

Report title	Q1 2024/25 Project Portfolio Report
Report author	Sarah Hall, Head of Business Planning, Projects and Performance
Department	Chief Executive’s Office
Exempt?	No
Exemption type	Not applicable -
Reasons for exemption	Not applicable – commercially sensitive information has been removed from the report. EXEMPT Appendix B required to be read with report.

<p>Purpose of report:</p> <ul style="list-style-type: none"> • For information

<p>Synopsis of report:</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 Q1 (Apr/May/Jun) 2024/25.</p> <p>Specifically, this report provides Members with:</p> <ul style="list-style-type: none"> • An overview of projects delivered since March 2024. • Project updates for the eleven grade A and twelve grade B projects ranging through the initiation to execution stages. • Key project achievements over the first quarter of 2024/25 for the months of April, May, and June 2024. • Project execution delays or issues highlighted and corrective actions in place to address them. <p>Appendix A – Project Portfolio Dashboard updated with June 2024 project information.</p>

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 2024/25. This report provides an overview of the progress of the project portfolio (eleven grade A and twelve grade B projects in initiation to execution during Q1 2024/25).
- 1.2. The Portfolio Dashboard (Appendix A) provides an overview of the current portfolio including delivery timeline (as of June 2024).

2. Report

- 2.1. Projects delivered in Q1 2024/25 - One grade A and One grade B project were delivered during Q1. Project closure reports and lessons learned will be captured for this project.

RAG Key									
Green – On track and within tolerances									
Amber – Issue raised and actively mitigated within tolerances excepted									
Red – 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)
HR/Payroll System (Grade A)									
Kate Enver/ Paul French/ Linda Norman	Stephen Bowen	Start May 2023	End Apr 2024	Q4 Update	G	G	G	G	G
				Q1 Update	DELIVERED				
<p>The new integrated HR and Payroll system is now live, featuring MyView for managers and employee self-service. Accessible via a mobile app, MyView offers new functionality to staff such as dynamic payslips, personal information updates, claims submissions, and vehicle/car park management. Additionally, over 20 internal HR and payroll forms have been digitised and automated within MyView.</p> <p>The HR and Payroll team will be looking at future improvements of the system which will be packaged up as a Phase 2.</p>									
Procurement of Disabled Adaptation Works Contractor (Grade B)									
Darren Williams	Alice Foster	Start Apr 2023	End May 2024	Q4 Update	G	G	G	G	G
				Q1 Update	DELIVERED				
<p>The project was to improve the processes involved in allocating contractors for building works for Disabled Facilities Grants (DFGs). Previously, each individual DFG case was put out to tender, which took a lot of Officer time, and created longer lead times for residents. This has now been remedied by procuring a 4-year contract with a selection of trusted contractors that can be utilised for works as they arise without additional procurement. This change will improve the efficiency of the entire DFG process and ultimately offer a faster service to residents. As these residents are vulnerable, it's important to implement adaptations as quickly as possible after the need is identified.</p>									

- 2.2. Projects at risk - 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.

- 2.2.1. There is also three grade A project and three grade B projects that are reporting Amber parameters for one or more project criteria. Amber means that an issue has been identified that is being actively mitigated within project tolerances. Risks and issues are being monitored closely by the project teams for these projects.

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)
Development Site H034 housing scheme (Grade A)									
Maggie Ward	Mark Bawden	Start Aug 2023	End Mar 2026	Q4 Update	A	G	A	R	G
				Q1 Update	A	G	G	R	A
<p>Planning continues to be a significant risk to this project. The evolving design appears to be more acceptable to planning officers although concerns remain regarding parking and massing. The new scheme has not been costed and we are not certain what the new designs will cost. The developer indicates that the cost will just reduce on a per sqm basis, but this needs to be tested as Homes England grant is paid on a per unit basis.</p> <p>For these reasons, the overall project status is still considered Red.</p>									
Service Review Programme (Grade A)									
Amanda Fahey	Matthew Clift	Start Oct 2023	End Mar 2025	Q4 Update	G	G	G	G	G
				Q1 Update	A	G	G	A	G
<p>Although progress continues to be made within most Phase One reviews, the progress made within the Trade Waste service review has been slow and remains behind schedule, so the overall programme RAG status remains Amber.</p> <p>Safer Runnymede - Conversations have taken place internally on filling vacant posts to increase capacity and add more resilience into the Control Room should this be required. This would aid the onboarding of a monitoring contract currently under consideration with a proposed start date of 1 April 2025. A key factor in progressing the contract is for the parties to agree provision of revenue funding for the on-going maintenance of the CCTV cameras. The next stage of the service review will be a cost benefit analysis of the Community Alarms monitoring currently provided by Safer Runnymede. The outcome of this is to be presented to the June 2024 meeting of the SROG.</p> <p>Community Transport - The finalised options appraisal has been presented to June 2024 Community Services committee. Estimated savings for the recommended options is £125,000.</p> <p>Corporate Complaints Process - The new system and process has been updated so that Stage One complaints are directed to CHoS and Stage Two complaints are directed to the Assistant Chief Executives. Testing of the updated system began w/c 27 May 2024 with the soft launch of the system due to take place on 18 June 2024. A communications plan will be produced in the run up to the system going-live which will inform staff and Members of the importance of the new system & process. The new RBC complaints policy will be taken to the Standards & Audit committee on 17 July 2024 for adoption. The training of RBC Stage One and Stage Two officers through an external provider will take place on 18 July 2024. Given the progress made with this review, final sign-off and closure is due to take place in late-July 2024.</p> <p>Trade Waste - Prior to the next Service Review Officer Group meeting in June 2024, evidence is to be gathered on whether there is appetite in the local business community for more customers on existing service rounds. An Industrial Estate covered on an existing round has been canvassed for potential new business, however, only one further business was interested in receiving the service in the future. Targeted canvassing will continue at businesses on existing routes supported by GIS mapping data. If it is evidenced that there is no additional custom to be gained on existing rounds, then the service review will close. It should be noted that even without the additional capacity being utilised or more customers being onboarded, the service still runs at a profit.</p> <p>Phase Two service reviews - First drafts of the scoping documents for the upcoming Access Channels and Community Building service reviews have been drafted and are being reviewed. The Programme Sponsor is reviewing the list of service reviews and Savings and Efficiencies initiatives to initiate two more reviews so there are four reviews taking place for Phase Two of the Programme.</p> <p>Digital Transformation Programme - The next Digital Transformation Review Group meeting will take place on 4 July 2024.</p>									

Savings & Efficiency Programme (Grade A)									
Amanda Fahey	Paul Ashman	Start Aug 2023	End Jul 2024	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	A	A	G
<p>The programme is currently reporting Amber overall. Whilst work progresses, until outcomes have been achieved for workstreams, a budget gap remains.</p> <p>A number of workstreams have started and are progressing: The Savings and Efficiency Tracker has been updated providing a clear picture of what activities are ongoing, track progress and changes and add new initiatives as they come forward.</p> <p>Savings and efficiency idea sessions with each CHoS were completed in May. An update on the outcomes will be supplied to CLT on 26 June 2024.</p> <p>Establishment reconciliation meetings with each CHoS were completed in May. A further round of meetings are currently underway. A summary to CLT will follow.</p> <p>The Staff Ideas Campaign workstream is progressing. A digital form is being created and the team launched the campaign at the Chief Executives Forum on 6 June 2024. Workshop planning and the idea triage process are in development.</p> <p>Budget planning sessions started w/c 17 June 2024. A review has commenced on historic budget trends in preparation for these sessions.</p>									
Chertsey Depot Refurbishment - options appraisal (Grade A)									
Helen Clark / Alex Williams	Michael Barnes	Start Oct 2022	End Jul 2024	Q4 Update	G	G	G	G	G
				Q1 Update	A	G	G	A	G
<p>A meeting on direction and recommended option on the way forward have been considered. Committee approval will be sought in due course, potentially by a Special Environment & Sustainability Committee if this is required before the next scheduled meeting.</p>									
Local Paths Investment (Grade B)									
Maggie Ward	Simon Allen	Start Oct 2023	End Mar 2026	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	A	G
<p>End date has changed to take into account issues that have arisen. Surveys have not yet commenced as the NEC Go Mobile application is still not a workable tool. NEC are aware of the issue which has been logged to investigate and fix. As soon as it is working it will enable us to engage our consultants to undertake surveys to properties in relation to stock condition and pathways. Budget has been taken into new financial year.</p>									
Digitisation of telecare services – Equipment (Grade B)									
Darren Williams	Hayley Andrews	Start Apr 2023	End Mar 2025	Q4 Update	G	G	G	A	G
				Q1 Update	G	G	G	A	G
<p>Work has continued with procurement documents drafted for forthcoming tender activity via an existing framework. A meeting with the Procurement Officer to discuss documentation and next steps is planned for the end of June 2024. Confirmation of procurement arrangements are also required to reflect a potential partnership opportunity with another borough council.</p> <p>The software supplier has been contacted regarding proposed charges for TLS (encryption program) function that is required. However, reply is not forthcoming, and officers are escalating the matter. Risk/Issues rating is therefore Amber to reflect the challenges faced in relation to this, although it is hoped this will revert to Green by July 2024.</p>									

Shared Prosperity Fund (Grade B)									
Ashley Smith	Paul Hadfield	Start Jan 2023	End Mar 2025	Q4 Update	G	G	G	A	G
				Q1 Update	A	G	G	A	G
<p>The six-month report (Q3 and Q4 2023/24) was submitted to UKSPF (UK Shared Prosperity Fund) on 1 May 2024. UKSPF have accepted the reprofiling of funding and activity detailed in the report. As a result, the Citizens Panel will now be developed in 2024/25.</p> <p>Confirmation received on 23 May 2024 from UKSPF that our allocation for 2024/25 is £916,187. Initial payment is due in June 2024. Work commenced on specifications for improvements to Guildford Street and on new wayfinding for Chertsey town centre. The key risks in 2024/25 are delays with the works to improve Guildford Street in Chertsey where £371K has been allocated to this work. If there is a risk of delays, then funding will be reallocated as grants for businesses in Q3 and Q4 2024/25.</p>									

2.3. **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									
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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)
Civic Centre Refurbishment (Grade A)									
Alex Williams	Michael Barnes	Start Sep 2023	End Sep 2025	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G
<p>Legal provided the appropriate legal documentation to our consulting partners for signature. These documents have been signed and returned and agreement is now in place.</p> <p>Prestart meeting to be held, and access to be agreed, with all stakeholders within the council to enable surveys to be undertaken.</p>									
NEC Housing Phase 3 (Grade B)									
Maggie Ward	Ellie Slade	Start Sep 2023	End Dec 2024	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G
<p>Customer Services module at UAT (User acceptance testing) stage. It is built in both the Live and Development environments and has been demonstrated to all Housing staff and is available to use/test/train. Once users have confirmed all is ok it will move to sign off, now likely in August 2024.</p> <p>The CRM build is going well, and more than halfway through. It is built in both the Live and Development environments and has been demonstrated to all Housing staff and is available to use/test/train. This module is very complex with each process being built from scratch by writing scripts. Initially only 10 processes will be created, and others will continue to be built after sign-off. The build is continuing into July 2024 with booked consultancy days</p> <p>The H-CLIC software for NEC Homelessness and Allocations was installed on the Housing Live server 13 May 2024 by NEC and is currently awaiting UAT & mapping.</p>									
Tenancy Agreement Refresh (Grade B)									

Maggie Ward	Angela Horsey	Start Apr 2023	End Oct 2024	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G

Following statutory consultation, revisions are being made to a new Tenancy Agreement. The final draft will be shared with a focus group of tenants before going to Housing committee in September 2024 for approval.

Management Development Programme (Grade B)

Kate Enver	Joanne Attrill	Start Nov 2021	End Jul 2024	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G

Difficult Conversations - training sessions delivered on 11 & 13 March 2024.

Giving & Receiving Feedback - training sessions delivered on 24 & 25 April 2025.

Managing Grievances - training sessions delivered on 14 & 15 May 2024.

Final training session now being arranged for delivery in July 2024

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

RAG Key									
Green – On track and within tolerances									
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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)

Parkside Regeneration (RIBA 0-4) (Grade A)

Maggie Ward	Mark Bawden	Start Mar 2022	End Apr 2026	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G

The following activities have been completed within last month:

- Planning Performance Agreement drafted.
- Newsletter sent.
- Ecology and Topology surveys started.
- Flood information updated.
- Site surveys continue.
- Meeting with Environment Agency requested.

Development Sites H021 and H033 housing schemes (Grade A)

Maggie Ward	Mark Bawden	Start Jul 2023	End Jul 2027	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G

Work has started on these projects with Procurement engaged in initial discussions to get the process moving. Once sites have progressed further, the report will be split out for each site.

As previously reported, 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.

EPC C rating by 2030 (Grade A)

		Start	End	Q4 Update	G	G	G	G	G
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Maggie Ward	Simon Allen	Jan 2022	Mar 2030	Q1 Update	G	G	G	G	G
<p>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 circa 160 Homes is for 2 years and includes external wall insulation, cavity wall insulation, PV panels, and low energy lighting.</p> <p>ECO 4 project contract has been issued but is still unsigned, however, OVO have made progress and are working in the background to formulate supply chain, materials and resources. Two meeting have taken place with lead partners, and baseline project documents have been completed and shared. Next meeting set for July 2024.</p>									
Independent Retirement Living Improvements (Grade B)									
Maggie Ward	Simon Allen	Start Jul 2023	End Mar 2026	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G
<p>Key officers within Housing will now review the project independently to understand the key aspects of works needed, and which can sit within the existing capital delivery programmes. Meeting with our consultants has been postponed until a specification of works has been agreed internally. Once the final position has been formulated, our consultants will be appointed to undertake pre and post project management.</p>									
Tenants Handbook Refresh (Grade B)									
Maggie Ward	Angela Horsey	Start Jul 2023	End Jan 2025	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G
<p>No further action needed until the new Tenancy Agreement Refresh is finalised. The change of end date of the Tenancy Agreement Refresh project is not expected to impact the end date of this project.</p>									
Event management and bookings software (Grade B)									
Linda Norman	Stephen Bowen	Start Jan 2024	End Sep 2024	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G
<p>A workshop with Customer Services and Community Services took place on the 26 March 2024 to map out the detailed requirements of the system and the core workflows. This has led to work with our supplier (Jadu) on the software development and configuration required to meet Runnymede's booking requirements.</p> <p>A paper is being presented to Corporate Management Committee in June 2024 to release £25,000 from the capital programme to fund the project development required. There was a delay in taking this paper due to finalising requirements and value engineering the development to a reduced budget from £40,000.</p> <p>Workflow designs for the customer relationship management element of the build are now in flight following completion of the requirements gathering. Work will commence on requirements / configuration of the direct debit offering for bookings on our website over the next reporting period.</p>									
Play Space Improvement (Grade B)									
Darren Williams	Chris Swatridge	Start Apr 2023	End Jul 2024	Q4 Update	G	G	G	G	G
				Q1 Update	G	G	G	G	G
<p>Projects are now complete at Gogmore Farm, Sumner Place, Charta Road and Sayes Court. The works at Victory Park, Walton Leigh Recreation Ground, Heathervale Park and Woodham Lodge are due to be completed in June 2024, with works at Edgell Close, Abbeyfields and Runnymede Pleasure Grounds to be completed by the end of July 2024.</p>									
Non-Statutory Best Value Notice response programme (Grade A)									
		Start	End	Q4 Update	G	G	G	G	G

Andrew Pritchard	Sarah Hall	Dec 2023	Dec 2024	Q1 Update	G	G	G	G	G
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Work continues to deliver the workstreams identified that make up the non-statutory Best Value Notice response programme. The first quarterly review meeting was held with DLUHC on 18 April 2024. Programme Board held on 6 June 2024 provided progress updates for all workstreams.

Workstreams in execution:

Self-assessment against BV guidance – Statutory guidance replaced the draft Best Value duty guidance on 8 May 2024. Additional 13 elements included that were not in the draft guidance. 2-3 week extension to timeline agreed at Programme Board to repeat process for additional elements. Draft report for July S&A Cttee being prepared. Gap analysis and action plan development underway.

Review of RBC companies – Milestone 1 complete. Draft report received from Ethical Commercial on 4 June 2024.

Capacity and capability review in A&R – Proposals presented to CLT 5 June 2024. Follow-up work underway.

Review of portfolio resilience – Work continues with analysis of valuation data to come forward to Assets and Regeneration group in June 2024.

Organisational culture assessment – Summer events and outline of dates/ times agreed with external provider and shared with SLT on 5 June 2024. Launch event with CLT held on 7 June 2024. My Experience matters survey to be launched end of June 2024 for all staff to respond.

LGFS Productivity Plans – Draft productivity plan prepared and reviewed by CEX. CMC Committee report preparation underway for 11 July 2024.

Midpoint review of Corporate Business Plan – discussions ongoing with co-leaders and CEX.

Workstreams in planning:

External assurance review - on-site visit confirmed with Local Government Association (LGA) for 16-18 October 2024. Scoping meeting with new administration held 7 June 2024. Communications plan for pre- and post- visit to be prepared including providing an overview at the Staff Forum 19 September 2024.

2.5. Further Projects now being monitored and reported by the PMO

RAG Key									
Green – On track and within tolerances									
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Project Sponsor	Project Manager	Start date	End date	Qtr	RAG status				
					Time	Quality	Budget	Risk/ Issues	Resource (staffing)
Implement Fleet and Fuel Strategy (Grade A)									
Helen Clark	Brian Saunders	Start May 2024	End Mar 2025	Q1 Update	New to Portfolio Reporting				
					G	G	G	G	G
The Sustainable Fleet Management officer group met on the 17 June 2024 when a plan was discussed for the disposal of minibuses which are surplus to requirements following the review of Community Transport. A report on the Community Transport review was endorsed at Community Services Cttee in early June 2024 to be recommended to CMC on 20 June 2024 for approval. If approved, the Fleet Manager will sell the spare vehicles at auction generating a capital receipt.									
Play Space Replacement Programme (Grade B)									
Darren Williams	Chris Swatridge	Start Apr 2024	End Mar 2025	Q1 Update	New to Portfolio Reporting				
					G	G	G	G	G
Surrey Towers, Pooley Green Rec and Hythe Park are now open to the public with new equipment. However, there are still some outstanding items to be finished at Hythe Park. Manorcroft Recreation Ground is expected to be open in June 2024, and work is due to start at Englefield Green and Hamm Moor. Both should be finished by July 2024.									
SANG Management Plan (Grade B)									
		Start	End	Q1 Update	New to Portfolio Reporting				

Darren Williams	Chris Swatridge	Apr 2024	Mar 2025		G	G	G	G	G
<p>Work continues to ready the procurement for the infrastructure works that preclude the submission of the SANG (Suitable Alternative Natural Greenspace) Management Plans. It is expected that a sourcing plan will be completed in Q1 2024 month before going out to tender for the works. All SANG Management Plans have been written in draft, in preparation for submission to Natural England.</p> <p>Whilst all ratings are Green, there are areas that will be monitored for potential impacts such as contractor availability or issues through the procurement process.</p>									

- 2.6. **Projects Stopped/ Abandoned** – There was one project that was Stopped/Abandoned in the period: Development Site H038 housing scheme. CHoS and Project Manager reported to CLT that it has not been possible to evidence value for money and therefore, a report went to June Housing Committee informing this project will not be proceeding at this time.
- 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 reporting in the next Quarter include -**
 - Waste & recycling software.
 - ANPR and Pay Display.
 - Street Cleansing Service.
 - Financial Management System.

3. Policy framework implications

- 3.1. Service Area Plans identify projects for the 2024/25 financial year which contribute to the delivery of the Corporate Business Plan 2022 – 2026.
- 3.2. 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 2024/25. Data for 2024/25 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

- 4.1. New projects requiring revenue growth have been agreed as part of the budget setting process for 2024/25. Capital growth requests were approved as provisional in the budget for 2024/25 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

8.1. 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

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

11. Appendices

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