

Report title	Civic Halls Refurbishment – Lessons Learned	
Accountable director	Keith Ireland, Managing Director	
Originating service	Audit	
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Report to be/has been considered by	Strategic Executive Board	22 May 2018

Recommendations for decision:

The Committee is recommended to:

1. Review and comment on the lessons learned action plans.
2. Oversee their implementation over the next 12 months and to receive a quarterly update report on the progress made in implementing the lessons learned.
3. Support the actions taken to date which include:
 - a) To improve programme and project management
 - b) To ensure better financial modelling
 - c) To ensure partners deliver their commissions to the right quality and specification
 - d) To ensure the right people are appointed to the right roles including appropriate project managers and/or a programme director for large scale capital projects

Recommendations for noting:

The Committee is asked to:

1. Note the Managing Director's decision to make the report an open report to ensure maximum transparency.

1.0 Purpose

- 1.1 That the Audit and Risk Committee review and comment upon the content of the Civic Halls Refurbishment – Lessons Learned report.
- 1.2 The report provides an overview of the Civic Halls programme and the associated lessons learnt and action plan that City of Wolverhampton Council is committed to deliver against. As a learning organisation we act to be open and transparent about what we can learn and improve in the future.
- 1.3 To seek approval of the Audit and Risk Committee to oversee the implementation of the lessons learned report over the next 12 months.

2.0 Background

- 2.1 The Civic Halls (consisting of the main Civic Hall and Wulfrun Hall) were constructed around 1938 and are Grade II listed. The building is predominantly used for concerts, exhibitions and in recent years has staged an annual major darts tournament. The Civic Halls is the largest business in the Black Country's creative and entertainment sector, generating £4.3 million of Gross Value Added in the local Wolverhampton economy.
- 2.2 The Council's Managing Director commissioned Audit Services to undertake a lessons learned review for three capital projects, which included the Civic Halls Refurbishment, that have been subject to highly publicised overspends. The Civic Halls Refurbishment Programme's budget has increased from £10.4 million to £38.1 million. The additional budget of £27.7 million was approved by Council on 31 January 2018.
- 2.3 The terms of reference for the review were agreed by the Council's Strategic Executive Team.
- 2.4 Specialist external support was procured from Equib to assist Audit Services undertake this review. The external adviser will be present at the Audit and Risk Committee.

3.0 Progress, options, discussion

- 3.1 Progress on the implementation of the actions contained within the report will be reported back to Audit and Risk Committee on a quarterly basis over the coming 12 months.

4.0 Financial implications

- 4.1 There are no direct financial implications arising from the recommendations in this report. However, the financial impact of the recommendations will be factored into all projects going forward. The implementation of the recommendations will contribute to robust financial planning and budgetary control in respect to capital projects.

[CN/13062018/G]

5.0 Legal implications

- 5.1 There are no legal implications arising from the recommendation in this report. There are however possible significant issues surrounding the impact if the recommendations are not implemented in full.
[TC/13062018/C]

6.0 Equalities implications

- 6.1 There are no equalities implications arising from the recommendation in this report.

7.0 Environmental implications

- 7.1 There are no environmental implications arising from the recommendation in this report.

8.0 Human resources implications

- 8.1 The report outlines the absolute necessity of ensuring that qualified and competent people and organisations are employed and/or deployed onto large capital programmes.

9.0 Corporate landlord implications

- 9.1 The significant implications in respect of Corporate Landlord's management of Civic Halls are outlined in the report.

10.0 Schedule of background papers

- 10.1 A timeline of reports to Members is contained under section 4.6 of the report.