

Overview and Scrutiny Review Matrix

Review Topic: Project Management

Timescale
Start: TBC
Finish: TBC

Review Rationale:

The Scrutiny Commission has agreed to set up a Task and Finish Group to review the Council's approach to managing major projects and identify lessons to be learned from recent projects, including Care Director 6, iTrent, and Faraday Road Football Ground.

The scope of the review will include:

- Contract management
- Project management structure
- Project management methodology
- Resourcing
- Project governance
- Reasons for project failure
- Lessons learned, changes to processes

Terms of Reference:

The Task and finish Group will consider the following:

- **Session 1 – How we manage projects in West Berkshire Council**
 - Project management structure
 - Project management resources
 - Project management training
 - Project management methodology and scalability
 - Project governance arrangements
 - Common reasons for project failure
 - Learning lessons, reviewing processes, and communicating change
 - Contract management / procurement timetables
 - Off-boarding for expiring contracts
 - Legal challenges
- **Sessions 2 and 3 – Care Director 6**
 - Governance arrangements
 - Project Board agendas and minutes
 - Audit of Care Director 5
 - Business case / continual business justification
 - Objectives
 - Budget
 - Timescales
 - Quality plans
 - Risk and impact assessment
 - Options appraisal
 - Delivery planning
 - Consultation and engagement
 - Procurement process

- Delivery partner
 - Project management
 - Management of resources
 - Assumptions and dependencies
 - Risk management
 - Issue management
 - Change control (including escalations / exceptions)
 - Stakeholder management and communications
 - Stage reviews
 - Testing (including results and remediation)
 - Project review
 - Lessons learned
 - Current status
- **Session 4 and 5 – iTrent (Phase 1)**
 - Governance arrangements
 - Project Board agendas and minutes
 - Business case
 - Objectives
 - Budget
 - Timescales
 - Quality plan
 - Risk and impact assessment
 - Options appraisal
 - Delivery planning
 - Consultation and engagement
 - Procurement
 - Project management
 - Management of resources
 - Assumptions and dependencies
 - Risk management
 - Issue management
 - Change control (including escalations / exceptions)
 - Stakeholder management and communications
 - Stage reviews
 - Testing (including results and remediation)
 - Project review
 - Lessons learned
 - Current status
- **Session 5 – Draft Report**

Review Membership:
 Councillor Chris Read
 Councillor
 Councillor
 Councillor

Chairman:

Scrutiny Officer: Gordon Oliver

Senior Manager:

Information Required:
 Project management methodology
 Structure chart
 Training plans
 Project management resources (including templates)
 Issues arising
 Lessons learned

Documents/Evidence:

Project mandates
Project proposals
Business cases
PIDs
Project plans
Risk and issues logs
Lessons learned reports
Examples of Project Board agendas, minutes, etc
Relevant audit reports(?)

Witnesses:

Session 1:

- Melanie Best (Service Lead - Customer Engagement & Transformation)
- Anita Stanbury (Acting Transformation and Programme Manager)
- Kate Pearson (Service Lead – Procurement and Commissioning)
- Dawn Bond (Legal Services Manager)

Sessions 2 and 3:

- Paul Coe (Executive Director – Adult Social Care)
- Jo England (Service Lead – Adult Social Care)
- Rich Pask (Business Manager – Adult Social Care)
- Kate Toone (Project Manager – Integration and Quality)
- Sarah Clarke (Service Director – Strategy, ICT & Governance)
- Andy Best (Acting Head of IT)
- Mat Scalpello (Applications Development Manager)
- Rob Sweetman (Systems Team Leader)
- Phil Cridge (Systems Integration Officer)

Sessions 4 and 5:

- Sarah Clarke (Service Director – Strategy, ICT & Governance)
- Paula Goodwin (Service Lead – Human Resources)
- Rich Strange (Project and Programme Manager)
- Kate Pearson (Service Lead – Procurement and Commissioning)
- Lorraine Collins (HR Systems and Data Manager)
- Julie Gillhespey (Audit Manager)

Measures Available

- Project spend vs budget
- Project delivery timescale vs original plan
- Resources allocated vs original plan

Desired Outcomes:

Members will identify lessons to be learned about how project management can be improved so these can be applied to future project. The Task and Finish Group will make recommendations in a report to the Scrutiny Commission. If approved, the recommendations will then go to Executive for consideration.