

**Regeneration Audit Report – Management Appraisal of Progress against the recommendations
March 2013**

Issue	Recommendation	Management Response	Responsible Officer	Due	Progress to date	Action forward	Revised deadline	RAG
<p>Governance – organisation, roles and responsibilities</p> <p>The review identified issues and inconsistencies in the programmes organisation structure, roles and responsibilities and the escalation process.</p>	<p>We note that from April 2013 the management of Regeneration projects and programmes will be outsourced and new processes will be adopted, Prior to this transfer, management should confirm if the individual regeneration projects should be managed as a cross-cutting programme.</p> <ul style="list-style-type: none"> • If the work is to be managed as a programme, management should take steps to enhance programme-level controls. For example: The organisation structure in place provides sufficient management and oversight on project delivery. • The project and programme roles and associated responsibilities are clearly documented and understood, and plans are in place for covering any significant vacancies before DRS goes live. • There are clearly defined escalation points at which project information is required to be taken to the programme board • A programme plan should be introduced (see recommendation 2.3 for details). 	<p>The regeneration projects will be managed as a cross cutting programme.</p> <p>An enhanced interim programme and project management process will be introduced; including the introduction of a programme plan and clearly defined escalation procedures.</p> <p>A review of the Governance structure, including the terms and reference of the Programme Board has already been discussed and agreed by the Programme Board and is underway.</p>	Head of Regeneration	End Jan 13	<p>Governance</p> <p>A Compliance and Transition Project Board was set up in December 2012 to oversee the actions to improve project and programme management in Regeneration, and to ensure that the service is prepared for transition to the new operating model.</p> <p>Project progress is monitored at Project Board meetings. In addition progress highlight reports will be prepared monthly by the Regeneration Manager.</p> <p>The Strategic Commissioning Board will act as executive Regeneration Programme Board and monitor delivery of the regeneration programme objectives.</p> <p>Roles and responsibilities</p> <p>Project roles and responsibilities are clearly documented in each Project’s project initiation documents.</p> <p>Interim Programme roles and responsibilities have been agreed.</p> <p>Programme Plan</p> <p>The development of the programme plan and Programme Definition Document (PDD) has taken longer than expected as the initial focus has been on putting together the governance, controls and project level information which will form a key part of this.</p> <p>The cross-cutting objectives of the Regeneration Programme have however been identified and the development of the programme plan is now underway.</p>	<p>The first meeting of the Regeneration and Enterprise Operations Board has been set for April 2013.</p> <p>The Project PIDs are due to be signed off by the Project Boards during April and the by the Regeneration and Enterprise Operations Board in May.</p> <p>Governance structure and escalation process to be finalised.</p> <p>Scheme of delegation to be finalised.</p> <p>The programme plan and PID is in the process of being developed.</p> <p>We have an Interim Programme Manager in place, and interim Programme Management Officer (PMO) role to lead recovery work. Recruitment of a permanent Programme Manager is being actively progressed.</p> <p>As from 2nd April a new Council wide organisational structure will be implemented.</p>	End May 2013	Amber
Governance -	We note that from April 2013 the	Prior to the Audit, the	Head of	End	The Compliance and Transition Project	Project PIDs, and plans	End May	Green

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<p>project management process</p> <p>The review identified areas of control weakness in relation to the project management process used in the sample projects we tested and the quality of core project management documentation</p>	<p>management of Regeneration projects and programmes will be outsourced and new processes will be adopted, In the meanwhile, management should consider introducing, throughout the regeneration programme and projects, a clearly defined interim project management process, that should ensure:</p> <ul style="list-style-type: none"> • Compliance with the corporate project management methodology and production of the required minimum standards of project documentation. • Periodic review points for key project information. • Clearly defined escalation procedures. • This process should be supported with the appropriate training as required. <p>Further recommendations to help the programme to achieve the minimum standards in relation to project planning, risk and issue management and monitoring and reporting are contained within the body of the Audit report.</p>	<p>Regeneration Team had begun to review the existing project management process with a view to ensuring up to date and complete documentation (which follows the Corporate Project Management Toolkit) is in place before transition. House Consulting had already been engaged to help with this work.</p> <p>The recommendations of the audit report, including the introduction of an interim project management process, will therefore be addressed as part of this work.</p> <p>Meetings will be held with Regeneration Managers and Officers on a project by project basis to review the current existing documentation, and how this will be updated so that it meets the requirements of the Corporate Project Management Toolkit.</p> <p>The Regeneration team has also changed over the past year. Arrangements will be made to ensure all new members of the team undertake the Council's Project Management training. Existing members of the team will also be</p>	Regeneration	Jan 13	<p>Board has been responsible for putting in place a new project and programme management process and enforcing compliance with the corporate project management methodology.</p> <p>A briefing session for the Regeneration Team on the Corporate Project Management Toolkit took place in January 2013.</p> <p>Project Initiation Documents (PIDs), Project Plans (Microsoft Project), risk registers and issue logs are now in place for all projects and have been reviewed by the Compliance and Transition Project Board.</p> <p>A new monthly highlight report has been developed which incorporates progress against milestones; risk and issues; budget and records key decisions made at Project Board level.</p> <p>Risks are now being recorded and managed in line with the Corporate Risk Management Strategy.</p>	<p>are to be signed off by Project Boards in April 2013.</p> <p>The review of risks, issues, budget, progress against the plan will be a standing item on Project Board agendas.</p> <p>Regeneration Managers are responsible for the production of Monthly Project highlight reports which will be reviewed by the Regeneration and Enterprise Operations Board.</p> <p>External Project Management training, augmented by workshops on key areas (project monitoring; risks and issues; budget monitoring) will take place in April 2013.</p> <p>All project risks will be entered into JCAD (Council's Risk Management system) by end April 2013 (following review of the revised risk register by the Project Board).</p>	2013	

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		refreshed as to the project management processes that must be followed.						
<p>Project plans and dependency management</p> <p>The review identified areas where the Council side programme and project plans and dependency management should be improved.</p>	<p>a) Management should consider the introduction of Programme Plan to monitor competing priorities and project interdependencies (see recommendation 2.1).</p> <p>b) The interim management process introduced for the effective management of projects should include planning and dependency management controls. In particular, this should include:</p> <ul style="list-style-type: none"> ▪ The introduction of appropriately detailed client side project plans, which ensure all tasks are identified, including the critical path. ▪ Opportunity to ensure that progress is formally monitored and reviewed against an agreed baseline on a regular basis. ▪ A process to ensure that all project and programme dependencies are identified assessed and agreed. Followed by coordinated and focussed action in order to ensure they are managed and monitored. 	<p>As set out above, a programme plan and interim project management process will be introduced.</p> <p>The interim project management process will incorporate all items under b)</p>	Head of Regeneration	End Jan 13	<p>a) Work on the programme PID and plan is underway.</p> <p>A new programme highlight report has been developed. The highlight report will be received by the Regeneration and Enterprise Operations Board and the Strategic Commissioning Board and which incorporates progress against programme milestones; key risk and issues; budget and records key decisions made at this level.</p> <ul style="list-style-type: none"> • Project Plans are now in place for all projects • The process for reviewing progress monthly against an agreed baseline has been agreed. • Project dependencies have been identified and included in the PIDs. 	<p>Finalise the programme plan and PID and submit to Regeneration and Enterprise Operations Board in June 2013.</p> <p>Programme dependencies to be mapped and reviewed monthly in the programme highlight report.</p> <p>Baseline for 2013-14 to be agreed with preferred bidder.</p>	June 2013.	Amber

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<p>Risk management</p> <p>The review found a number of areas where risk management controls and documentation were insufficient for a programme of this size and complexity.</p>	<p>The interim management process introduced for the effective management of projects should include risk management process for the regeneration programme and projects. In particular, this should contain:</p> <ul style="list-style-type: none"> ▪ Required minimum standards for project managers on the level of documentation they are required to keep to ensure that all project risks are consistently and accurately identified, assessed, monitored and managed. ▪ Clearly defined escalation points between individual projects, the programme and Council senior managers ▪ A standard format for client side risk registers that includes, risk owners, the date the risk was added, date of last review, action required and dates for when this will be completed. <p>The strategy and process, once agreed, should be implemented across the projects and supported with training and the involvement of the Council's risk manager as required.</p>	<p>The existing risk management strategy will be reviewed and enhanced to include all the recommendations of the Audit.</p>	<p>Head of Regeneration</p>	<p>End Jan 13</p>	<p>The PMO and Programme Manager took part in a learning session with the Corporate Risk team. A standard format for client side risk registers, which follows the Corporate Risk Management Strategy and mirrors JCAD was then developed in liaison with the Corporate Risk Team. All project risk registers have been updated and are in the new format.</p> <p>Risks will be reviewed by the Project Board and any risks with an overall score of 12 or higher (as per corporate risk guidance), as well as any risks that affect the delivery of programme objectives, will be reported to the Regeneration and Enterprise Operations Board.</p>	<p>Project risks will be added to JCAD by end of April 2013.</p>	<p>End April 2013</p>	<p>Green</p>

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<p>Issue management</p> <p>The review found a number of areas where issue management controls and documentation were insufficient for a programme of this size and complexity.</p>	<p>The interim management process introduced for the effective management of projects should include an issue management process for the regeneration programme and projects which, should contain:</p> <ul style="list-style-type: none"> ▪ Required minimum standards for project managers to ensure that issues which occur are consistently and effectively recorded, monitored and resolved in a timely manner. ▪ The strategy document should contain guidance to project managers around the introduction of a single issue log for project issues and the amount of information they are expected to record. ▪ This process should have clearly defined escalation points between individual projects, the programme and senior managers so that the roles and responsibilities for dealing are clearer. 	<p>The existing issue management strategy will be reviewed and enhanced to include all the points outlined.</p>	<p>Head of Regeneration</p>	<p>End Jan 13</p>	<p>A standard template has been introduced to ensure that issues are consistently and effectively managed and recorded.</p> <p>These issue logs have been reviewed and updated for all projects. Key issues will be reported in the monthly highlight reports and escalated as required.</p>	<p>Issues to be reviewed as a standard agenda item on Project Board meetings and escalated as required.</p> <p>In April 2013 the PMO will undertake a review of issues across the projects and programme.</p>	<p>April 2013</p>	<p>Green</p>