Project Management Review – March 2022 Update

Audit & Scrutiny Committee Tuesday 22 March 2022

Report of: Alison Boote, Executive Head of Communities

_____

Purpose: For information

_____

Publication status: Open

Wards affected: All wards

_____

Executive summary:

- At the Audit & Scrutiny Committee meeting on 27 January 2022, the Committee requested a Project Management Action Plan listing priority actions to improve the project management process within the Council.
- A request was also made to provide details of active projects, resources, and confirmation of Officer skills/experience to deliver these projects.
- The purpose of this report is to provide this information and to highlight progress since our last update report.

_____

This report supports the Council's priority of: Building a better Council

Report author   Alison Boote Executive Head of Communities

            aboote@tandridge.gov.uk

_____

Recommendation to Committee:

That Committee notes actions outlined in the priority action plan and supports the progressing of listed active projects using the resource available.

_____

Reason for recommendation:

This recommendation will help provide the Committee with confidence with the project management process within the Council. It will also ensure that the Council receives sufficient Committee oversight which should, in turn, lead to the improved management and delivery of projects.

_____

<u>Background</u>

1. This report provides an update following the report presented to the Committee on 27th January 2022.

2. Since March 2021 corporate project management has been assigned to the Programme Management Officer ('PMO'). Since early January 2022, this post is vacant.

3. A Project Management internal audit is planned. The scoping meeting has taken place and the audit is expected to start at the end of March 2022.

4. Project management as a whole, is currently being reviewed.

5. A Project Management Working Group ('the Group') has been set up to monitor and deliver best practices for the Council.

6. A key priority for the Group is to ensure project management documentation is in place and report monitoring is up to date and reviewed at the relevant project board meetings.

7. All active projects are expected to comply with the new corporate risk management strategy.

8. A priority action plan is included with this report (Appendix A), listing key actions to ensure improvements to the project management process.

9. The draft Project Management Handbook has been reviewed by the Group and is going to Executive Management Team ('EMT') at the end of March for approval.

10. Once EMT review the handbook a copy will be circulated to the Committee Members.

11. As requested, a list of active projects with departmental ownership and Officer lead has been created, outlining resources, skills and training needs.

12. Individual officer skills have been documented and reviewed but are not listed in this report.

13. Project Management updates will continue to be brought to all future meetings of the Committee, either written or verbal, until such time that it is satisfied that project management has improved at the Council.

Key implications

Comments of the Chief Finance Officer

The report follows on from previous structures and feedbacks on prior projects outcomes and learning points. These projects were service centric and would have indirectly support any prior savings plans. If there are any financial implications, they would either be reported within the revenue positions or part of any capital related project.

Comments of the Head of Legal Services

The Council undertakes a large amount of project management and there is a necessity to ensure that there is an ongoing drive to improve standards and to strengthen areas where required. In the context of having reduced Officer resources there is a challenge to ensure that the management of projects is as efficient as possible. This includes the project management as well as the governance, decision making and assurance. To avoid the Council from falling behind on any outstanding actions, the Council is now moving forward with its decision regarding resourcing the PMO function.

Climate change

All proposals that would impact on the Council's commitment to climate change will be reported in individual future projects to committees.

Appendices

Appendix A – Priority Improvement Action Plan

Background papers

None

---------- end of report ----------