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 in relation to the Council's project management arrangements, assurance, and processes.

A monitoring report detailing the status of every Council project (as at the end of January 2024), incorporating both capital and revenue projects, is attached at Appendix 1. The monitoring report provides a status update, and an assessment against project risks, issues, schedule, and budget.

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

Recommendations

The Executive is requested to:

RESOLVE That

(i)   the report be received; and

(ii)   the detailed project monitoring recorded in Appendix 1 to the report be approved.

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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1.0 Introduction

1.1 The undertaking of projects is an integral part of Woking Borough Council 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. Every WBC project, regardless of size or type, is required to follow the corporate process.

1.3 In line with the Woking For All Strategy outcome 'A high performing Council' and best practice elsewhere, project management processes are subject to continuous improvement to ensure that resources are used wisely and deliver benefits from our investment into project activity.

2.0 Corporate Programme Board

2.1 All Council projects are formally reviewed by the Corporate Programme Board (CPB) which meets quarterly. The CPB provides a forum where project risks, issues, and other areas of concern are discussed; this approach facilitates clear and accountable decision-making.

2.2 Since the CPB was introduced in June 2021 there has been significant improvement in the management and processing of projects. Key areas of improvement include:

- The percentage of projects with a red RAG rating has significantly reduced – down to 13% this quarter vs. 45% in 2021.

- 77% of projects now have a green RAG rating (indicating no concern with budget, risks, schedule, or issues) vs. only 14% of projects in 2021.

- Projects are now actively being closed on completion with lessons learned captured – there are now 30 active projects vs. 42 projects in 2021.

3.0 Reporting Period Update

3.1 The key activity since the last report to the Executive has been:

- The Project Support Office has met with every project manager to discuss project progress and assess performance.

- Project portfolio reports have been produced and presented to CLT as part of the quarterly Corporate Programme Board meetings.

3.2 Detailed project status is contained within the project monitoring report at Appendix 1. The key points to note from the monitoring report are:

- There are 30 projects in delivery and at practical completion, of which:

    o 77% (23) projects are green.

    o 10% (3) projects are amber.

    o 13% (4) projects are red.

- There are 2 projects that have been closed in the period. Projects that have been closed during the period are not RAG rated as this rating relates to projects in delivery.

4.0   Financial Exception items

4.1   In accordance with Financial Regulations, projects will be highlighted where actual spend exceeds the approved budget by the greater of £10k or 5%. There are no project(s) that fall into this category for this reporting period.

5.0   Items of Note

5.1   None.

6.0   Corporate Strategy

6.1   The ongoing review and monitoring of all projects initiated within the Council, directly relates to the 'A high performing Council' outcome as listed in the Woking For All Strategy.

7.0   Implications

Finance and Risk

7.1   There are no financial implications arising from this report.

Equalities and Human Resources

7.2   There are no specific Equalities or Human Resource implications arising from this report. Additional project management training is being scoped and assessed and will be considered subject to costs and budget provision.

Legal

7.3   There are no legal implications arising from this report.

8.0   Engagement and Consultation

8.1   None.

REPORT ENDS