

# Appendix A: Terms of Reference

## Overview and Scrutiny Review Matrix

**Review Topic:** Project Management

**Timescale**

**Start:** Apr 2025

**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, and iTrent (Phase 1).

The scope of the review will include:

- Contract management
- Project management methodology
- Project management structure
- Resourcing
- Project governance
- Factors affecting project outcomes
- 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 methodology and scalability
  - Project management structure
  - Project management resources
  - Project management training
  - Project governance arrangements
  - Document management
  - Factors affecting project outcomes
  - Learning lessons, reviewing processes, and communicating change
  - Handover to business as usual
  - Pre-procurement feasibility / market testing / budget setting
  - Procurement methodology / negotiation
  - 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 6 – Draft Report**

**Review Membership:**

Councillor Adrian Abbs  
 Councillor Paul Dick  
 Councillor Paul Kander  
 Councillor Alan Macro  
 Councillor Erik Pattenden  
 Councillor Chris Read

**Chairman:** Councillor Chris Read

**Scrutiny Officer:** Gordon Oliver

**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  
Statements of work  
PIDs  
Project plans / Gantt Charts  
Risk and issues logs  
Lessons learned reports  
Examples of Project Board agendas, minutes, etc  
Relevant audit reports

**Witnesses:**

Session 1:

- Sarah Clarke (Executive Director – Resources)
- Gabrielle Mancini (Service Director – Transformation, Customer and ICT)
- Melanie Best (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 (Programme Manager – Integration, Digital and Quality)
- Sarah Clarke (Interim Executive Director - Resources)
- Andy Best (Acting Head of ICT)
- Mat Scalpello (Applications Development Manager)
- Rob Sweetman (Systems Team Leader)
- Phil Cridge (Systems Integration Officer)

Sessions 4 and 5:

- Sarah Clarke (Interim Executive Director – Resources)
- 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 Gillhespy (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 projects. 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.