

# Overview and Scrutiny Committee

12 July 2016



<b>Title</b>	Corporate Project Management progress report		
<b>Purpose of the report</b>	To note		
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<b>Cabinet Member</b>	Councillor Colin Barnard	<b>Confidential</b>	No
<b>Corporate Priority</b>	Value for money Council		
<b>Cabinet Values</b>	Accountability		
<b>Recommendations</b>	<b>Overview and Scrutiny Committee is asked to note this report on progress being made with</b> <b>(a) TaSF Programme and work streams</b> <b>(b) Corporate Projects; and</b> <b>(c) Work of the Corporate Project Team to promote good practice and support Project Managers and Sponsors.</b>		

## 1. Key issues

- 1.1 This report provides an update to the Overview and Scrutiny Committee on the progress of the Council's key 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. This report also highlights the work of the Corporate project team and the on-going support provided.
- 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 projects and work streams.
- 1.3 The structural review has progressed with the appointment of five Group Heads with the Corporate Project Team reporting to the Group Head for Commissioning and Transformation. The next stage is the appointment of the Deputy Group Heads which will take place in July/August. The new political administration together with MAT are working has a team to ensure the new structure aligns and supports the delivery of the corporate priorities. Work on the Democratic Review will not proceed until the Structure Review has been completed.
- 1.4 Now that the councils' focus and priorities have changed towards property acquisitions and housing some of the previous priority/flagship projects have either been put on hold, delayed or have closed early.

## 2. TaSF Project Dashboard update

- 2.1 Since the last report the number of TaSF projects have increased to 22 this is mainly due to the property acquisition and housing projects that have been identified and are moving forward.
- 2.2 The current TaSF programme map (see Appendix 3) defines the projects into three areas of Income Generation (8) Knowle Green Programme (11) and the Structure review (3).
- 2.3 The Project Officer who joined the corporate project team at the end of September 2015 has made good progress with the Agile Working strand of the TaSF programme. The Officer worked with Environmental Health to introduce their hot-desking pilot using new desk configurations and collaboration areas. The pilot commenced in April and is working well. In addition each service area will be invited to visit the offices and trial the new work space arrangements. The work to map out current and future office space requirements for each service area is continuing.
- 2.4 Work on the roll out of the EDMS (Electronic Document Management System) across the council had been put on hold due to prioritisation of other high level projects but is now being progressed in anticipation of future consolidation of space the Council occupies.
- 2.5 The project for the Landlord Guarantee scheme was introduced at a Landlords forum held at the end of April together with a survey undertaken to establish the profile of landlords who own or rent out properties in Spelthorne. It is anticipated that the new scheme will receive approval in September 2016.
- 2.6 Funding for the TaSF programme continues to be quantified in all areas of the programme and managed closely. Funding of resources, consultants and capital purchase of new buildings will be mainly sourced from reserves and capital receipts on an 'invest to save' basis.

### **3. Corporate Project dashboard update**

- 3.1 The number of corporate projects in the different categories currently stands at 12 and are listed in the Spelthorne Project Map (Appendix 4) These are split into Flagship (7) Statutory (0) Income generation (0) and Service delivery (5).
- 3.2 Since the last progress report the number of projects that have been completed are 7 with new projects coming on stream and include replacement booking system, Agilysis engaging the citizen experience, virtual desktop infrastructure and the secondary shopping centres regeneration programme.
- 3.3 The corporate dashboard (Appendix 2) shows that the majority of the projects are at green and are on target to complete on time and on budget.

### **4. Corporate Project team management of corporate projects**

- 4.1 The Council's focus continues to be on the TaSF programme but the Project team are still managing a portfolio of projects in different categories and supporting Project Managers and Sponsors. The team also provide dashboards and risk registers for internal groupings
- 4.2 The staff continue to meet and discuss individual projects in more detail, particularly those with a red or amber status. Highlight reports continue to be produced monthly by the majority of project managers. This is also a good vehicle to identify any new projects coming forward.

- 4.3 The project team continues to provide support to project managers and information to the staff.
- 4.4 The corporate project register was initially set up to identify new projects from the 2015/16 service plans. The register will now be redesigned to align with the new Group Heads and their service areas.
- 4.5 The project consideration documents have been amended to ensure Project Manager's consider procurement requirements at the start of the project process. The updated document will be available on Spelnet.
- 4.6 Contracts play an important part of many of the projects and to assist Project Managers in managing contract risks and to help deliver value from the contractual relationship the Project consideration document include contract KPIs with outcomes.
- 4.7 A new set of guidance information on project planning have been created by the Corporate Support Officer and will be available shortly on Spelnet.

## **5. Financial implications**

- 5.1 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 and necessary officer support available to manage the project. These should be identified at the project planning stage.

## **6. Timetable for implementation**

- 6.1 The council is still managing a large number of flagship projects (29) and with the TaSF programme looking to deliver a self-funding Council by March 2019. Many new projects with concurrent work streams will continue to emerge from this programme. These projects will need to be implemented under a robust programme management methodology, enabling the Council to deliver our strategy and manage transformation.
- 6.2 Project progress will continue to be reported to Overview and Scrutiny Committee every quarter. Internal Groups will continue to meet and discuss individual projects in more detail, particularly those with a red or amber status. Highlight reports underpin the project reporting hierarchy and will continue to be produced monthly by each project manager.

**Background papers: There are none**

### **Appendices:**

- Appendix 1 – TaSF Programme – Dashboard**
- Appendix 2 – Corporate projects – Dashboard**
- Appendix 3 – TaSF Project Map**
- Appendix 4 – Corporate Project Map**