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 has been assumed that the committee is familiar with the flow of the

All about Projects framework. As a reminder, **Annex B** shows in simple terms the All About Projects framework. Included in the diagram is the proposed West Yorkshire Combined Authority project process. This serves to confirm, notwithstanding differences in terminology, that the framework mirrors best practice (which is what WYCA are seeking to achieve with their proposed process).

Programme and Project Approach Update

7.   As discussed in previous update reports, the council's project portfolio is now under review and is brought together in the Directorate project registers. These are owned by the Directorate Management Teams and the Directorate Programme Assurance Lead coordinates the inputting of the information.

8.   This is now a dynamic exercise in so far as the lists are subject to change as projects are either identified and added to the list (this will include a retrospective assessment as to its size and where the project is medium or large the retrofitting of the information into the corporate project management system – examples of where this is happening is where there is a judgement to be made, by DMT, as to whether a piece of work is a project or part of business as usual), where a new project is initiated or where a project is completed and is closed.

9.   There are also areas, such as Transport, where further work is ongoing to refine the assessment matrix to ensure that a project is allocated the appropriate Small/Medium/Large classification. The new matrix will be based on the general Project Assessment Matrix to ensure that there is consistency in terms of classification across the corporate programme.

10.   Large and medium projects that have been identified have now been transferred to the corporate project management system, Verto, in terms of the management, and project managers who are new to the system are being supported in its use.

11.   The Programme Assurance Group, whose remit, through the Directorate Programme Assurance Leads is to coordinate the compilation of the Directorate Project Register, is now functioning as planned and the extended group which includes support leads, in addition to the Directorate Programme Assurance leads, has met.

12.   In terms of the meeting the Programme Assurance Group meets

every month and this includes the support leads every other meeting.

Communications

13. Communications around the framework have continued and a regular article is now published Buzz, which details current activity and especially the activity of the Project Support Group.

Training and Support

14. The Project Support Group is now meeting on a monthly basis. The purpose of this group is to ensure that staff who have attended the Introduction to Projects course are supported as they start to work on projects. It is also there to support more experienced project staff and create networks of support across the council. Subjects that have been explored by the group to date are:
     - Purpose of the group (to ensure that it adds value and is sustainable).
     - Collaboration software (review to allow the group to function outside the meetings).
     - Training (how to identify specific project based training needs)

15. At the last CMT update meeting in August it was agreed that a member of CMT would attend the Project Support Group. The Director of Adult Social Care attended the August meeting.

16. There is an agreement that issues that surface from the group will be compiled and reported through to CMT at the two monthly update.

17. There is now a new refreshed CYC version of the corporate project management system, Verto, guidance. This is now available to support project managers as they are transitioned on to Verto.

18. Key leads have been working alongside Veritau, the internal auditors, over the last 6 months to ensure that the necessary measures to implement that framework are in place and that progress against those measures is being made.

Reporting

19. Moving through this period and into the last quarter of the calendar year the practices reported around project management in these updates will transition to business as usual in terms of the processes and the structural arrangements.

20.   The main focus in the final quarter of the year (October to December) will be refining the reporting arrangements. Work is ongoing between the Programme Assurance Leads and the business intelligence hub to integrate the project management updates into the standard performance reporting in the balanced scorecards (through processes linking the corporate project management system Verto to the KPI machine). This will allow automated "live" reporting of projects to managers and members.

21.   Additionally, work will continue with the corporate risk team to integrate the key project based risks with the corporate risk information in the corporate risk management system, Magique.

Recommendations

22.   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**	16 September 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 A1 – Update of "Large" projects
Annex B1 – City of York council All About Projects workflow