

<b>Report title</b>	<b>Q4 2023/24 and Year End Project Portfolio Report</b>
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<b>Department</b>	Chief Executive’s Office
<b>Exempt?</b>	No
<b>Exemption type</b>	Not applicable -
<b>Reasons for exemption</b>	<b>Not applicable –commercially sensitive information has been removed from the report. EXEMPT Appendix B required to be read with report.</b>

<p><b>Purpose of report:</b></p> <ul style="list-style-type: none"> <li>• <b>For information</b></li> </ul>
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<p><b>Synopsis of report:</b></p> <p>This report provides Corporate Management Committee with a progress update on the delivery of the Council’s Project Portfolio up to the end of Q4 (Jan/Feb/Mar) 2023/24.</p> <p>Specifically, this report provides Members with:</p> <ul style="list-style-type: none"> <li>• An overview of projects delivered since December 2023.</li> <li>• Project updates for the twelve grade A and eleven grade B projects ranging through the initiation to execution stages.</li> <li>• Key project achievements over the fourth quarter of 2023/24 for the months of January, February, and March 2024.</li> <li>• Project execution delays or issues highlighted and corrective actions in place to address them.</li> <li>• A year-end review of grade C projects.</li> <li>• A summary of end-of-year statistics 2023/24 and project portfolio for 2024/25.</li> </ul> <p>Appendix A – Project Portfolio Dashboard updated with March 2024 project information. Part 2 Appendix B – EXEMPT commercially sensitive information.</p>
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**1. Context and background of report**

- 1.1. The project portfolio has been updated to include projects from across the organisation identified from Service Area Plans for 2023/24. This report provides an overview of the progress of the project portfolio (twelve grade A and eleven grade B projects in initiation to execution during Q4 2023/24).
- 1.2. The Portfolio Dashboard (Appendix A) provides an overview of the current portfolio including delivery timeline (as of March 2024).

## 2. Report

- 2.1. Projects delivered in Q4 2023/24 - Two grade A project were delivered during Q4. Project closure reports and lessons learned will be captured for this project.
- 2.2. At year end, this means that a total of six grade A projects, four grade B projects, and six grade C projects were delivered across the 12 months.

Key									
<b>Green</b> – On track and within tolerances									
<b>Amber</b> – Issue raised and actively mitigated within tolerances excepted									
<b>Red</b> – Critical issue identified that required action outside of tolerances									
Project Sponsor	Project Manager	Start date	End date	Qtr	RAG status				
					Time	Quality	Budget	Risk/ Issues	Resource (staffing)
<b>Southam House / Audley House FRA Work (Grade A)</b>									
Maggie Ward	Simon Allen	Start Apr 2022	End Mar 2024	Q1 Update	G	G	G	G	G
				Q2 Update	A	G	G	G	G
				Q3 Update	G	G	G	G	G
				Q4 Update	DELIVERED				
<p>The project outcomes were to replace the existing weather boarding at Southam and Audley House due to the existing being timber and in poor condition. Initial finding found that the sub-structure was not compliant with fire regulations in relation to building regulations for modern buildings. We, therefore, undertook a package of works to upgrade the sub-structure and the weather boarding to a composite concrete material to be more robust to external elements.</p> <p>The project was delivered ahead of time and on budget. The only adverse issues above the initial project scope were the removal of contaminated waste caused by historic bat nesting in some areas.</p>									
<b>Surrey Towers Fire Doors (Grade A)</b>									
Maggie Ward	Simon Allen	Start Feb 2022	End Dec 2023	Q1 Update	G	G	G	G	G
				Q2 Update	G	G	G	G	G
				Q3 Update	A	G	A	G	G
				Q4 Update	DELIVERED				
<p>The project was to deliver and install new fire doors and side panels to all apartments within Surrey Towers. The main purpose was to improve the fire capacity and rating which was in line with the stay put fire strategy RBC have in place for Surrey Towers, which is echoed in the recent FRA survey. The project was delivered on time and within acceptable budget tolerance given the nature of these works and the unforeseen issues which can occur with such intrusive programmes of works. In addition to the new doors and associated items, the manual call points and sounders were also removed as part of this project as the original alarm system was in direct conflict to the stay put policy.</p>									

### 2.3. Projects at risk.

- 2.3.1. There is one project reporting Red overall this quarter (Development site H034 housing scheme). Red means that a critical issue has occurred that requires action outside of project control, typically requiring action by a third party. Development site H038 housing scheme is reporting Amber overall. Amber means that an issue has been identified that is being actively mitigated within project tolerances.

2.3.2. In addition, there are three grade B projects that are reporting Amber parameters for one or more project criteria. Risks and issues are being monitored closely by the project teams for these projects.

<b>RAG Key</b>									
<b>Green</b> – On track and within tolerances									
<b>Amber</b> – Issue raised and actively mitigated within tolerances excepted									
<b>Red</b> – Critical issue identified that requires action outside of tolerances									
Project Sponsor	Project Manager	Start date	End date	Qtr	RAG status				
					Time	Quality	Budget	Risk/Issues	Resource (staffing)
<b>Development Site H034 housing scheme (Grade A)</b>									
Maggie Ward	Mark Bawden	Start Aug 2023	End Mar 2026	Q2 Update	New to Portfolio Reporting				
				Q3 Update	G	G	G	G	G
				Q4 Update	A	G	A	R	G
<p>The developer for this site has informed RBC they are going through a transition to a new company and the former Group company will be made insolvent. With no trading history, the new company presents a risk. In addition, it has come to light that the developer has outstanding litigation with a Housing Association. However following discussions, concerns have somewhat been alleviated, although further confirmation has been requested.</p> <p>The developers have offered RBC a high level of reassurance by way of money to be held in escrow to reduce the risk for the authority. This reduces one risk for the authority, however overall, the project remains Red because of other unresolved issues, re: value for money.</p> <p>In the next month, further work will be carried out on the valuation and the details of the deal to protect RBC, should we proceed.</p>									
<b>Development site H038 housing scheme (Grade A)</b>									
Maggie Ward	Mark Bawden	Start Jul 2023	End Jul 2026	Q2 Update	New to Portfolio Reporting				
				Q3 Update	G	G	G	G	G
				Q4 Update	G	A	A	G	G
<p>Heads of terms are still pending whilst negotiations continue regarding the specification, value for money, and to ensure the scheme meets the required Energy Performance Certificates (EPC). Further advice is being sought from an external valuer.</p> <p>The overall project status is considered Amber.</p>									
<b>Shared Prosperity Fund (Grade B)</b>									
Ashley Smith	Paul Hadfield	Start Jan 2023	End Mar 2025	Q1 Update	A	G	G	A	G
				Q2 Update	G	G	G	A	G
				Q3 Update	G	G	G	A	G
				Q4 Update	G	G	G	A	G

The SPF programme for 2023/24 is forecast to meet its key milestones and expenditure targets. The one exception is the Citizen's Panel which is being developed by Community Development. This project has a budget of £10,000 (representing 12% of the 2023/24 SPF allocation). Progress on the development of the panel has been delayed, so it is anticipated that it will now be fully established in 2024/25. In Q4 Runnymede Business Boost have allocated £22,319 of grants to six small businesses to help them to grow.

A monitoring return for Q3 and Q4 of 2023/24 will need to be completed and returned to UKSPF by 1 May 2024. The grant funder has stated that it will be possible to transfer funding and activity into 2024/25, provided a credible plan is set out in this monitoring return. This will be the case for the development of the Citizens Panel to carry forward the funds to 2024/25.

Development of projects in 2024/25:

An update on the SPF will go to CMC on 18 April 2024. This will include recommendation for the approval of grant funding of £76k to deliver skills and employment programmes in 2024/25.

The feasibility study for improvements to Guildford Street in Chertsey will be completed by the end of March 2024. Surrey CC have indicated that there is a risk that some proposals involving the removal of parking bays may not be deliverable by end of March 2025. A range of options will therefore be proposed which includes projects which can be delivered within the timeframe.

A total of £916K is allocated to spend in 2024/25. A large proportion of the funding (£521K) is identified for improvements to the urban environment in Chertsey town centre and as grants for businesses to improve shop fronts. There is a risk that some activities may not be delivered within the year. Contingency plans are being developed to ensure expenditure targets will be met.

#### Play Space Improvement (Grade B)

Darren Williams	Chris Swatridge	Start Apr 2023	End Jul 2024	Q1 Update	A	A	R	R	A
				Q2 Update	A	G	A	A	A
				Q3 Update	A	G	A	A	G
				Q4 Update	G	G	G	A	G

Contracts for the resurfacing work at Gogmore Farm have been signed and the purchase order has been raised. Unfortunately work that was due to start on the resurfacing project was delayed due to flooding and will now proceed in April.

Contracts and POs for the two new play areas at Pooley Green Recreation Ground and Hythe Park (Junior), along with Bemonds, King George V and Chertsey Rec. have also been issued and works are scheduled to start week commencing 15 April 2024.

Other sites are still awaiting confirmation, but most should commence in May 2024, with all projects forecast to be complete by the end of July 2024.

The weather, and subsequent ground conditions, still represent a risk to the programme and could cause delays, hence an Amber status, however as we move into Spring this risk should decrease.

#### Digitisation of telecare services – Equipment (Grade B)

Darren Williams	Hayley Andrews	Start Apr 2023	End Mar 2025	Q1 Update	A	A	A	A	G
				Q2 Update	G	G	G	A	G
				Q3 Update	G	G	G	A	G
				Q4 Update	G	G	G	A	G

Discussions with equipment suppliers are ongoing with the aim of establishing compatibility, minimising connectivity issues, and reducing risks to our end users. Currently awaiting confirmation from our call monitoring supplier that they have completed successful testing of the TLS (encryption program) to ensure full digital compatibility. Due to the software issue, Risk/Issues level remains at Amber although it is hoped this will be rectified in the near future.

2.4. **Project completion date changes** – The following projects have reported an agreed change to the previously reported end date during the last Quarter. It should be noted that projects with an agreed date change that are ‘at risk’ or ‘now being monitored and reported by the PMO’ will appear in section 2.2 and 2.5 of the report.

RAG Key									
Green – On track and within tolerances									
Amber – Issue raised and actively mitigated within tolerances excepted									
Red – Critical issue identified that requires action outside of tolerances									
Project Sponsor	Project Manager	Start date	End date	Qtr	RAG status				
					Time	Quality	Budget	Risk/Issues	Resource (staffing)
<b>HR/Payroll System (Grade A)</b>									
Kate Enver/ Paul French/ Linda Norman	Stephen Bowen	Start May 2023	End July 2024	Q1 Update	G	G	G	G	G
				Q2 Update	G	G	G	A	G
				Q3 Update	G	G	G	A	G
				Q4 Update	G	G	G	G	G
<p>The following activities have been completed within the reporting period:</p> <ul style="list-style-type: none"> <li>- System administration training completed.</li> <li>- Scenario Review 4 workshop(s) completed.</li> <li>- Good progress made with the Pay elements of the project.</li> <li>- Data migration and load complete.</li> <li>- Final build of the system including forms, changes, and councillor profiles complete.</li> <li>- User acceptance testing of MyView and links to ResourceLink underway.</li> <li>- Parallel testing one complete and working through parallel two testing.</li> <li>- Runnymede branding applied to both test and live environments.</li> <li>- Google maps integration for mileage expenses set up and tested.</li> <li>- BI specifications complete and build – seven reports.</li> <li>- Go live planning under way including communications plan and launch of HR and Payroll system champions to support the roll out of the new system in April 2024.</li> <li>- 32 system champions have been appointed as part of the system roll out.</li> <li>- Training materials, including how to videos, and step by step instructions, have been prepared and shared with staff through weekly MyView communications.</li> <li>- Six all staff briefings took place on the 18/19 March 2024 to walk staff through the new system.</li> <li>- System training planned for w/c 1 April 2024 to help staff access the new system.</li> </ul> <p>Over the next reporting period the system will be going live with training for staff taking place from 2 April 2024 right through to the end of the month.</p> <p>System champions will continue to meet throughout April 2024 to provide feedback from services and any lessons learned to help inform continuous improvement with the system.</p>									

Civic Centre Refurbishment (Grade A)									
Alex Williams	Michael Barnes	Start Sep 2023	End Feb 2025	Q2 Update	New to Portfolio Reporting				
				Q3 Update	G	G	G	G	G
				Q4 Update	G	G	G	G	G
<p>Invitation to tender was issued with a tender submission deadline of 18 December 2023. Seven responses were received, and tender evaluation took place in January 2024.</p> <p>Procurement have confirmed the successful consultant with all due diligence completed. The consultant has been informed and this is now with Legal for signing of contracts before proceeding with the works.</p>									
Chertsey Depot Refurbishment - options appraisal (Grade A)									
Helen Clark / Alex Williams	Michael Barnes	Start Oct 2022	End Jun 2024	Q1 Update	G	G	G	G	G
				Q2 Update	G	G	G	G	G
				Q3 Update	G	G	G	G	G
				Q4 Update	G	G	G	G	G
<p>A site near to the existing depot, that sits within RBC's investment portfolio, has recently been vacated and is being assessed as a potential for alternative office space. Alternative options to provide office accommodation for the depot site are also being considered.</p> <p>Depot staff were consulted for input on their accommodation requirements before presentation of options to CLT.</p> <p>A draft feasibility study was issued to CLT regarding proposals and costing, however CLT raised issues with the feasibility and therefore direction on the proposals is still outstanding.</p>									
Management Development Programme (Grade B)									
Kate Enver	Joanne Attrill	Start Nov 2021	End Jun 2024	Q1 Update	G	G	G	G	G
				Q2 Update	G	G	G	G	G
				Q3 Update	G	G	G	G	G
				Q4 Update	G	G	G	G	G
<p>Training delivery for Difficult Conversations has commenced.</p> <p>Managers, Supervisors &amp; Team Leaders have now been booked for Giving &amp; Receiving Feedback training scheduled for 22 and 25 April 2024, 3 May 2024, and Grievance training scheduled for 14 and 15 May 2024.</p> <p>All training within this project will now be completed by the end of June 2024.</p>									
NEC Housing Phase 3 (Grade B)									
Maggie Ward	Ellie Slade	Start Sep 2023	End Jul 2024	Q2 Update	New to Portfolio Reporting				
				Q3 Update	G	G	G	G	G
				Q4 Update	G	G	G	G	G
<p>The first part of the project is well underway with the Customer Services' module build in the testing &amp; training phase. The second part, the CRM module, commenced at the beginning of March 2024 with an initial overview session. This will be followed with the scripting design, which requires the various service areas within Housing to contribute and deliver, in readiness for the next build stage with the consultant.</p> <p>With year end processes taking priority, and to enable all Housing staff to contribute to this process, the project completion date has been pushed back to the end of July 2024.</p>									

2.5. **Projects on track** - The following projects report good progress and are on track.

<b>RAG Key</b>									
<b>Green</b> – On track and within tolerances									
<b>Amber</b> – Issue raised and actively mitigated within tolerances excepted									
<b>Red</b> – Critical issue identified that requires action outside of tolerances									
Project Sponsor	Project Manager	Start date	End date	Qtr	RAG status				
					Time	Quality	Budget	Risk/ Issues	Resource (staffing)
<b>Parkside Regeneration (RIBA 0-4) (Grade A)</b>									
Maggie Ward	Mark Bawden	Start Mar 2022	End Apr 2026	Q1 Update	G	G	G	G	A
				Q2 Update	G	G	G	G	G
				Q3 Update	G	G	G	G	G
				Q4 Update	G	G	G	G	G
<p>The following activities have been completed within the reporting period:</p> <ul style="list-style-type: none"> <li>- Newsletter produced and sent to those that have asked to receive it.</li> <li>- Meetings with our consultants to explore design and stakeholder engagement.</li> <li>- Questionnaire sent out to Parkside Residents.</li> <li>- Web pages updated.</li> <li>- Mini-update report submitted to Housing Committee.</li> </ul>									
<b>Development Sites H021 and H033 housing schemes (Grade A)</b>									
Maggie Ward	Mark Bawden	Start Jul 2023	End Jul 2027	Q1 Update	G	G	G	G	G
				Q2 Update	G	G	G	G	G
				Q3 Update	G	G	G	G	G
				Q4 Update	G	G	G	G	G
<p>Whilst work currently proceeds in tandem for both these sites, a single report is provided for both schemes to remove duplication. Once sites are progressed, the report will be split out for each site.</p> <p>Work is underway on the specification for an architect and consultancy for the scheme and the project had been continuing in line with expectations, however, in the last month we have started exploring the possibility of delivering these development sites with the use of Category 1 (volumetric) Modern Methods of Construction. This would be a new way of working for RBC, and therefore has some risks, but at this stage we are working towards considering whether this can be weighed up against the speed of delivery and the quality of the end product. If other development sites do not come forward as planned, then these sites will be brought forward in the programme.</p>									
<b>EPC C rating by 2030 (Grade A)</b>									
Maggie Ward	Simon Allen	Start Jan 2022	End Mar 2030	Q2 Update	New to Portfolio Reporting				
				Q3 Update	G	G	A	A	G
				Q4 Update	G	G	G	G	G
<p>Social Housing Decarbonisation Fund (SHDF) bid was submitted in February 2024. In March 2024 the Council was informed our bid was successful for wave 2.2 for £1.2M, to be match funded giving a total project cost of £2.4M. The project to upgrade circa 160 homes is for 2 years and includes external wall insulation, cavity wall insulation, PV panels, and low energy lighting.</p>									

Independent Retirement Living Improvements (Grade B)									
Maggie Ward	Simon Allen	Start Jul 2023	End Mar 2026	Q1 Update	New to Portfolio Reporting				
				Q2 Update	G	G	G	G	G
				Q3 Update	G	G	G	G	G
				Q4 Update	G	G	G	G	G
<p>Consultancy report now received, and Officers in Technical Services need to review project costings. Pre-estimate costs exceed budgets, therefore a review of works needed to proceed is required to control project costs. The project is currently still within timescales.</p>									
Local Paths Investment (Grade B)									
Maggie Ward	Simon Allen	Start Oct 2023	End Oct 2024	Q2 Update	New to Portfolio Reporting				
				Q3 Update	G	G	G	G	A
				Q4 Update	G	G	G	G	G
<p>Surveys have not yet commenced as we are still looking at NEC Go Mobile application to become a workable tool, thus enabling us to engage our consultants to undertake surveys to properties in relation to stock condition and pathways.</p>									
Tenancy Agreement Refresh (Grade B)									
Maggie Ward	Angela Horsey	Start Apr 2023	End Jul 2024	Q2 Update	New to Portfolio Reporting				
				Q3 Update	G	G	G	G	A
				Q4 Update	G	G	G	G	G
<p>Project has recently completed a statutory consultation with tenants (22 Jan 2024 – 17 March 2024). Output from this consultation is currently being collated.</p>									
Tenants Handbook Refresh (Grade B)									
Maggie Ward	Angela Horsey	Start Jul 2023	End Jan 2025	Q2 Update	New to Portfolio Reporting				
				Q3 Update	G	G	A	G	G
				Q4 Update	G	G	G	G	G
<p>Work on how we will consult, what the handbook might include, and the options on its format are underway, however the Tenancy Agreement Refresh needs to be completed before this project can be completed.</p>									
Procurement of Disabled Adaptation Works Contractor (Grade B)									
Darren Williams	Alice Foster	Start Apr 2023	End Apr 2024	Q1 Update	G	G	G	G	A
				Q2 Update	G	G	G	G	G
				Q3 Update	G	G	G	G	G
				Q4 Update	G	G	G	G	G
<p>The tender part of this project has been completed, the scoring has been moderated, and the contracts have been awarded and accepted. Throughout March 2024 meetings will take place with each of the winning contractors to begin the plan for mobilisation. The contract is scheduled to commence at the start of April 2024.</p>									



## 2.6. Further Projects now being monitored and reported by the PMO

RAG Key									
<b>Green</b> – On track and within tolerances									
<b>Amber</b> – Issue raised and actively mitigated within tolerances excepted									
<b>Red</b> – Critical issue identified that required action outside of tolerances									
Project Sponsor	Project Manager	Start date	End date	Qtr	RAG status				
					Time	Quality	Budget	Risk/Issues	Resource (staffing)
<b>Best Value Notice response programme (Grade A)</b>									
Andrew Pritchard	Sarah Hall	<b>Start</b> Dec 2023	<b>End</b> Dec 2024	Q3 Update	New to Portfolio Reporting				
				Q4 Update	G	G	G	G	G
<p>Programme initiation and planning in progress to deliver the workstreams identified that make up the non-statutory Best Value Notice response programme. Programme Board held on 29 February 2024 was attended by DLUHC representative as an observer. Progress updates given for all workstreams with no exceptions to report.</p> <p>Workstreams in execution:</p> <p><b>Self-assessment against BV guidance</b> - Narrative has been pre-populated where possible with information readily available from documentation and Committee reports. Workshops with Lead Officers scheduled to review assigned elements and add to the narrative and evidence base. Workshop 1 and Workshop 2 held during March 2024.</p> <p>Workstreams in planning:</p> <p><b>Review of RBC companies</b> - Following lessons learned advice from Woking BC, a change request has been agreed by the Board to include an additional step prior to the review of governance. This will require an external specialist to review the financial position and projections of the companies ahead of the governance review. The Programme Charter has been updated to reflect the change.</p> <p><b>Organisational culture assessment</b> - Soft-market testing for suppliers to facilitate components of the culture assessment underway. Report being developed on methodology to be used to be presented to CLT in April 2024.</p> <p><b>Capacity and capability review in A&amp;R</b> - Current proposals under discussion with HR to ensure any future structure can provide assurance that the right levels of resource capacity, capability and skills are available to deliver the Asset Management Strategy and provide Best Value. Current workload capacity issues faced due to staff sickness and vacancies will be addressed by an interim structure for 6months following CMC approval in March to release revenue budget held in the 23/24 budget for recruitment overspend.</p> <p><b>External assurance review</b> - LGA have allocated a Peer Challenge Manager, and dates are being confirmed for onsite visit. Initial scoping meeting is being arranged.</p>									
<b>Savings &amp; Efficiency (Grade A)</b>									
Amanda Fahey	Paul Ashman	<b>Start</b> Aug 2023	<b>End</b> Jul 2024	Q3 Update	New to Portfolio Reporting				
				Q4 Update	G	G	G	G	G
<p>The programme charter has been drafted and kick-off meeting held. Re-launch of the programme took place at SLT on 6 March 2024. PMO will work with Finance to reconcile back the August 2023 savings ideas, once the position is known. PMO will reach out to all Heads of Service to baseline the savings ideas, and tracking will commence.</p> <p>HR has received the salary data from Finance and will begin to look at what work is required to reconcile the information with the establishment list, however, this will be managed around the HR/Payroll implementation. This information will lead into the establishment challenge forecast for mid/end of April 2024.</p>									

**Service Review (Grade A)**

Amanda Fahey	Matthew Clift	Start Oct 2023	End Mar 2025	Q3 Update	New to Portfolio Reporting				
				Q4 Update	G	G	G	G	G

Dedicated resource to manage the Service Review programme has been allocated from the PMO, and the Service Review Officer Group (SROG) has been refocused as the Programme Board. The Board met on 22 February 2024 and provided an updated to the Service Reviews, Communications and Transformations MWP on 12 March 2024.

Updates for reviews in progress, in the design & develop stage:

**Safer Runnymede Review** - Financial analysis of current service delivery model has been completed and resulted in tighter budget projections for the service. Next steps are to improve understanding of the capital programme of replacement equipment. In addition, cost benefit analysis for careline monitoring service is planned.

**Community Transport Review** - An options appraisal for future service delivery is being finalised. A business case is being developed for an opportunity to move to electric vehicles (capital purchase) working with SCC. Separately, a business case will be presented to CLT on an opportunity to operate as a sub-contractor to the new non-emergency patient transport contract.

**Corporate Complaints Process Review** - RBC's complaints policy and guidelines will be presented to the Standards and Audit committee in May 2024, following a review from the Core SROG in March 2024 and SLT in April 2024. High-level process flow designs have been implemented in a test environment of the CRM system to test the triaging of complaints to ensure they follow the correct path across the organisation.

**Trade Waste Review** - Reasons why former customers left the service have been explored and will guide the development of the draft survey for existing customers which has been reviewed and is being further developed. SCC have communicated that for 2024/25 the unit cost for the disposal of trade waste will be lower than anticipated. Next steps are to interrogate the baseline data provided by Finance to ascertain where margins could be improved, or where investment / redistribution of resource maybe required.

Service reviews to follow will be a review of access channels available to service areas, and a review of the use of community buildings, driven by service use.

**Event management and bookings software (Grade B)**

Linda Norman	Stephen Bowen	Start Jan 2024	End Sep 2024	Q3 Update	New to Portfolio Reporting				
				Q4 Update	G	G	G	G	G

The project has been successfully launched with an internal project team set up, including external CRM resources aligned to the project.

A thorough gap analysis of our existing system's functionalities has been conducted by the project team. This analysis has informed the development of a detailed requirements specification that aligns with the needs of both the Council and our Customers. We are actively collaborating with our web and CRM provider through weekly meetings to further refine the requirements and translate them into a comprehensive service design and development document. Additionally, we have reviewed our service offerings, fees, charges, and terms and conditions to ensure seamless incorporation with the new online booking system.

A workshop is planned for 26 March 2024 to finalise the customer relationship management system workflows and reporting which will form the final part of the discovery process to sign off the service design.

A paper is being presented to Corporate Management Committee at its meeting in April 2024 to release £25,000 from the capital programme to fund the project development required.

We acknowledge a risk of not completing all development activities by June 2024, the end date of our incumbent contractor. To mitigate this risk, we will be actively seeking a 3-month extension to ensure sufficient time for thorough testing and migration to the new digital platform. This has meant the project end date has changed to September 2024.

2.7. **Projects moved to Paused** – There is currently one live project that is Paused which is Progress review of the Local Plan. This is as a result of the government reforms to the plan making system, a decision was taken by Members at the October 2023 Planning Committee to pause work on the review of the Local Plan until the new plan-making system is introduced. This is expected to be in late 2024.

2.8. **Projects due to commence in the next Quarter include -**

- Telephony review.
- Waste & recycling software.
- ANPR and Pay Display.
- Street Cleansing Service.
- Implement Fleet and Fuel Strategy.
- Play area Replacement Programme.
- Egham Hythe Centre Community Hub - Implementation.

2.9. **Year-end review of grade C projects**

- Twelve projects were identified for delivery during 2023/24 which were categorised as grade 'C' projects. These are typically small scale and low-cost projects that are managed within a service area.
- The PMO regularly reviews progress of these projects at the end of each quarter with Corporate Heads of Service.

Six grade 'C' projects have been completed.

Six grade 'C' projects remain live and delivery will continue in 2024/25.

Grade 'C' Project	Project Manager	Project Stage	End of Year Commentary
Orchard depot fence repairs / replacement	Paul Ashman	Delivered Aug 2023	Repairs/Replacement of the fence that surrounds the Orchard Depot.
Minor works to The Orchard	Alex Williams	Delivered Aug 2023	Minor internal works completed to the Orchard.
Business rates revaluation	Gaynor McKenna	Delivered Apr 2023	Business rates revaluation to comply with legislation.
Apple & Google Pay	Aidar Ismailov	Delivered Jan 2024	Apple Pay & Google Pay introduced as a payment method to enable new ways for customers to pay for our services.
Hybrid Meeting Rooms	Stephen Bowen	Delivered Jun 2023	Hybrid meeting equipment implemented within meeting rooms across the Civic Centre to enable hybrid working across the Council.
Establishment of Corporate Asset Management Model	Alex Williams	Delivered Sep 2023	Structure of Assets & Regeneration reviewed, and Corporate Asset Management model / strategies / policies developed.
Egham Business Park Defects	Alex Williams	Planning	Condition of the industrial roofs of the estate, and whether they are fit for purpose, is currently with Legal team.
Chertsey Museum Digitisation	Emma Warren	Planning	Options to enable the digitisation of museum archives and enable them to be published online.

Grade 'C' Project	Project Manager	Project Stage	End of Year Commentary
Quality Management System Roll-out	Maggie Ward	Execution	Following the successful introduction of a QMS to the maintenance team, the QMS will be rolled-out across the entire Housing Department.
RPG Improvements	Chris Swatridge	Planning	Develop the facilities at Runnymede Pleasure Grounds to replace play facilities and provide an enhanced destination for leisure and wellbeing for residents.
Members Device Refresh	Stephen Bowen	Execution	Member device refresh reviewed every four years to enable members to conduct their civic duties in a modern and efficient way.
Better Care Funding demonstrator wet room	Alice Foster	Initiation	Community access wet room facility to be installed.

## 2.10. End of Year Statistics 2023/24 and Project Portfolio for 2024/25

At Year End, the overall statistics for project portfolio delivery are:

- Total number of projects delivered - 16 (6 grade A, 4 grade B, and 6 grade C).
- Number of projects ongoing into 2024/25 - 30 (13 grade A, 11 grade B, 6 grade).
- Number of projects that are in the pipeline but are yet to start – 12.

Service Area Plans have been approved by the relevant Service Committee during February and March 2024. The Corporate Action Plan was presented to this Committee in March, providing the list of all planned activity (project and non-projects) from across all service areas for delivery in 2024/25. In addition to the 30 on-going projects and 12 pipeline projects that already form the project portfolio, there are a further 30 planned activities for delivery in 2024/25 that are identified as projects to commence during 2024/25. These will be graded A, B or C as per the project methodology and added to the portfolio pipeline. Formal progress reporting will commence once projects are in progress.

Non-project activity (reviews, one-off activity, new core activity) will be monitored through the corporate reporting system to provide updates against plans as requested during the year.

## 3. Policy framework implications

- 1.1. Service Area Plans identify projects for the 2024/25 financial year which contribute to delivery of the Corporate Business Plan 2022 – 2026.
- 1.2. Service Area Plans for delivery in 2024/25 have been approved by the relevant Service Committee. As part of business planning and the corporate performance system, all planned activities are loaded in the business planning tool in readiness for 24/25. Data for 24/25 will be available for reporting of progress in-year for example by service area or by activity associated with delivery of a specific corporate strategy e.g. climate change.

## 4. Resource implications/Value for Money

- 1.3. New projects requiring revenue growth have been agreed as part of budget setting process for 2024/25. Capital growth requests were approved as provisional in the budget for 24/25 and will require future Committee approval to drawdown on the funds prior to a capital scheme proceeding.

## **5. Legal implications**

- 5.1. It is considered that there are no legal implications arising from this report.

## **6. Equality implications**

- 6.1. It is considered that there are no equality issues arising from this report.

## **7. Environmental/Sustainability/Biodiversity implications**

- 7.1. This has been considered for this report and no implications identified directly associated with project portfolio reporting.
- 7.2. Implications associated with individual projects would be considered at the time of business case approval and subsequent updates at relevant Committees where applicable.

## **8. Risk implications**

- 1.1. Monitoring delivery of projects is one aspect of the corporate performance system that provides a health-check on the delivery of the core and planned activities that contribute to delivery of the Corporate Business Plan and the Council's statutory duties and discretionary services. Regular reporting of project progress is a mechanism to provide an early-warning indicator of issues arising that may impact on project delivery, allowing early intervention as necessary to reduce the risk of project failure.

## **9. Timetable for Implementation**

- 9.1. Project timetable included in Appendix A

## **10. Background papers**

To note that the project dashboard is published monthly to the Members Teams area.

## **11. Appendices**

- **Appendix A** - Updated project portfolio dashboard for March 2024