CABINET

18 February 2016

SILVER HILL: INDEPENDENT REVIEW RECOMMENDATIONS

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

OS139 – Silver Hill: Independent Review (10 February 2016)

EXECUTIVE SUMMARY:

The Independent Review of Silver Hill contains, in section 6, a number of recommendations. This report suggests how Cabinet may wish to respond to those recommendations.

The Independent Review is being discussed by The Overview & Scrutiny and Audit Committees on 10 February, after this report was issued. Any relevant comments and further recommendations from those meetings will be reported to Cabinet.

RECOMMENDATIONS:

1   That Cabinet:

i) consider how they wish to respond to the Independent Review's recommendations;

ii) consider any further comments and recommendations made by The Overview & Scrutiny or Audit Committees; and

iii) make recommendations to Council on actions arising from the Independent Review.

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DETAIL:

1   Introduction

1.1   In February 2015 a Judicial Review concluded the Council had acted unlawfully in authorising variations to the Development Agreement for the regeneration of Silver Hill without first seeking procurement through open competition. That finding is now the subject of an appeal, and so the judicial consideration of the issues raised is not complete.

1.2   In March 2015 the Council decided to commission an independent review of the Council's decisions which led to that JR finding, the terms of reference are attached at Annex 1. The then Leader appointed Claer Lloyd-Jones to undertake that review. Ms Lloyd-Jones's review was reported to The Overview & Scrutiny Committee and Audit Committee as report OS139.

1.3   The review makes a number of recommendations, and discussions at those Committees (which met after this report was published) may give rise to other proposals for action by the Council. It is for Cabinet to decide how they wish to respond to those recommendations. Cabinet will also wish to report their conclusions to Council.

1.4   A summary of the review's recommendations and proposed responses are at Appendix 1. Cabinet will wish to consider whether they accept what is proposed or wish to amend or add to the actions set out.

1.5   Ms Lloyd-Jones's review refers to the Peer Challenge which was undertaken by the LGA in June 2013 and the review of project and programme management undertaken by Local Partnerships in April 2015. She says "the Council must implement in full the LGA and 4Ps' [Local Partnerships] recommendations". Appendix 2 and 3 to this report summarise the progress made to date in implementing recommendations of each of these reviews. Again, Members may wish to comment on or add to these.

OTHER CONSIDERATIONS:

2   COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

2.1   An appropriate response to recommendations made will assist in making Winchester an efficient and effective council.

3   RESOURCE IMPLICATIONS:

3.1   Most of the actions proposed will require officer time. Some will already be in Portfolio Plans, where resource needs will be quantified. The resource implications of any new actions will need to be considered as more detailed plans are drawn up.

4   RISK MANAGEMENT ISSUES

4.1   All actions proposed are aimed at managing specific risks. Risk will have been considered for actions which are in hand, and will be considered for as any new actions are brought forward.

BACKGROUND DOCUMENTS:

OS139 – Silver Hill: Independent Review (10 February 2016)

APPENDICES:

Appendix 1: Independent Review recommendations and suggested responses

Appendix 2: Summary of progress in implementing recommendations of the LGA Peer Review

Appendix 3: Summary of progress in implementing recommendations of the Local Partnerships review of project and programme management

Appendix 1: Independent Review Recommendations and suggested responses

Reference	Recommendation	Suggested Response	Timing
6.1.1	The Council should stand back, and ask the question "do we want this?"	Cabinet on 10 February will consider Council's recommendations of 28 January regarding the issue of a Notice of Termination. If they do so, the Leader has indicated Cabinet on 29 March will consider the next steps in regenerating the site. That will open a discussion on options.	29 March 2016, Cabinet.
6.1.2	The Council must express a definite idea of what it wants to be developed at Silver Hill….A sub-committee of and reporting to Cabinet should be charged with being the guardian of this vision..	See above re- proposed next steps. Members will note there is an adopted Local Plan policy which sets out clearly the Council's aspirations for the site. However the site is to be taken forward, Cabinet may wish to charge the Major Project Committee, a sub-committee of Cabinet, with providing the political lead and oversight of the project.	29 March 2016, Cabinet.
6.1.3	The Council must ensure it has the necessary professional and commercial skills… to achieve the vision…	The review does not suggest which skills are considered to be lacking. The Council employs qualified professional officers, and supplements that with external consultancy advice where necessary. However, there is value in reviewing skill mix and capacity across the Council, and it is proposed that, as part of our review of the Workforce Development	Local partnerships' advice sought by April 2016. Workforce Strategy to be reported to

		Strategy, Local Partnerships be invited to advise on the broad mix of skills and capacity they consider necessary for the management of major projects.	Personnel Committee in September 2016.
6.1.4	The Council must consider whether and, if so, why it has been hostile to competition, both in relation to Silver Hill and other projects.	It is for Members to consider whether that assertion is accurate. Cabinet will wish to note that <u>all</u> of the Council's major projects currently underway have been, or will be, the subject of competitive tenders in accordance with EU and national legislative provisions.	N/A
6.1.5	The Council must not re-procure external advisors without involving internal specialists, and relevant Members…	The Council always procures any specialist advisor through the relevant in-house professional (unless, of course, it is a discipline not represented in-house). Normally that advisor will report to a relevant professional, or a project team which includes such a professional. Members' views on how the relevant Portfolio Holder should be involved in such a procurement would be helpful.	N/A
6.1.6	A register should be kept of all external advice obtained which should be available to all Members, and the public unless a particular piece of advice is required to remain confidential…	External advice is often attached to relevant Committee reports, whether open or exempt. Where a summary of such advice is given in the body of a report the full advice is nevertheless available to all Members on request. There has only been one instance when such advice was not available to all members, relating to a legal challenge mounted by a	N/A

		Member. The Council procures a broad range of advice across many disciplines, and there is a risk a register could become an additional administrative burden without really adding to the transparency already offered through the publication of advice as part of Committee reports. Members will wish to decide whether they consider it would be a good use of resources.	
6.1.7	The Council must look at other projects to see whether outcomes are at risk in a similar way to Silver Hill.	All major projects are now managed through the Project Office, and follow clear corporate guidelines. Following the advice from the Local Partnerships review of project and programme management, those guidelines require that the Project Manager prepares and maintains a risk register which is reviewed regularly by senior officers and Members. That is the correct place for considering any risks arising from the project which could include legal advice, procurement or the possibility of challenge.	N/A
6.1.8	The Council must take steps to re-establish trust with the community and citizens such as putting evidence of the existing scheme's viability in the public domain and reviewing its public	The review does not appear to take into account the ten public meetings and exhibitions which took place since 2005, or acknowledge the information on the Council's dedicated Silver Hill web pages. However, when the Cabinet discusses next steps (see 6.1.1 above) then it will wish consider public engagement.	29 March 2016, Cabinet

	engagement strategy.	On the public engagement strategy, see 6.1.11 below.	
6.1.9	The Council must implement in full the LGA and 4Ps' [Local Partnerships] recommendations	Appendix 2 outlines progress in implementing the Peer Review's recommendations, as endorsed by Cabinet in the Council's Transformation Plan. Members will note that a key recommendation regarding a Governance Review has been in part implemented (see detail in Appendix 2), but further work awaited the Independent Review. Appendix 3 outlines progress in implementing the recommendations of the local Partnerships Review of Project & Programme Management	Timetables as per appendix 2 and 3.
6.1.10	New strategies need to be written on press and PR, project management and risk management (including a transparent and effective risk register).	On press and PR see 6.1.11. Project and programme management at the Council was reviewed by Local Partnerships in April 2015 and a programme of improvements agreed by Cabinet in October 2015 (see appendix 3). The Council's revised risk policy was adopted by Audit Committee, The Overview & Scrutiny Committee and Cabinet in June/July 2015. Audit Committee receive a quarterly update of the corporate risk register, and the full policy will be considered again in June 2016. As part of our approach to project management each major project has a full risk register which is kept under review by	Regular review of relevant strategies/policies

		the project team.	
6.1.11	The Council must consider how it will improve communications, both externally and internally.	The Council's Communications Team has recently been re-structured to strengthen it and enable it to deliver our Communications Strategy. That review was informed by an informal review of communications undertaken by the LGA. As these new arrangements bed down, it is planned to invite the LGA to return to asses impacts and make any further recommendations. Much has been done to enhance communication on major projects, and the Council has been praised for work done on the Station Approach project. We have also put in place a new web-based tool to manage consultation. The Head of Communications, with the Head of Policy & Projects, will review the Council's engagement strategy.	LGA to revisit Communications Team – September 2016 Review of engagement strategy – to Cabinet June 2016
6.1.12	The Council must carry out a governance review to create a new constitution and ways of working for the new Council from May 2016.	Several elements of a governance review have already been undertaken, notably the decision on whether to change the electoral cycle (March 2014), a review of delegations (March 2014) and the review on how the Council envisages working after the 2016 elections (which formed the Stage 1 submission on what the future size of the Council should be (July 2014)). A key driver for change has been the LGBCE	Terms of Reference to Members – June/July 2016

		review of ward Boundaries, which will take effect from May 2016 and is based on the Council's request for a reduction to 45 Members. The Council has always been clear that any broader review of governance should follow those changes, and would await any comments from the independent review. The Terms of Reference for a Review will be put to the Audit and Overview & Scrutiny Committees, before approval is sought from Cabinet. That will take into account the recommendations of the independent review. The recommendations ask "How is it best to re-establish trust between Members and Officers?". Members will wish to consider whether trust has indeed been broken, and if so what steps may be necessary.	
6.1.13	The Council must ensure sufficient Member training on the new Constitution.	Training on this and related matters will be included in the programme of Member training in the normal way.	tbc

Corporate Peer Challenge Actions

The LGA Peer Challenge carried out during April - May 2013, was asked to explore how the Council can be more responsible, flexible and innovative. In addition the Peer Team considered the ability and capacity of the Council to deliver its future ambitions by looking at :
- Understanding the local context and priority setting
- Financial planning and viability
- Leadership and governance
- Capacity to deliver

The LGA feedback focused on three key areas and included a number of recommendations/suggestions for consideration based around:
- Transformation, innovation and cultural change
- Governance and streamlined decision making
- Leadership

The following lists the recommendations together with suggested actions that are in progress or to be initiated, together with a lead officer/suggested timeframe. The final column gives an update on progress as of February 2016.

a) LGA recommendation	Actions for WCC	Lead officer / timescale	Update
1. Recognise and celebrate what you have already achieved to help win "hearts and minds" of staff and members. This will help you to become a learning organisation.	Develop opportunities for communicating successes with staff and members.	Head of Organisational Development / Head of Policy & Projects (see 2 below)	Successes achieved and compliments received now part of weekly staff bulletin.
	Build on the success of The Alfies in recognising and rewarding staff contributions and celebrating success.	Head of Business Management – October 2013	New staff awards to replace Alfies launched in September 2015
2. Develop a tightly focused set of corporate priorities and	Refresh of community strategy to identify corporate priorities, to	Head of Policy & Projects – consultation	Community Strategy is reviewed every three years. Work is

a) LGA recommendation	Actions for WCC	Lead officer / timescale	Update
measureable outcomes to better define the organisational purpose of Winchester City Council and your future operating model, along with a communication strategy to ensure engagement of the whole organisation in co-designing Transformation.	form the basis for medium term financial and service planning. Ensure we build wider engagement, ownership and understanding amongst staff, Members and the wider community	draft to Cabinet September 2013

Cabinet to take pro-active approach to promoting priorities | commencing to refresh the Strategy for 2016.

Portfolio Plans set out commitments which will assist in delivering corporate priorities. |
| | Simplify corporate planning process to give clarity on priorities and objectives | Head of Policy & Projects – by December 2013 | Corporate planning process, including budget, reflects corporate priorities. Further work has been done on the planning process to align the budget planning process 16/17 and allow for early consultation. |
| | Develop a hands-on approach to engaging with staff to not only explain the Council's priorities, but also to explore the need for change and how individual teams/directorate fit in with the overall picture. Seek to engage and stimulate ideas and suggestions | Head of Organisational Development / Head of Policy & Projects - underway, programme tbc | Series of staff briefings held in 2014 and 2015 to discuss direction of travel and how the Council will work in future. These help inform workforce planning and training plans.

A programme of task and finish groups has been established using staff from across the organisation to implement key areas of change. |
| | Engage staff/Members in discussion about 'future operating model', and in programme of staff development to support new ways of working | Chief Executive /Head of Organisational Development – training/development programme underway for SMT, remainder linked to above | A number of training initiatives for senior managers were held in 2014 and 2015. Programme of training for senior managers currently being developed to |

a) LGA recommendation	Actions for WCC	Lead officer / timescale	Update
			focus on core aspects of skills necessary to promote new ways of working. To be captured in Workforce Development Plan (June 2016)
3. Given the context of rapidly reducing budgets for local authorities it will be critical in moving forward that the council's agreed priorities are tightly matched to available human and financial resources, a tight coupling of the medium term financial plan to the corporate priorities. This also means identifying lesser priorities, from which human and financial resources may be withdrawn. Continue to consider shared service options, co-location and new service delivery models as part of your MTFS.	Develop link between refreshed Community Strategy, emerging priorities and financial planning processes	Chief Finance Officer / Head of Policy & Projects – September 2013	Budget and financial planning now based on corporate priorities. Further work has been done on the planning process to align the budget planning process 16/17 and allow for early consultation. Service plans have also been reintroduced in a corporate format to support the delivery of Portfolio Plans priorities and to better measure progress.
	Ensure financial processes are fully integrated with the change process and corporate project and programme management	Chief Finance Officer / Chief Executive / Assistant Director (Policy & Planning) underway	Since the Peer Challenge a number of initiatives have been rolled out in various areas to improve efficiency in teams. A fresh approach to process management is being developed in the Business Support and Planning Teams. This approach will be rolled out further across a range of activities, with a detailed programme to be agreed in June 2016.
	Conduct a robust programme of reviews, including: • Service reviews • Outcome reviews • Income reviews (opportunities for increasing estates and service income) • Review of potential for growing Business	Various – underway	Finance Team re-structured in December 2015

a) LGA recommendation	Actions for WCC	Lead officer / timescale	Update
	Support Team • Develop further potential for shared services		
	Ensure we have adequate strategic financial capacity	Chief Finance Officer / Chief Executive– by December 2013	
4. There is an opportunity to modernise and streamline your governance arrangements. We suggest a full governance and constitutional review which LGA would be happy to assist with. This will serve to clarify roles and responsibilities. As part of the constitutional review consider four year all out elections to replace elections by thirds and review the number of councillors.	Governance review to examine, *inter alia*: • simplifying procedures and practices to streamline decision making (move away from the "comfort" of extensive report writing) • move away from our "tendency to risk aversion" to a more sophisticated approach to risk management • greater empowerment of staff, including through appropriate financial and other delegations • deal with a perceived emphasis on structure, process and systems	Chief Operating Officer – underway, programme tbc	Several aspects of Governance have already been improved. The LGBCE review of boundaries and Member numbers began with a review of how the Council seeks to deliver local democracy. Other work has included consideration of the electoral cycle, a review of delegations, revision to the planning protocol, a review of Code of Conduct and of Standards procedures. Risk Management Policy was reviewed by Audit Committee in 2015.
	Boundary Commission-led review of democratic representation, coupled with consideration of local electoral arrangements	Chief Operating Officer – programme tbc with Boundary Commission	WCC input made to LGBC. LGBC decisions now being implemented for May 2016 elections.
5. Build on your programme and project management approach and capacity to monitor and challenge progress of change.	Develop role of Head of Major Projects and Project Office in managing overall programme of activity	Assistant Director (Policy & Planning) / Head of Policy & Projects	Local Partnerships' review of Project and Programme Management in 2015 gave rise to a number of recommendations

a) LGA recommendation	Actions for WCC	Lead officer / timescale	Update
Performance management must be SMART and outcome focused around the change programme. Finance and legal staff must be involved in planning and projects from inception onwards.	Review corporate capacity to support agreed programme of major projects	Chief Executive	which are considered in Appendix 3.
	Release capacity in senior managers by ensuring roles and responsibilities are clearly articulated and distinct, avoid bureaucracy and 'second guessing', reduce tiers of control (links with 4 above)	Chief Executive	
6. Develop and implement an income strategy to get the optimum effectiveness from existing assets and reduce revenue costs through focused asset rationalisation. Look to grow income streams through commercial trading of internal services (LGA can provide signposting to other local authorities who have successfully developed income streams).	See 3 above	Chief Executive	Remains work in progress. Some steps have been taken to generate modest increases in income, but will need to be reviewed in June 2016 as part of a wider review of budget options for the medium term.
7. Leverage capacity from strategic partners to help with delivery of the Transforming Winchester change programme and to avoid the risk of inability to sustain the pace of	Develop opportunities for using benchmarking data either as part of performance management or in specific service or outcome reviews (eg. recent work with Planning Advisory Service)	Head of Policy & Projects – ongoing	Successes achieved through closer working with partners e.g. on training.

The LGA's service LG Inform Plus has been subscribed to, which provides more detailed local data and information enabling |

a) LGA recommendation	Actions for WCC	Lead officer / timescale	Update
change. Also, consider wider benchmarking of all service areas to better understand your cost base and performance			authorities who subscribe to create their own reports for local communities and compare data with other local authorities.
	Take advantage of opportunities to deliver outcomes with partners	Assistant Directors - ongoing	

b) Other themes emerging	Action for WCC	Lead Officer/timetable	
8. Invest in your pool of talent and develop succession planning for the future	Develop new portfolio of management skills in senior managers	Head of Organisational Development – training/development programme for CMT	Workforce Development Plan continues to build on core skills necessary for flexible, agile working. To be reviewed June 2016
	Build on initiatives such as one-team and promote agile working practices through developing appropriate skills and competencies	Head of Organisational Development (through Workforce Development Plan) – timing tbc	
9. Certain aspects of overview and scrutiny are not working effectively and need to be more robust in terms of challenge	Continue development of scrutiny function to allow Members to properly track performance against priorities (links with 2 above), and to ensure contributions are timely and relevant	Head of Policy & Projects - tbc	Reviewed by Chair in autumn 2015. Members decided not to take further for now.

Local Partnerships review of programme and project management: progress against implementing recommendations

1.1   Last Spring the Council's Major Projects team had been in place for approximately eighteen months, and in light of the scale of the current capital programme, it was agreed that an opportunity be sought to review how well the Council was performing in terms of programme management. The Local Government Association (LGA) referred officers to Local Partnerships, an organisation jointly owned by HM Treasury and the LGA which provides support and advice to the public sector in this area.

1.2   It was agreed that an onsite review would be commissioned from Local Partnerships, and officers set the scope of the review to assess the current status of the Project and Programme Management capability within the Council.

1.3   The review was led by Jim Scopes (Programme Director, Assurance) of Local Partnerships and he was onsite between 20 and 22 April 2015. Mr Scopes interviewed a range of senior officers involved in major projects, as well as Members of Cabinet and the group leader of the Liberal Democrats, following which he presented a final report with recommendations for officers to consider. The table below sets out progress against addressing these recommendations since the report was received in May 2015.

Key:

PMT	Performance Management Team	CMT	Corporate Management Team
PMG	Programme Management Group	AD (P&P)	Assistant Director (Policy & Planning)
HoP&P	Head of Policy & Projects	HoL&DS	Head of Legal and Democratic Services
HoF	Head of Finance	HoCC	Head of Corporate Communications

Local Partnerships' recommendation	Progress to date	Further actions to be implemented	Date
Build on the existing activity providing project management training to establish a more formal change project to embed programme and project management disciplines.	- Project management training undertaken with over 40 officers across the Council - Project Office and key members of PMT achieved Better Business Case Foundation level certification (HM Treasury standard), as well as CMT attending an overview session - CMT and PMT attended training on the role of a Project Sponsor - Project Office staff attended training on Project Risk, run by the Institute of Risk Management. - HoP&P accredited as Managing Successful Programmes Practitioner - New intranet pages providing consolidated access to performance management methodology and templates	- Five cases Business Case model to be used for City Offices and Replacement Leisure Centre projects to refine how the methodology will be implemented	- Outline business case for City Offices to be discussed May 2016. Outline business case for Replacement Leisure Centre to be discussed in November 2016 by Council.
Re-group projects into 'programmes' around themes linked to corporate objectives. This should also help to	- This has been carefully considered and is now used to identify impacts on certain teams i.e. such as Estate led		

Local Partnerships' recommendation	Progress to date	Further actions to be implemented	Date
identify where there may be capacity issues or over reliance on key individuals	Projects and those which will generate income for the authority but are subject to Prudential borrowing rules and hence which will need significant financial input, and those which are being delivered by others but are important to the Council. This has helped to identify all project roles in each element of the programmes and allowed us to draw up a current situation and desired situation analysis – resulting in greater involvement of Assistant Directors in Project Sponsor roles, and provided a basis for a growth bid to support projects.		
Further develop the highlight report to include key project stages so that the need for key resources (legal, finance, estates) can be better programmed over time	- A cover sheet now accompanies the monthly project monitoring undertaken informally by PMT and Cabinet Members which highlights key resource issues picked up by Programme Management Group.	- Project Office will meet monthly with the AD (P&P) to formally discuss resources across major projects	- First meeting to be held 10 Feb 2016

Local Partnerships' recommendation	Progress to date	Further actions to be implemented	Date
	- Programme plan reviewed as part of monthly monitoring - HoP&P meets monthly with HoL&DS and HoF following PMG to discuss requirements and to feed into PMT		
Develop a proactive communication strategy / plan at programme level linked to the corporate vision and priorities, making use of web and social media	- Launch of new communication plan for the Council's programme of major projects based in Winchester town at the Economic Conference - Intranet pages now have an overview of major projects' current status accessible to all Members and staff. - Project webpages reviewed to ensure last update is available - Transparent approach taken to all project consultation, with results being made available on the website as soon as possible along with	- Further follow up work to be undertaken to embed the plan and identity tasks to be undertaken with the HofCC - Additional functionality for the website is being purchased to offer visitors an overview of the current status and last update for all major projects - Future meeting of Cabinet (Major Projects) Committee will provide further opportunity for public updates and communication	- February 2016 - End of March 2016 - Future dates of the Committee to be set

Local Partnerships' recommendation	Progress to date	Further actions to be implemented	Date
	consultation report - Overview of the programme given at first Cabinet (Major Projects) Committee on 5 October 2015		
Develop a programme level risk register owned by PMT, for example through a facilitated risk management workshop	- Programme Register agreed by PMT on 19 January 2016 - PMG discussed risk register on 3 February 2016 and will monitor on an ongoing basis, escalating any issues to PMT	- Report risk register to Audit Committee March 2016, and integrate monitoring of the register into the Committee's forward plan	- Audit Committee 10 March 2016
Develop a RACI table* for key roles across key life cycle stages – for example, portfolio holder, project sponsor, project manager. This should help to ensure that the right person, with the appropriate authority, is in the relevant role. It should also highlight where key individuals might be overloaded. * RACI – Responsible, Accountable, Consulted, Informed. There is normally only one role accountable for	- All projects within the current programme of major projects have been mapped and allowed Project Office to draw up a current situation and desired situation analysis – resulting in greater involvement of Assistant Directors in Project Sponsor roles, and provided a basis for a growth bid to support projects.	- This will be refreshed on an ongoing basis to ensure resource is realistically spread across the programme and to inform how project should be spent.	- Reviewed on a monthly basis by AD(P&P) and HoP&P

Local Partnerships' recommendation	Progress to date	Further actions to be implemented	Date
any one stage / element.			
Refresh the governance arrangements by considering the membership, remit, need for and approach (use of supporting papers etc.) of Performance Management Team and Programme Management Group and their links to projects	- The reporting approach to PMT has been amended to focus on key issues raised at PMG and to demonstrate the clear separation in remit between the groups in order to avoid duplication and provide clarity.		
Tighten the approach to consideration of ideas during initiation: • Ensure ideas are captured in a more disciplined way (for example through the more widespread use of the existing project mandate) • Introduce a mechanism to authorise and rank ideas • Monitor ideas at PMT, ensuring resources match priorities • Adopt appropriate project management processes at an early stage	- The capital programme is now categorised according to whether a project is spending and committed, approved but not committed, programmed but not yet approved and other potential projects. This helps us to ensure resources match priorities on the capital side. PMT is now more focused on initiation of new projects and the implications of doing so on resources. The use of project and programme resource plans helps to identify the impacts and third consequences. The initiation process for new projects have been reviewed and restated.	- Five cases Business Case model to be used for City Offices and Replacement Leisure Centre projects to refine how the methodology will be implemented	- Outline business case for City Offices to be discussed May 2016. Outline business case for Replacement Leisure Centre to be discussed November 2016 by Council

Local Partnerships' recommendation	Progress to date	Further actions to be implemented	Date
	- Increased resource in Project Office and increased involvement of the team at an earlier stage of a project's life means that tighter control can be kept of the programme, ensuring that resources are considered against resources needed for other projects in the programme		
Ensure that post project reviews are undertaken and lessons learned are fed back in to the project / programme management process.	Post implementation review for the last three completed projects have been considered and reviewed at PMG and recommendations on reporting implemented.	- Agreed that in the future The Overview and Scrutiny Committee will have sight of post implementation reviews - Resource to undertake post implementation reviews will be identified during the project planning process	- When applicable
Ensure that benefits delivery is maximised and monitored – for example through post implementation reviews		- A better articulation and a refocus on anticipated project benefits will be used to assess impact of progress and to inform choices within the developing business cases going forward - Post implementation reviews will focus on whether benefits	

Local Partnerships' recommendation	Progress to date	Further actions to be implemented	Date
		have been realised	
For individual projects, ensure that change elements are identified early on (during scoping) so that these can be fed in to the council-wide approach to change management to provide a programme-level view of change across the organisation.	This needs to be developed into Business Case Development. It is being considered at an early stage for the City Offices project.	Ensure Business case development captures this.	- Ongoing