

CITY OF
WOLVERHAMPTON
COUNCIL

Audit and Risk Committee

17 September 2018

Report title	Capital Projects Lessons Learnt – Progress Update		
Accountable director	Claire Nye, Director of Finance		
Originating service	Audit		
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Report to be/has been considered by	Strategic Executive Board	4 September 2018	

Recommendation for noting:

The Committee is asked to note:

1. The progress made in implementing the lessons learnt recommendations in respect of the three capital projects that were reported to the Council's Audit and Risk Committee on 25 June 2018.

1.0 Purpose

- 1.1 That the Audit and Risk Committee note the contents of this report.
- 1.2 The report provides an update on the progress made in implementing the lessons learnt recommendations made in the following reports:
 - Markets Relocation
 - Wolverhampton Interchange (Train Station)
 - Civic Halls Refurbishment
- 1.3 These reports were presented to the Audit and Risk Committee on 25 June 2018. At this meeting it was agreed that regular updates would be provided to the Committee in terms of the progress made in implementing the recommendations.

2.0 Background

- 2.1 The Council's former Managing Director commissioned Audit Services to undertake a lessons learnt review for three capital projects, which included the Markets Relocation, Interchange Project (Train Station), and Civic Halls Refurbishment.
- 2.2 As a learning organisation the Council is committed to being open and transparent about what it can learn and improve in the future. Therefore, the former Managing Director took the decision to present all three reports to the Council's Audit and Risk Committee on 25 June 2018.
- 2.3 As a result of all three reports being presented, the Council's Audit and Risk Committee requested that regular updates were provided on the progress made in implementing the recommendations in the reports

3.0 Progress, options, discussion

- 3.1 The progress made in implementing the recommendations in the three reports is illustrated in the table below:

Capital Project	Total No. of Recommendations in the report	Total Recommendations Implemented	% Progress made
Markets Relocation	10	9	90
Wolverhampton Train Station	18	12	67
Civic Halls Refurbishment	33	20	61

Markets Relocation

- 3.2 This project is now closed. The only recommendation that remains outstanding relates to a review of the Constitution to ensure changes to key project completion dates, which

provide a risk to the Council, are communicated to Councillors. This work is ongoing and is due to be completed by the Constitution Review Group during February 2019.

Wolverhampton Train Station

3.3 The main outstanding recommendations in respect of this report are as follows:

- Designated project support from the Council's Projects and Programmes Team is to be reviewed to ensure project documentation is collated centrally, and the Council's project management system (Verto) is kept up to date.
- Whilst there are no further procurement requirements for this project Corporate Procurement will be consulted as and when required.
- Specialist support has been procured from Equib, and as a matter of priority on all future, major capital programmes a methodology is being developed to establish risk-based project budget contingencies. It is anticipated that this work will be completed next month.

Civic Halls

3.4 The main outstanding recommendations in respect of this report are as follows:

- The Head of Projects and Works is implementing a standard approach to the delivery of capital construction projects. This approach is based on the Royal Institute of British Architects (RIBA) Plan of Work which includes consideration of the Maintenance and Operations strategies at the design stages. It is anticipated that this work will be completed next month.
- A change control process is currently being developed in respect of the Civic Halls programme. This is being developed as part of the work the Head of Projects and Works is undertaking in respect of capital construction projects.
- Specialist support has been procured from Equib, and as a matter of priority on all future, major capital programmes a methodology is being developed to establish risk-based project budget contingencies. It is anticipated that this work will be completed next month.
- The project is currently being redefined and so formal external funding opportunities will be discussed once this has been achieved. Future discussions in respect of this will be captured in the board's agendas and minutes.

3.5 It should be noted that once the standard approach for the delivery of capital construction projects has been revised the majority of open recommendations will be addressed. It should also be noted that the progress of recommendations is monitored by the Civic Halls Board. There will be greater certainty on the project once a number of surveys that are currently underway have been completed.

3.6 Audit Services continue to monitor and track the progress made in implementing these recommendations. In addition, to the lessons learnt recommendations made in these reports, the Council has implemented the following:

- Strategic Executive Board receives regular updates on the progress made in implementing the lessons learnt recommendations and also receives regular updates on the progress of all the Council's major projects and programmes;
- The Council's Project Assurance Group regularly reviews the Council's projects and programmes;
- Councillor updates are provided by a designated Member Reference Group, which has cross party representation; and
- Additional training has been provided for Senior Responsible Officers, which is supported by the requirement to sign an accountable letter which clearly sets out their roles and responsibilities in overseeing the project or programme.

4.0 Financial implications

4.1 There are no direct financial implications arising from the recommendations in this report.
[CN/06092018/H]

5.0 Legal implications

5.1 There are no legal implications arising from the recommendations in this report.
[TS/05092018/W]

6.0 Equalities implications

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

7.0 Environmental implications

7.1 There are no environmental implications arising from the recommendations 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 implications in respect of Corporate Landlord's management of Civic Halls are outlined in the report.

10.0 Schedule of background papers

10.1 None.