

Audit and Governance Committee

Report of the Corporate Project Assurance lead

Programme/Project Management Update

Summary

1. The purpose of this report is to present to the Audit and Governance committee an update on the project management framework, to update on areas of the framework that are being strengthened and to provide an update on the major or “Large” projects, as agreed at Audit and Governance Committee on the 23rd September 2015.

Background

2. The council undertakes a large amount of programme and project management and there is a necessity to ensure that there is an ongoing drive to maintain the standards that have previously been set and to strengthen areas where required.
3. In the context of reducing resources there is a challenge to ensure that the management of programmes and projects is as efficient as possible. This includes the project management approach and the governance, decision making and assurance.
4. The body of the report seeks to update the committee on implementation of the Programme and Project management approaches presented in the previous report in May 2016 and **Annex A** contains the individual “Large” project updates.

Programme and Project Approach Update

5. In order to align all existing projects with the All About Projects (AAP) framework there has been the necessity to assess each one. This is projects, as defined in the AAP framework, of all sizes. These are

then kept in the directorate project registers and together they form the corporate programme.

6. Once a project is rated as large or medium it is then on the list to be entered in to Verto the corporate project management system. All identified large projects are now in Verto. The list of “Large” projects (with updates) is shown in **Annex A** of this document. Services are being moved onto Verto as the projects are identified and scored. It is anticipated that this will complete by the autumn 2016, then new projects will then move in to Verto as a matter of course after they are assessed.
7. The process of evaluating projects and entering them in the corporate programme includes ensuring robust governance is in place, that the key risks for each project is understood, that the project is compliant with the All about projects (AAP) framework, dependencies are identified and the full resource picture is considered.
8. Each Directorate is responsible for keeping its own Project register and CMT are responsible for the combined corporate programme. CMT will be regularly reviewing.
9. The Directorates have nominated a lead to assist in the Management of the Directorate register and to sit on the corporate programme assurance group. This group meets monthly to review the corporate programme and provide recommendations on improvements and interventions to their Directorate Management Teams and CMT. The group will focus most on the consistency of approach (including adherence to the AAP framework), dependencies and risks across the projects and resourcing across projects. Support services (HR, Finance, Procurement, Business Support, ICT, Audit, Property, Legal) attend every other meeting to feed in to the review process and get sight of the context of the corporate programme.
10. In terms of updates, each project manager provides a narrative on current position and a view of the future position. This is reflected in the update on “Large” projects in **Annex A** of this paper. A key element of the update is the “Status”.
11. Each project is given a Red, Amber or Green (RAG) rating to reflect its current status. The project manager should test against the following delivery elements when arriving at the status:
 - Governance/decisions

- Scope
- Resource
- Quality
- Cost
- Financial benefits
- Non-financial benefits
- Plan
- Risks/issues

12. The overall status is derived in the following way:

Green	All the elements of delivery are within acceptable parameters.
Amber	There are risks/issues with one or more elements of delivery. There is a plan in place to bring the project back within acceptable parameters and it is in the control of the project team.
Red	There are issues with one or more elements of delivery and there is no plan in place to mitigate or there is a plan emerging, but it is out of the control of the project team

13. The status against the project is based on the here and now. If there has been a significant change of one of the delivery elements, such as scope, providing this has been managed appropriately through the project governance and the acceptable parameters for the project have been reset, the status will then be judged on the new project conditions. The status as a comparator against the previous period will be flagged as “Same, better or worse”. There will not necessarily be a change in the RAG rating if the direction of travel is better or worse, but gives a guide to the project board, CMT, and to this committee in terms of the updates in **Annex A**, as to the direction of travel of a project.

Application of the AAP Framework

14. The biggest challenge to the implementation of the framework is ensuring that the Discovery phase (which is where the original problem is defined and ideas are brought forward) is embedded in the organisation. This is key as it encapsulates the early engagement, gathering customer/residents views and build the evidence base for

constructing a business case. This includes the initial development of the integrated impact assessment. For this reason the early staff communications are targeting this phase and how services can work differently to thread this approach in to day-to-day business.

15. It is designed also to be compatible with an Agile approach to Project management, by making space for prototyping, piloting and iterative development of products.

Communications

16. The commitment to adopt the AAP framework corporately was signed off by CMT in April. As well as the more technical elements of project management, a communications strategy has been built to ensure that officers of all levels and members are aware of the framework and the toolkit that sits alongside it.
17. The strategy includes simple engagement methods, such as presentations on the screens in the hub areas of West Offices and Hazel Court to draw staff into exploring the framework. There will be some focused internal communications starting mid July, to supplement the cascade from management teams that is already in place.

Training and Support

18. To further reinforce the support network around project management and to offer a land place after the internally run Introduction to Projects course, the Project support group has now been set up. The objectives of this group will be defined by the group as the group evolves and this will be steered where the priority areas are identified. The basic principles are to ensure that projects of all sizes are managed in the right way and resource managing and supporting projects are supported and have a forum to discuss issues and escalate if required to the Programme Assurance group.
19. Training material is also being redeveloped to support the usage of the Verto system now that aligns with the framework and more projects are being moved on to the system.
20. Key leads have been working alongside Veritau, the internal auditors, over the last 3 months to ensure that the necessary measures to implement that framework are in place and that progress against those measures is being made.

Recommendations

21. Audit & Governance Committee are asked to note the updates to programme and project approach, consider the project information provided and provide feedback on any further data that they wish to see in future updates

Reason: To ensure that the committee is kept updated on key programme and project activity.

Contact Details

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	Report Approved		Date
Specialist Implications Officer(s) None			
Wards Affected: All			√
For further information please contact the authors of the report			

Background Papers

This report follows up the Audit and Governance report – Project management report from May 2016

<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=437&MId=9646&Ver=4>

For interpretation of the risk scoring see the Corporate Risk management policy and guide.

Abbreviations

AAP – All About Projects (this is the council’s project management framework)

CMT – Council Management Team

CYC – City of York Council

DMT – Directorate Management Team

Prince2 – Prince2 is a project management methodology that is widely adopted for managing projects in the public sector.

RAG – this is a risk status rating, which stands for “Red”, “Amber” or “Green”

Verto – Verto is the council’s project management ICT system

Annexes

Annex A – Update of “Large” projects