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. Steps have been taken this calendar year to ensure that robust arrangements are in place (as previous reported to this committee); this includes the refining and embedding of the All about Projects framework, the structures around the framework to support its application and the further rollout of the corporate project management system, Verto, in order to improve quality, transparency and consistency.

5. The body of the report seeks to update the committee on implementation of the Programme and Project management approaches presented in the previous reports to this committee and **Annex A** contains the individual "Large" project updates.

6. It is anticipated that following the conclusions of the Internal and External audit reports on the corporate project management practices at City of York council, there will not be a separate report on the subject after this one. Instead the Large project highlight report will be provided to this committee as an annex of the quarterly risk monitor report, will a brief supporting statement in the body of the report.

7. It has been assumed that the committee is familiar with the flow of the All about Projects framework and is content, based on the content of the previous reports on this subject and the updates of the internal and external audits, that the organisation is now making progress in adopting the framework.

Programme and Project Approach Update

8. The Corporate programme (which is made up of the Directorate project registers) is now considered, as recommended, on a two monthly basis at Council Management team, in addition to any individual reports relating to specific projects. The Directorate project lists are being considered on at least a monthly basis by Directorate Management Teams. The Directorate process is facilitated by the Directorate assurance lead.

9. The Programme assurance group meets on a monthly basis where the corporate programme is considered. The group is constructed of the Directorate assurance leads and every other meeting is attended by support leads.

10. The Project support group is meeting every month to ensure that project managers have a support mechanism and can discuss improvements to process (such as the development of the Integrated Impact assessment), Project management practices and share experience. The group is investigating methods of keeping the issues at the support group live through collaborative software.

11. Further support is being provided to Project Managers in the use of Verto and this will continue when the new version of Verto is implemented in the New Year. The new version is still structured in the same way in order to support the corporate project management framework, but is made more usable for the end user (additions include field level editing and audit, which allows concurrent editing of the same project and the ability to roll back edits and a simplified dashboard view for the Project Manager).

12. The timing of the roll out of the new version isn't an urgent matter and the necessary updates to training and guidance material will be updated to reflect the functionality of the new version, however due to the benefits of the new version the desire is to make the switch over as soon as possible.

13. Further work is also ongoing in terms of the support arrangements around projects and proposals are likely to emerge in the New Year. There is a review of support for business case development, the framework, Project Management Office support, the use of Verto and reporting.

14. There is now open discussion with the workforce development unit to build more Verto training into the Introduction to Projects courses.

15. The corporate assurance lead and other key assurance leads and project managers have been in engagement with Internal and External audit for the last 8 months in order to ensure that the processes in place are robust and the risk to the council in terms of the management of projects is reduced.

Reporting

16. The highlight report accompanying this paper (**Annex A**) will now, by routine,be circulated to CMT, Executive and scrutiny committees (where relevant). The generation of **Annex A** is now linked to the highlight reporting Verto.

17. Note that there have been two additions to Annex A in this period. The first is the reporting period, so it is clear to the committee when the highlight report is from, and second the large transport projects have now been added to the list.

18. The key risks from the medium and large projects will also be exported, on a monthly basis from January, to sit with the corporate risk register on Magique and will be reported alongside these as part of the quarterly risk monitor.

19. In progress is also the linking of this information to the KPI (key performance indicator) machine, where the council's performance information is available to officers and members.

20.   Finally, in the New Year, there will be implemented a corporate highlighting reporting cycle, on a monthly basis, from the Verto system. This will ensure that project information is update to date and that committees, management meetings, etc, will have the latest information when considering proposals and options.

Recommendation

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

Author:	Chief Officer responsible for the report:		
Dave Atkinson Programme Manager 01904 553481	Ian Floyd, Director Customer and Corporate Services Neil Ferris, Corporate Director Economy and Place		
	Report Approved	√	**Date** 12 December 2016
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
KPI machine – Key Performance Indicator machine is used
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