is being made.
- 2.3 The majority of projects were initiated by the projects team, as a result of the Continuous Service Improvement (CSI) work carried out across all services. This suggests that the team is proactively identifying areas where improvements or new initiatives are needed.
- 2.4 The second highest number of projects falls under the category of Economic Development, which is being driven by the Joint Prosperity Funds grant from DLHUC. Investing in economic development projects has the potential to benefit the local community.
- 2.5 Of the active projects, 56% are proceeding with a Green RAG indicator, representing that they are progressing as planned and are on track to meet their objectives.
- 2.6 20% of projects are proceeding with amber warnings, largely due to delays in 3rd party SLAs. This indicates that they are largely being impacted by external factors beyond the council's control.
- 2.7 Of the 24% of projects flagged as Red, 67% are due to the wait for DLHUC grant funding allocation and this will be resolved within a short timeframe, potentially before this report is circulated.
- 2.8 Two members of the project team have received PRINCE2 project management accreditations since the last update. This is a positive development, as having accredited project managers on the team will help ensure that projects are managed effectively and efficiently.

The Project manager accreditations were earned through a certification programme which provided training and testing on project management skills and knowledge. The individuals who successfully completed the program are now recognised as certified project practitioners.

Having certified project managers on the team will help to improve our project management processes, increase the chances of successful project outcomes, and reduce risks associated with project failure. We are building a level of expertise and experience within the team that will help identify potential issues and risks early on in projects and develop strategies to mitigate them. They can also help to ensure that the project is delivered on time, within budget, and to the expected quality standards.

Overall, this is a positive development for the council's project management capabilities and may lead to better outcomes for the projects being managed.

- 2.9 Members are invited to scrutinise projects at their convenience through access to the Project Dashboard, which is accessible to anyone with a '@spelthorne.gov.uk' email address, through this link: [Project Dashboard](#) or by scanning this code on a Spelthorne issued phone or tablet.



- 2.10 Many projects require the procurement of goods and services, but this is not always the case. The project team is currently engaged in 55 projects across the entire Council, many with a unique focus on process improvement, innovation and optimization, rather than procurement. These projects are designed to find new and better ways of doing things, streamline workflows, process map, and undertake other activities aimed at supporting CSI.

By implementing these projects, the team has successfully saved a total of £283,000 since 2020, in terms of time saved. This extra time has been utilised for value-added tasks, such as undertaking more productive activities, delivering better services to residents, or allocating resources towards other high-impact projects. The project team's efforts towards improving processes have led to significant benefits, both in terms of cost savings and enhanced productivity.

- 2.11 Asset projects are currently reported through the 'Development and Investment Group' (DIG) and the Corporate Policy and Resources Committee. The Council has strengthened its governance arrangements to ensure that acquisitions are scrutinized, and development projects are monitored effectively.

### **3. Options analysis and proposal**

- 3.1 **Option 1** That Services are compelled to engage with the Project Team early in the project initiation stage as our methodologies for project management include a range of processes, procedures, and best practices designed to help ensure successful project delivery. By following these methodologies, the project team can increase the likelihood of meeting project goals, staying on schedule, and within budget, while also ensuring transparency and accountability in project decision-making. This would take the form of blocking any projects which are running outside of this process.

- 3.2 **Option 2** not following the methodologies in place can result in project failure, a lack of governance, and negative consequences for the Council and its stakeholders.

### **4. Financial implications**

- 4.1 Projects should not be initiated unless there is a clear business case and funding stream in place. These should be indicated at the project planning stage.

- 4.2 Project business cases include the procurement business case document as appropriate.

### **5. Risk considerations**

- 5.1 Managing projects without guidance from the project team will greatly increase the risk of:

- Project failure: Without a proper methodology, there is a higher risk of project failure, which can result in wasted resources, financial losses, and reputational damage.
- Budget overruns: Ineffective project management can lead to cost overruns, which can have a negative impact on the councils' finances.
- Delays: Poor project management can cause delays, which can have a cascading effect on other projects and initiatives.
- Lack of governance: Not following project methodology can result in a lack of governance, which can lead to decision-making that is not aligned with the Authorities goals or stakeholder expectations.
- Inadequate communication: Poor project management can lead to inadequate communication and collaboration between team members, stakeholders, and Services.

## **6. Procurement considerations**

- 6.1 Consultations with the Procurement team ([procurement@spelthorne.gov.uk](mailto:procurement@spelthorne.gov.uk)) occur regularly and any procurement considerations in projects are fully considered where appropriate.

## **7. Legal considerations**

- 7.1 Many projects have some legal element especially if SLAs or contracts are required so consultation is required with the Legal team.

## **8. Other considerations**

- 8.1 In order to ensure successful delivery of projects, it is imperative to allocate resources with the same level of attention as financial needs. This involves carefully considering relevant departments and services and making sure that the necessary skills are available to meet delivery deadlines.
- 8.2 Effective prioritisation of workloads is essential to engage key members of the delivery team and ensure deadlines are met within the current structure and working practices of the Council.
- 8.3 If resource availability poses a risk and threatens to impede the agreed delivery date, it is vital to escalate the issue and produce a revised implementation timetable to mitigate the potential impact.
- 8.4 Therefore, a Project/Programme Board will be re-established to oversee this role.

## **9. Equality and Diversity**

- 9.1 Our project workflow is designed to reduce negative impacts on equality and diversity in several ways:
- Clear project goals and objectives: By having clear project goals and objectives that are aligned with the Council's commitment to diversity and inclusion, we will ensure that Spelthorne is working towards creating positive impacts for all stakeholders, including those from diverse backgrounds.
  - Inclusive project planning: Inclusive project planning can help to identify potential impacts on different groups of stakeholders, including those from diverse backgrounds. This will help us to anticipate and mitigate any negative impacts on equality and diversity.

- Effective stakeholder engagement: Engaging with stakeholders from diverse backgrounds helps identify potential issues and concerns related to equality and diversity, and we will work collaboratively to address them.
  - Regular monitoring and reporting: Regular monitoring and reporting on project progress helps the project team to identify any issues related to equality and diversity and take corrective action where necessary.
- 9.2 By taking these steps, we aim to ensure that projects have a positive impact on equality and diversity and avoid any negative impacts that may arise from not considering these important issues.

## **10. Sustainability/Climate Change Implications**

- 10.1 Robust Project processes play a crucial role in supporting sustainability and mitigating the impacts of climate change. Here are some ways the project team aims to contribute to these efforts:
- Incorporating sustainability goals: Projects integrate sustainability goals as part of their objectives where possible and ensure that their processes and outcomes align with sustainability principles. This typically involves setting targets for reducing energy consumption or greenhouse gas emissions, using sustainable materials, or ensuring responsible waste management practices.
  - Conducting environmental impact assessments: Before starting a project, an environmental impact assessment is conducted (if applicable) to identify the potential environmental impacts of the project and develop strategies to mitigate or avoid these impacts. This can help to reduce the project's overall environmental footprint.
  - Collaboration with stakeholders: Projects often engage with a range of stakeholders, including communities, NGOs, and government agencies, to identify and address potential environmental impacts, and involve them in developing sustainable solutions. This will lead to greater accountability and transparency and can result in better outcomes for both the project and the environment.
  - Sustainable procurement: We aim to incorporate sustainable procurement practices, such as purchasing materials and services from suppliers who have a strong environmental record, use sustainable materials, or have a commitment to reducing their environmental impact.
  - Monitoring and reporting: This can help to identify areas for improvement and ensure that the project remains on track to achieve its sustainability objectives.

Overall, our project processes have a significant impact on sustainability and climate change and by integrating sustainable practices into these processes we will help to create positive environmental outcomes.

- 10.2 Since the last update, the projects team have been certified as carbon literate.

## **11. Timetable for implementation**

n/a

## **12. Contact**

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**Background papers: There are none.**

**Appendices: There are none**