

Update on Programme and Project Management & Other Compliance Issues

Programme and Project Management

Actions already implemented

- A Projects Register has been set up which gives visibility on all projects and programmes (capital, revenue and grant funded).
- There is a Gateway model (as per Constitution) in place to provide assurance and controlled start up of projects. This has been established since August 2012 and involves the Executive Monitoring Board (EMB) and Technical Enabler Group (TEG). Monthly meetings of these groups are now held to review, challenge and give endorsement for all new major projects and programmes. EMB also oversee the monthly monitoring of major projects and programmes as well as commission health checks, as required.
- There is a Corporate Programme Management Office (PMO) in place which monitors programmes and projects and provides guidance. It also runs and supports EMB/TEG.
- An external provider has been procured to provide programme and project management training for Senior Responsible Owners and Project/Programme Managers. The training is mandatory for all officers who are accountable for programme/projects and/or are managing projects and/or are part of a project team.
- There have been numerous briefings since November 2012 to: Informal Cabinet, Corporate Management Team, Directorate Management Teams and other stakeholder groups.
- Corporate Management Team has completed a skills audit for officers involved in programmes and projects.
- Nominees for the programme and project management training are in place and courses running throughout March to June 2013. The standard, corporate Project Management Framework, in the form of a Handbook, detailed documentation and associated templates, including business cases, is now fully complete has been agreed by the Cabinet Portfolio Holder and the Corporate Management Team, and will be formally launched on 1st April 2013. This is endorsed by the Leader and the Interim Chief Executive personally, and their support and commitment is demonstrated by the foreword in the Handbook'

Actions in progress and on target for completion

- A monthly monitoring process is being launched on 1st April 2013, including a monthly highlight report, which will be submitted to PMO for inclusion on Project Register. This process will encompass financial, programme and quality monitoring, and risk and benefit management.
- A wide ranging review of Planning Enforcement has been carried out. A number of recommendations have been discussed with the Task & Finish Group, with a report to follow submitted for Portfolio Holder support. Significant work has been undertaken relating to the availability of information through the use of technology and this should be implemented through April 2013.

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Assurance work

- A Healthcheck system is being developed, with the involvement of Internal Audit, to give assurance on projects.
- An internal audit to provide assurance on the robustness of the project management arrangements, and the extent to which Finance and Contract Procedure Rules and specific management instructions have been complied with within the Assets Service has recently been completed and a draft report is due to be issued shortly.

Other Compliance Issues

Actions already implemented

- Changes to the Council's Contract Procedure Rules have been made and the Constitution updated.
- A revised process for CMT to consider all Delegated Decisions and Non Compliances has been fully operational since July 2012.
- A review of Oracle approval limits against Schemes of Financial Delegation to ensure consistency and appropriateness has taken place.
- A wide variety of targeted Contract Procedure Rules and procurement training and advice has been provided, and continues to be provided, across the Council including:
 - Corporate Procurement training module on intranet.
 - 'How to procure up to £75k' training course
 - 'Using the Chest' training course
 - Procurement Advisor events
 - Specific supplier training events
 - Procurement surgeries
 - Regular Procurement Bulletins, 'Team Talk' items, Procurement Knowledge Map available on intranet.

Actions in progress and on target for completion

- A review of cross cutting corporate policies has been undertaken by the Corporate Governance Group to enable a central list to be set up on the intranet. This will prompt review by owners, avoid duplication and move towards a consistent format and help roll-out of communication of any changes in policy. The next stage is to identify the existing guidance and available training for each policy.
- Further specialist training on the application of Finance and Contract Procedure Rules and EU Procurement Rules is planned over the next month or so for relevant managers, and for the Cabinet and CMT.

Assurance work

- A recent internal audit has been carried out on Schemes of Officer and Financial Delegation and a draft report sent to management for comment.
- A report on Delegated Decisions and Non Compliances was brought to the September 2012 Committee and subsequently the appropriate member/officer working group considered specific examples. In addition, the Internal Audit Plan 2013/14 contains a review in this area.

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- As part of the Annual Governance Statement 2012/13 process, all Heads of Service will be required to complete Assurance Statements which involves confirming numerous control statements e.g. 'Service Schemes of Delegation (Financial and non financial) are maintained to ensure they are up to date throughout the year. Schemes are current as at 31st March 2013'.