

MONITORING REPORTS - PROJECTS

Executive Summary

The Executive receives regular reports on the progress of projects in the interests of financial prudence and to ensure open and transparent corporate governance.

This report provides an update of progress on developments to the Council's project management methodology, assurance, processes and reporting.

A report detailing the status of projects as at the end of June 2021, incorporating capital and revenue projects is presented to the meeting of the Executive on 9 September 2021. The report incorporates developments highlighted in this progress report.

There are no specific areas for concern or action by the Executive.

Recommendations

The Executive is requested to:

RESOLVE That

the report be received.

Reasons for Decision

Reason: To monitor progress on development to the Council's project management approach.

The Executive has the authority to determine the recommendation(s) set out above.

Background Papers: None.

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Monitoring Reports - Projects

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1.0 Background

- 1.1 The undertaking of projects is an integral part of Woking Borough Council (WBC) business delivery, and a significant amount of Council resources are allocated to their successful completion. Project management processes have therefore been developed and maintained to bring consistency to how projects are managed, and to aid the project manager in delivering projects on time, to budget and to the desired standard.
- 1.2 The process has been structured to be flexible and user friendly so it can meet the specific needs of the Council. It has been designed to add value to officers who are leading on projects and support the development of a common standard and capability; its primary objective is to complement the WBC can do culture, not compromise it.
- 1.3 Every WBC project, regardless of size or type, is required to follow the WBC project management method which is based on the principles of PRINCE2 project management methodology, which is regarded as the best practice approach when implementing projects.
- 1.4 In response to the Corporate Plan priority Effective Use of Resources, the developing Medium Term Financial Strategy and in response to peer reports and learning from best practice, we are developing our project management practices so that we continually improve, use resources wisely and drive out benefits from our investment into project activity.

2.0 Progress Update

- 2.1 The key activity since the last report to the Executive of 15th July 2021 on monitoring projects has been:
 - Project Support Office have undertaken additional assurance reviews of all projects. An initial first pass review and a more detailed follow up took place through July and August in order to provide an assurance review for the report to the Executive of 9 September 2021.
 - Consolidation of all projects onto the Council's project management method managed through the SharePoint platform.
 - Administered the closure of in excess of 34 projects.
 - Reviewed the project management process to:
 - Capture the alignment of projects to Corporate Plan priorities;
 - Capture any third party engagement;
 - Capture any confidentiality and disclosure requirements;
 - Capture any officer interests.
 - Overview training has been delivered to the Corporate Leadership Team and Senior Managers.
 - Developed scope for bespoke project management training – commissioning of training is subject to review of costs and budget provision.
 - Established an initial portfolio report for the Corporate Leadership Team.
 - Established an officer Corporate Programme Board and Board reporting.

- Proof of concept to move process from on-premise to cloud hosted as part of the Microsoft Office 365 project.

2.2 The assurance on projects is detailed in the project schedule at Appendix 1. The key points to note from this schedule are:

- There are 42 projects in delivery and at practical completion, of which:
 - 67% (28) projects are green
 - 14% (6) projects are amber
 - 7% (3) projects are red (2 of these include forecasted budget overspends which are reported as exception items in point 3. Below
 - 12% (5) projects are in the process of a more detailed reconciliation
- There are 34 projects that have been closed in the period. Projects that have been closed during the period are not RAG (Red: Amber: Green) rated as this rating relates to projects in delivery. For projects that have been closed the report highlights with a blue shading where the project has exceeded the end date and / or where actual project costs exceeded planned project costs.

3.0 Exception items

- 3.1 In accordance with Financial Regulations, the following projects are being reported to the Executive because project costs exceed the original or approved revised budget by the greater of £10k or 5%.
- 3.2 Project No. 10785. Leisure Management Contract Investment Scheme. No change since the exception report at 20/11/2014 Executive (£99,706; 6.4%)
- 3.3 Project No. 10911. Goldwater Lodge Fire Reinstatement Works. No change since the exception report at the 21/07/2016 Executive (£219,979: 11.8%)
- 3.4 Project No. 10930. Goldsworth Park Rec Public Toilets. No change since first on the exception report at 4/02/2016 Executive (£19,168: 47.9%)
- 3.5 Project No. 20061. Export House - WC and Lift Lobby Upgrade - Floors 2-14. No change since first on the exception report at 11/02/2018 Executive (£30,393: 6.2%)
- 3.6 Project No. 20126. Leisure Centre - Upgrade of External Cladding. No change since first on the exception report at 10/10/19 Executive (£41,122: 82.2%)
- 3.7 Project No. 20134. Pool in the Park Replacement Roof- Phase 4. No change since first on the exception report at 10/10/19 Executive (£121,200: 161.6%)
- 3.8 Project No. 20139. 18-19 High Street Refurbishments. No change since first on the exception report at 13/07/17 Executive (£27,076: 8.7%)
- 3.9 Project No. 20146. Leisure Lagoon Modernisation. No change since first on the exception at 27/06/19 Executive (£104,907: 13.1%)
- 3.10 Project No. 20172. Open Housing. First time on the exception report at 09/09/21 Executive.

4.0 Corporate Plan

- 4.1 The review of project management is in support of the corporate plan priority of Effective Use of Resources.

5.0 Engagement and Consultation

- 4.1 There are no engagement and consultation implications arising from this review as it relates to internal management processes.

6.0 Next Steps

- 6.1 A report detailing the status of projects as at the end of June 2021, incorporating capital and revenue projects is presented to the meeting of the Executive on 9 September 2021. The report incorporates developments highlighted in this progress report.

7.0 Implications

Finance and Risk

- 7.1 There are no financial implications arising from this report.

Equalities and Human Resources

- 7.2 No specific Human Resource or Training and Development implications arising from this report. Additional project management training is being scoped and assessed and will be considered subject to costs and budget provision.

- 7.3 There are no equalities implications.

Legal

- 7.4 There are no legal implications arising from this report.

REPORT ENDS