

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Project Management Select Committee – Six Month Review

Meeting/Date: O&S Economic Well-being, 8 October 2015

Executive Portfolio: Executive Leader and Executive Councillor for Resources

Report by: Programme and Project Manager

Ward(s) affected: All

Executive Summary:

In February 2015 a Select Committee was held to look at project management at HDC and the governance systems in place.

This report is a six month review, as requested by Scrutiny, on the In-Cab Technology project and other projects at delivery stage.

The In-Cab Technology project is currently on hold until a review of the core processes and systems of the Waste Service has been completed.

12 other projects at delivery stage have been reviewed and the Programme and Project Manager considers whilst progress has been made, further work is still required.

A further review by the Project Management Select Committee will be scheduled for April 2016.

Recommendation(s):

To note the report.

1. PURPOSE

2. BACKGROUND

- 2.1 The Select Committee was held on 17 February 2015 and involved looking back at past projects (Huntingdon Multi-Storey Car Park and the redevelopment of One Leisure St Ives), a demonstration of the Council's project management tools and three workshop sessions each focussed on different project phases. Members were also given a range of information on how projects should be managed and access to details of current and past projects.
- 2.2 Throughout the day, a range of issues were discussed and a number of recommendations were proposed. In summary, the Chairman considered that the Select Committee was able to offer reassurance to the Council on the general direction of the new management team with regards to project management.
- 2.3 The recommendations of the committee were agreed by Cabinet on 23 April 2015. The recommendations relating to project management are as follows:
1. Project management guidance be amended to require original Business Cases to be kept live and linked from the definition section of the Project Initiation Document (PID);
 2. a session with the Programme and Projects Manager be arranged to explain the purpose of this new role and what it will achieve;
 3. project updates be included in the quarterly performance reports to Overview and Scrutiny Panels;
 4. a review by the Overview & Scrutiny (Economic Well-Being) Panel be arranged for 6 months' time to review steps followed in delivering the In-Cab Technology project and other projects currently in the delivery stage, including their procurement processes, and to assess how well the highlight reports for these projects are working, and;
 5. a review by Members of the Project Management Select Committee be arranged for 12 months' time to review financial reporting on projects and the post-delivery stage.

Recommendations one, two and three have been completed. This report is to comply with recommendation four. The final recommendation will be completed in April 2016.

3. IN-CAB TECHNOLOGY

- 3.1 The In-Cab Technology project is currently on hold until a review of the core processes and systems of the Waste Service has been completed. These processes are being re-written and the core line of business system for the Waste Service, the Operations Database needs to be replaced as a priority as it is now an unsupported system.

This database contains all the detail of the collection services, property details, bins and routing and rounding schedules. It drives the daily work sheets produced and specific work requirements for individual crews. It is linked to the Council Land and Property Gazetteer but the replacement system also needs to be linked into the Council's CRM system and the In-Cab technology. This will give the capacity to deal with customer issues in live time through the Call Centre. Therefore the procurement of the In-Cab Technology has been paused to allow the new line of business systems to be identified to ensure that this fundamental connectivity is achieved. This is not a radical approach but all the high

performing waste services operate on this basis. The formal procurement of the In-Cab Technology will now commence in early 2016.

4. PROJECTS CURRENTLY IN THE DELIVERY STAGE

- 4.1 In September 2015, 28 projects were reported to the three Overview and Scrutiny Panels, each panel receiving a report showing the projects that aligned with their corporate priority as well as Cabinet.
- 4.2 Of these 28 projects, 11 were pending approval and are therefore not at delivery stage. One is pending closure with nine classified as green, four were amber and three were red using RAG status measurement.
- 4.3 Of the 16 currently being delivered, one is the responsibility of the County Council (Loves Farm Community Building) and the documentation is only on issues relevant to HDC. Three relate to Shared Services and are only used for sharing documents with impacted members of staff.
- 4.4 Of the remaining 12 these have all been looked at to see how procurement and Highlight Reports are working.
- 4.5 Of the projects involving procurement, there is evidence of the process available on the sites, although in some cases signed Single Tender Agreements are not on the project site. These agreements are held by Procurement.
- 4.6 Highlight reports provide Project Boards with an update on progress and issues, as well as potential problems or areas where assistance is required. The use of highlight reports is limited with some using them well and others using meeting documents to provide similar information. There are still some sites with no documentation on the site, section five of this report covers plans in place to ensure sites are complete and up to date.
- 4.7 The highest profile project currently being delivered is the new HDC website. A presentation of the governance arrangements of the website project will be given to the Overview and Scrutiny Panel at the October meeting. The governance of this project is of an especially high standard and is being used as a good practice example for other project managers.

5. PROJECT MANAGEMENT GOVERNANCE OVER THE LAST SIX MONTHS

- 5.1 Over the last six months there have been several changes in the governance arrangements for projects.
- 5.2 Capital Programme administration is now managed by the Programme Office. In order for the Capital expenditure provisionally approved by Cabinet to be released it is necessary to get approval from the Finance Governance Board and in most cases the relevant Executive Councillor. Once approval has been given, the Project Management Governance Board take over monitoring all capital expenditure that has been classified as a project. All Capital bids now have a SharePoint site.
- 5.3 All projects are reported quarterly to Corporate Management Team followed by the relevant Overview and Scrutiny Panel before being presented to Cabinet. This report includes an assessment of the SharePoint project site and progress of the project. It contains a RAG status given by the Programme Office to reflect both the progress of the project and the completeness of the project site.

- 5.4 Now the reporting mechanism is finalised, all projects with a Red RAG status will be presented to the Project Management Governance Board and the Project Managers will be invited to attend the Board to explain the current issues they are having with their projects.
- 5.5 The Programme and Project Manager has monthly meetings with the Managing Director to discuss progress of projects and ensure the completeness of the projects list.
- 5.6 A pre-project proposition form is in place to ensure HDC allocate resources according to the priorities and objectives we have as a Council.
- 5.7 It is accepted that there are still issues regarding engagement from Project Managers, but the relevant Head of Service is now copied in on all emails regarding incomplete sites. Projects that lack documentation are largely those in areas of restructure (Operations) or where there have been significant staffing issues.

6. RECOMMENDATION

- 6.1 To note the report.

CONTACT OFFICER

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