	GA.45 13/14	**A**
	Governance and Audit Committee	
	27th February 2014	

Subject: **The Corporate Governance Programme , associated Project Plans and Progress and Delivery Report**

Report by: | Jeanette McGarry
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Purpose / Summary: | To present the Corporate Governance programme scope and associated project plans, along with progress and delivery so that Members may challenge and seek assurance that the direction of travel is positive and meets the agreed objectives. Further, so that members of the Committee may reflect and celebrate success.

RECOMMENDATION:

(i) That Members review and seek assurance in relation to the progress of the corporate governance programme so that first and second level assurance may be achieved.

IMPLICATIONS

Legal: The Council currently has a red rating for Corporate Governance. The Corporate Governance Programme, once implemented, should improve the Council's approach to Corporate Governance, which in turn, will ensure that the Council demonstrates greater due diligence.

Financial FIN/99/14 : The Council has appointed an interim Director to lead on Corporate Governance. The Member development project requires some expenditure but this is within existing budget provision.

Staffing : None related to this report.

Equality and Diversity including Human Rights :

The implementation of the Corporate Governance Programme will improve the due diligence of the Council, including the fairness and transparency of decision-making..

Risk Assessment : The risk assessment may be found on the Council's Minerva electronic system. Please look for the Corporate Governance Programme .

Climate Related Risks and Opportunities : N/A

Title and Location of any Background Papers used in the preparation of this report:

Corporate Governance Review Report presented to G&A September 2013

Corporate Governance SMART Action Plan Report presented to G&A Committee December 2013

Corporate Governance SMART Action Plan Progress Report presented to G&A Committee January 2014

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes | | **No** | x |

Key Decision:

Yes   ☐   No   ☒ x

1.   Background

1.1   The Council was deemed to warrant a red rating for Corporate Governance in June 2013.

1.2   A review of Corporate Governance was presented to the Governance and Audit Committee in September 2013. It was agreed that the recommendations of the report be developed into a SMART action Plan and in addition, that the auditor's recommendations concerning the investment and project management elements of   Elswitha development (presented to G&A Committee on the 22nd October 2013) be incorporated into the SMART Action Plan, so as to inform the Council's future investment approach. Please note that a full Elswitha Action Plan has also been developed, in its own right, in response to the Auditor's recommendations.

1.3   The Governance and Audit (G&A) Committee determined at it's January 2014 meeting to hold a Special G&A Committee Meeting so that Members could probe, explore and seek further assurance in relation to the Corporate Governance smart ACTION Plan, the project plans and the Elswitha Action Plan.

2.   Progress since G&A Committee September 2013

2.1   Members raised initial concerns that the Corporate Governance Programme and deadlines were perhaps too ambitious. However, a large amount of the programme has already been delivered and completed. The SMART Action Plan is on track and is largely delivered.

For example, the highly successful Governance Training was delivered in early December.   Further training took place just before this evening's meeting commenced , concerning Effective Committees and the recent CIPFA Guidance and more training with Elected Members concerning behaviour and best practice is scheduled to take place just prior to Full Council on the 3rd March 2014.

The Officer Code of Conduct has been reviewed, consulted upon and updated; all Committee reports are reviewed by the Finance Team and have a Financial reference number to signify that they have been assessed.

The Performance Management Framework, including the "Golden Thread" approach which links the Corporate Priorities, Service Plans, Appraisals and the Organisational Development plan, were shared at the Leader's Away Day and also with the Wider Management Team.
Approved Codes of Practice (ACOPS) have been drafted, consulted upon and shared at the Leader's Away Day and also with the Wider management Team and in keeping with the Elswith Audit recommendations :

- - -all Committee reports have at least three options for decision so that Elected Members are not led towards any one option;
  - revised investment guidance has been shared with the Wider Management Team and there is evidence that it is being used;
  - revised guidance concerning project management has been shared with the Wider Management Team and has been successfully trialled by the E-Accessibility Project. (This project and associated plans have been reviewed by the Internal Audit Team so the Council's approach and use of the new guidance has been comprehensively assessed)
  - project management training for Elected Members has been scheduled and publicised

2.2 The most overwhelmingly feedback has been received from the Head of Internal Audit. She has reported that she and her Team have noticed a significant change and improvement in the culture of the Council.
She also reported that the West Lindsey District Council Risk Register is used across the County as an example of Best Practice.

2.3 The programme scope has been completed (see Appendix 1) and each of the "SMART actions" (which were approved by G&A Committee 21 November 2013) have associated project plans (see appendix 2).

2.4 The Challenge and Improvement Committee has established a cross-party, time-limited Task and Finish Group which has considered the Auditor's recommendations in relation to the Elswitha Project . Members of this group have drafted a project plan which is presented to this evening's G&A Committee, along with a clear progress report and a highlight report The Elswitha improvement plan sits beneath the overarching Corporate Governance Programme .

2.5 The seven themes of the Corporate Governance SMART Action Plan have been devised into ten project plans. The Project Leads are a cross- council team of people.

2.6 Team CG will present their Programme Scope, Project Plans and highlight reports to the G&A Committee this evening. The project plans and highlight reports are attached as Appendix 1 .

2.7 Good progress has been made. A summary of progress is detailed in 2.1 and 2,2 above and within the table which is BRAG rated (colour-coded) so that members of G&A may have an "at a glance" view. Members of the G&A Committee are invited to reflect upon the progress made and to celebrate the success

Corporate Governance Improvement Work Programme

Corporate Governance SMART Action Plan

Objectives	Lead Officer	Due Date	Status	Success Measures	Progress to date
1) Leadership					
Outcomes: Elected Members and staff are aware of their respective roles and responsibilities and are ambassadors for the Council.					
Complete management restructure	Manjeet Gill	31/03/2014	Green	• Staff in post by agreed date	
Embed Officer Code of Conduct	Emma Redwood	30/06/2014	Green	• Green rating for Corporate Governance by June 2014	Revised report in draft form for CMT 26 Feb
Senior Management team away day to review, prioritise /rationalise corporate projects	Jeanette McGarry	31/12/2013	**Black**	Positive annual audit	Undertaken by individual boards
Agree format for check lists/ procedures/Code of Practice	James O'Shaughnessy	30/11/2013	**Black**	Series of ACoPs developed to provide guidance and consistency in approach	CMT approval received on 15/01/14
Communication plan for roll out of Codes of Practice	Julie Heath	31/12/2013	**Black**	• Positive Feedback and input received from wider organisation.	CMT have approved the concept. To be communicated via WMT on 12/02/14.
2) Political Governance					
Outcomes: Members set direction and officers deliver Values and behaviours which are exemplary; strong corporate governance compliance					
1.Work with group leaders to develop a Personal Development plan for members	Alan Robinson	31/03/2014	**Black**	• Reduction in the number of Standards Complaints. 95% satisfaction with workshops and development programme	
2.Ensure that the constitution is reviewed at least annually at Annual Council	Alan Robinson	31/05/2014	Green	• WL Members are invited to offer peer support	Review underway
3.Ensure that Committee reports requiring key decisions contain at least 3 options for consideration(includes doing nothing and status quo options)	Committee Lead Officers	30/11/2013	**Black**	Members satisfaction with quality of reports	Options now included in report template
5.Promote roles in constitution and review where appropriate.	Alan Robinson	01/05/2014	Green		Constitutional review underway for Council in May 2014. Training is booked for 3rd March 2014
Ensure roles and responsibilities (see list below) are understood and embedded by working directly with Group Leaders and procuring/facilitating appropriate training and development . - Group leaders - Chairs - Vice Chairs - Chief exec - S151 officer - Monitoring officer	Alan Robinson	30/03/2014	Green	• Members constructively challenge and ask for assurance and seek to understand risks.	JDs written for and reviewed by all relevant parties. Training booked for 3rd March 14
6.Finalise 2013/14 member development plan	Alan Robinson	31/12/2013	**Black**	• Increase member development attendance by 20%	
7.Arrange training for members concerning behaviours and corporate responsibilities	Alan Robinson	31/03/2014	Green	• Internal and External auditors report on an improvement in Member behaviour	
8.Refresh Members on the Member Code of Conduct including expectations of behaviour as outlined within the Constitution	Alan Robinson	November Full Council 2013 and further development sessions to be completed by 31st October 2014	Green	• Statutory officers are assertive and intervene at the appropriate time	
9.Statutory officers are assertive and intervene at the appropriate time (Review with Committee Chair and Lead Officer after each meeting)	Alan Robinson	On-going	Green	10% increase in Member Satisfaction Annual Survey	
10.Good Officer/Member working relationships and increase in trust by members	Alan Robinson	Review August 2014	Green		
3) Project and Risk management					
Objectives: All staff comply with project and risk management requirements					
Project Mgt:				• 100% corporate projects are available on Minerva. Delivery of programmes, projects and services is on time and to budget.	
1. Diagrammatical representation of Project and Programme Framework approved by CMT	Alex Reeks	06-Nov-13	**Black**		
2. Approved corporate procedure for Project and Programme Management approved by CMT	Alex Reeks	21-Nov-13	**Black**	CMT agree the methodology	Agreed by CMT
3. Staff Workshops delivered	Alex Reeks	12-Dec-13	**Black**	Satisfaction with the content of the workshop	WMT on 15th Jan 2014
4. Management Workshops delivered	Alex Reeks	19-Dec-13	**Black**	Satisfaction with the content of the workshop	WMT on 15th Jan 2014
5. Member Workshop delivered	Alex Reeks	28-Feb-14	Green	Satisfaction with the content of the workshop	To be scheduled
Embed risk management by:					
6.Arrange and hold meetings with all HoS to review risk registers.	James O'Shaughnessy(JOS)/ Carol deHaney(CdeH)	On-going	**Black**	All meetings held	Completed
7.Monitor risk register updates across service areas and produce quarterly report for CMT.	JOS/ CdeH	On-going.	**Black**	• Service risk registers are reviewed and updated quarterly. All Corporate risks are reviewed monthly by CMT and quarterly by the Challenge & Improvement Committee	Risk registers are updated across the Council.
8.Develop, communicate and implement an Approved Code of Practice (ACoP)to support the risk management process.	JOS/ CdeH	31/3/14	**Black**	Risk management is embedded and the process is comprehensively followed leading to substantial assurance rating from Internal Audit.	Draft ACoP produced and being reviewed
4) Investment					
Objectives: Sound investment decisions are made					

Corporate Governance SMART Action Plan

Objectives	Lead Officer	Due Date	Status	Success Measures	Progress to date
To incorporate lessons from Elswitha project.	Kemal Ahson & Manjeet Gill	on-going	Green	Delivery of programmes, projects and services is on time and to budget. Stakeholders are identified and appropriate lines of communication and governance arrangements are in place.	Many actions completed relating to the recommendations made
1. Diagrammatical representation of Investment decision process including , include business cases, due diligence, stakeholder engagement (especially member engagement) approved by CMT	Alex Reeks	06-Nov-13	**Black**		Completed
2. Approved corporate procedure for Investment decisions approved by CMT	Alex Reeks	21-Nov-13	**Black**	Procedure accepted and followed	New date proposed for 31 Jan 2014
3. Staff Workshops delivered	Alex Reeks	12-Dec-13	**Black**	Satisfaction with the content of the workshop	New date proposed for 31 Jan 2014
4. Management Workshops delivered	Alex Reeks	19-Dec-13	**Black**	Satisfaction with the content of the workshop	New date proposed for 31 Jan 2014
5. Member Workshop delivered	Alex Reeks	28-Feb-14	Green	Satisfaction with the content of the workshop	
5) Performance Management					
Objectives:					
Back to Management Basics checklist to include: · Appraisals · One to ones · Appraisal Reviews · Team meetings · Risk management · Deadlines for reports · Forward plan · Audit findings · Budget Monitoring	Alan Robinson, Emma Redwood and Russell Stone	31/03/2014	Green	• The 'Back to Management Basics' checklist is complied with by all managers.	
1. Produce an ACoP to support performance management	JOS	31/12/2013	**Amber**	• Performance management processes are followed and understood across service areas and appropriate balanced scorecards are in place.	Work to define service balanced scorecards has not been completed. ACoP cannot be produced until this work is completed. Draft ACoP prepared in readiness.
6) Communication					
Objectives: Stakeholders are fully engaged, at all times					
1.All major projects to have a communications plan in place.	Chairs of Boards	Dec-13	**Black**	Members aware of progress and staff kept informed of key projects.	New project methodology launched and Commercial Board overseeing major projects and associated communications.
2.Comms team to meet chairs of boards on a monthly basis to understand key communication messages from major projects	Julie Heath	31-Jan-14	**Black**	Corporate overview and awareness of major projects	Comms Team have undertaken to meet with Commercial Board after meetings to obtain key messages to be relayed.
3.Ensure Communications team involved in shaping communications for managing change	Chairs of Boards and Project leads	31 Nov 13	**Black**	Messages relayed at appropriate times to bring staff up to date	Comms Team have undertaken to meet with Commercial Board after meetings to obtain key messages to be relayed.
7) Culture					
Objectives: WLDC is a transparent and positive place to work and do business where diverse views and skills are valued					
4.Review and re-launch OD plan	Emma Redwood(ER)	31-May-14	Green	• 100% appraisals undertaken by May 2014	Date put back based on CEX request
5.Review and re-launch values and behaviours for members and staff	ER/AR	31-May-14	Green	• Staff satisfaction survey levels increase by 10%	Date put back based on CEX request
6.Review priorities - communicate to wider organisation (understand golden thread) and embed into appraisal process and 1-2-1 process	JoS/ER	31-Mar-14	Green	• 100% appraisals link to Corporate Priorities	Staff reminded of appraisal deadlines and link to corporate plan/priorities

Project Report: Corporate Governance Improvement Programme

Commercial Board Theme:				
Project Name:	Corporate Governance Improvement Programme			
Report Number:	2		Programme Manager:	Jeanette McGarry
Report Date:	7th February 2014		Programme Sponsor:	Manjeet Gill
Report Period:	8th Jan 14	to	18-Feb-14	Lifecycle Stage:	Stage 4 - Delivery and Implementation

Evidence of Need

Significant issues have been raised with the Council in relation to Corporate Governance which resulted in a red rating from Internal Audit. Consequently, a response is required from the organisation to this so that a step change in performance may be achieved and corporate governance arrangements across the Council are strengthened.

In response to this, Jeanette McGarry was commissioned to undertake a review . The findings of this review were presented to the Governance and Audit Committee in September 2013. The findings have identified a programme of work under various themes which need to be implemented. When actions under each theme have been undertaken, it is considered that the combined effect will result in a significant improvement in the position previously reported by Internal Audit.

2. Analysis and Findings - of need and/or the opportunity?

Seven themes were identified which need to be addressed in order to strengthen the whole area of corporate governance. SMART actions have been identified under each theme and they in turn will form the basis of the projects which aggregate to form the overall Corporate Governance Programme. (see appendix: SMART action plan presented to G&A 7th November 2013)

The themes are:
1. Leadership
2. Political Governance
3. Project and risk management
4. Investments
5. Performance Management
6. Communication
7. Culture

Outcomes	Objectives
Project Management	
1. Improved delivery capability for projects	Diagrammatical representation of Project and Programme Framework approved by CMT
2. Improved trust and confidence with elected Members by operating in an agreed framework where roles and responsibilities and communication and engagement are understood.	Diagrammatical representation of investment decision process approved by CMT
3. Improved quality of decision-making by ensuring consistency in approach and quality of content delivered is applied.	Approved corporate procedure for Project and Programme Management approved by CMT (post listening and testing)
	Approved corporate procedure for investment decisions approved by CMT (post listening and testing)
	Review of key projects
	Staff Workshops (Listening and Testing) delivered
	Management Workshops (Listening and Testing) delivered
	Member Workshop (Listening and Testing) delivered
	Staff Workshops (approved approach) delivered
	Management Workshops (approved approach) delivered
	Member Workshop (approved approach) delivered
Political leadership Improvement Plan	
Members set direction and officers deliver against this	Member development plans produced
Values and behaviours which are exemplary	Job descriptions for key roles
Strong Corporate Governance and compliance	Lead Officers allocated to Committees
Clear understanding of the roles and responsibilities of Councillors including the roles of the Leader, Group Leaders and Chairs	Member survey conducted and acted on
An effective Governance and Audit Committee which is non political	Governance and behavioural training for Members
Appropriate action is taken following the findings of the Elswitha audit, including any conduct issues highlighted by the report or from separate allegations	
Members and officers have a clear understanding of their own roles and those of their colleagues in terms of Governance	
Clear understanding of rights and responsibilities in terms of access to information	
Risk Management	
An accurate and regularly reviewed risk register which incorporates corporate, strategic and service area risks.	To ensure that the subject of risk is fully appreciated across the organisation.
Substantial assurance from audit reports in relation to risk	To improve staff skills in assessing risk and understanding their role in contributing to the Council's risk strategy
The organisation is protected as far as possible from potential harmful impacts generated from both within the organisation and from external influences.	To embed the Risk Strategy
An Approved Code of Practice in relation to risk is produced for staff to use as reference.	Attention is paid to 'less obvious' risks such as fraud & corruption; lone working; effects of agile working and H&S
	To ensure the recommendations relating to risk within the IDBRs are acted upon
Officer Code of Conduct	
The Council works effectively and is not at risk of malpractice	To review and refresh the current Code of Conduct
	To seek approval from committee for the reviewed Code of Conduct
	To communicate the reviewed Code of Conduct to all staff
	To reduce the risk of instances of malpractice
Approved Codes of Practice	
To ensure that consistency is applied throughout the authority	A draft ACoP for each relevant business activity
Corporate Governance is strengthened	A CMT Accredited Code of Practice for each relevant service
	A process developed and agreed to review the ACoP's
	Quality checks developed and implemented to ensure that the ACoP's are delivered and followed
Constitutional Review	
Members set direction and officers deliver	Reviewed constitution which is up to date and fit for purpose
Strong Corporate Governance and Compliance	
Clear understanding of roles and responsibilities	
Clear understanding relating to access to information	
Member Development	
Members understand their roles clearly	Member Development plan is delivered
Members have the skills and knowledge to carry out their roles	Quality training takes place
	Increase in attendance at training events
Performance Management	
A holistic approach is in place for performance management at WLDC	Define delivery objectives for service strands based on customer needs and wants
Knowledge is collated that informs service areas of their performance	Develop a set of performance measures for each service strand which focus upon delivering strand objectives
A culture of continuous improvement is adopted at WLDC	Create a balanced scorecard for each service strand
	CMT and Member agreement on strand measures
	Approved Code of Practice developed for Performance Management in WLDC
Organisational Development Plan	
The organisation has the attitude and skills to deliver the corporate priorities	To review the OD Plan for the Council
	To seek approval from CMT for reviewed OD Plan
	To communicate the OD Plan
	To deliver the actions within the OD Plan
Elswitha Action Plan	
Process and guidance to follow when selecting a potenatial development partner - due diligence	Ensure the most appropriate development partner is selected
A robust project management methodology which is utilised and understood	Introduce effective project management arrangements and skills.
Clear guidance and a format to faciitate the development of alternative options for consideration	Improved decision making
Effective arrangements in place for Member engagement and the sharing of information	To ensure that Members are provided with relevant information and are engaged throughout the process
Robust guidance and governance arrangements in place to assist Members	To make Members aware of the sensitivities and protocols to be followed when in contact with Developers
Clear advice re stakeholder engagement and consideration paid to this during project development	Improved stakeholder engagement

Commercial Board Summary

Overall Project Status		Comments	
On Plan	Green		

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
Project Management		
Elected Members	To understand the process by which projects and programmes are delivered and their roles within this. To understand the progress reporting process.	A training workshop post-delivery and testing on current projects.
Senior responsible officer	To understand the process by which projects and programmes are delivered and their roles within this.	A training workshop post-delivery and testing.
Programme managers	To understand the progress reporting process. To understand how benefits realisation will be reported.	1. Supported through practical applications. 2. A training workshop post-delivery and testing.
Project managers	To understand the framework in which they are expected to operate, To understand how to raise issues and risks for higher level ownership, To understand the reporting requirements, To be provided with appropriate training and support.	1. Supported through practical applications. 2. A training workshop post-delivery and testing.

Political Leadership Improvement Plan

Members	Clear understanding of their roles and the roles of officers to enable both to deliver the priorities of the district	Definition of roles and a appropriate training to enable them to meet the demands of the role
Officers	To have clear direction from Members and to be held to account for delivery whilst being treated with respect	
Customers	That all Members and officers work well together to deliver the priorities of the District	
Auditors	Expect that Governance is in place to ensure that the value for money and outcomes are delivered in a safe and legal manner	A clearly defined framework for governance is in place and is adhered to by all

Risk Management

Senior Mgt	The organisation has taken all necessary steps to identify all potential risks and has taken appropriate steps in relation to each one to minimise harmful impacts.	Communication with staff and risk owners and support from CG Team to review risk registers and update. CG to also provide on-going support on a monthly basis.
Audit		
Members		

Officer Code of Conduct

Staff	They understand what is required of them	The revised code of conduct will be communicated to all staff via different methods
Members	That we have a fit for purpose Code of Conduct	Through the committee process, JSCC and P&R
Union / Staff Reps	They have been consulted and agree with the amendments	They have been asked for views on the revised code of conduct
Management	That we have a fit for purpose Code of Conduct	Via CMT and engagement with managers

Approved Codes of Practice

Management	That correct procedures are set out and followed by officers to ensure a consistency of approach	By devising; approving and implementing ACoPs which provide guidance for business activities for staff and Members
Staff	That they are aware of their responsibilities and the role they play and procedures to follow	
Members	That the Council is robust and efficient in its approach to business	
Audit	That they are satisfied that the Council has appropriate frameworks in place to ensure consistent and robust approach to business and controls are in place to oversee and monitor activity	

Constitutional Review

Members	Clear understanding of their roles and responsibilities. Effective meetings and robust decisions and processes are abided by. The constitution is clear and reflects best practice.	Annual review in line with the requirements of the constitution itself
Officers		
Customers	A transparent and effective process for Governing the council and making clear robust decisions	

Member Development

Members	That they are developed to ensure that they have the required skills and knowledge to carry out their duties	Delivery of the Member development plan which is fit for purpose
Officers	That Members have the skills and knowledge to carry out their duties effectively	
Customers	That Members have the skills and knowledge required to represent them and make robust decisions.	

Performance Management

CMT	° Intelligent measure sets are defined for service areas which allow for service performance to be understood. ° Defined measure sets encourage improvement of service areas. ° The needs of both the customer and the organisation are highlighted and reported against. ° Awareness and involvement in defining strand measures. ° A consistent approach to performance management is adopted within the authority.	° Measure sets are derived from delivery objectives of the strands. These focus upon good service definitions and excellent service definitions. ° Measure sets are presented in a balanced scorecard format. ° Proposed measure sets are finalised at CMT. ° An 'Approved Code of Practice' will be defined to dictate performance management in the Authority.
Councillors	° Intelligent measures sets are defined for service areas which allow for service performance to be understood. ° Defined measure sets encourage improvement of service areas. ° The needs of both the customer and the organisation are highlighted and reported against. ° A consistent approach to performance management is adopted within the Authority.	° Measure sets are derived from delivery objectives of the strands. These focus upon good service definitions and excellent service definitions. ° Measure sets are presented in a balanced scorecard format. ° An 'Approved Code of Practice' will be defined to dictate performance management in the Authority.
Service Areas	° Service involvement in defining performance measures ° A consistent approach to performance management is adopted within the authority ° Agreed measures are meaningful and allow for service improvements to be made ° Agreed measures are easy to collect, report and analyse.	° Proposed measure sets will be issued to Heads of Services prior to the agreement in CMT. This will give the service the opportunity to comment on proposed measures and recommend their own. ° An 'Approved Code of Proactive' will be defined to dictate performance management in the Authority. ° Measure sets are derived from delivery objectives of the strands. These focus upon good service definitions and excellent service definitions. ° Work will be undertaken between BI, ICT and the service area to automate the measures where possible. A method of reporting performance will be devised and explained within the 'Approved Code of Practice' for Performance Management.

Organisational Development Plan

Staff	There is a fit for purpose OD plan for the Council	Engaging with staff and communicating with them
Members		Members are engaged with the process via JSCC
Unions/staff reps		Able to engage with the process
Management		Managers have been able to contribute to the OD plan

Elswitha Action Plan

Members	That they are provided with guidance and training in how to undertake their role effectively in relation to large scale projects and to gain awareness of the protocols to follow. That they are provided with quality information upon which to base decisions. That Council resources are used in the most appropriate manner	By taking on board the findings of the Audit into the Elswitha and working to the approved action plan
Senior Mgt & Officers	That a robust project management process is in place which provides guidance and assurance that all relevant aspects of project development are considered as business cases develop.	
Developers	That clear information will be provided in relation to proposed developments and that all will be judged in an equitable manner	
Audit	That the Council can effectively process large scale development projects and follow robust governance principles	
The Public	That only the most suitable and relevant developments are progressed to meet the apsirations of the community and projects are delivered in an efficient manner	

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
Stage 4 - Delivery and Implementation										
1	Political Leadership Improvement Plan - Update Report.xls	On Plan	Green	01-Oct-13	31-Mar-14	01-Oct-13	31-Mar-14	80%	A Robinson	Governance training workshop arranged for 3/3/14
2	Project Management	Behind Plan - No Risk to Delivery	Amber	24-Oct-13	28-Feb-14	24-Oct-13	28-Feb-14	80%	A Reeks	Commercial Director and Commercial Board to take ownership. The project is behind the original timescales as reported to Governance and Audit Committee previously due to further consideration by the Director of Commercial Projects.
3	Risk Management	On Plan	Green	11-Sep-13	31-Mar-14	11-Sep-13	31-Mar-14	90%	A Reeks	Risk mgt embedded - ACoPs to be finalised
4	Officer Code of Conduct	On Plan	Green	18-Dec-13	30-Jun-14	18-Dec-13	30-Jun-14		E Redwood	The officer code of conduct is being amended taking into account views from managers and others, it will then be presented to CMT ready to go through the committee process
5	Approved Codes of Practice	On Plan	Green	10-Oct-13		10-Oct-13			A Reeks	ACoPs being completed - delivery date not established due to volume of ACoPs required
6	Constitutional Review	Behind Plan - No Risk to Delivery	Amber	27-May-13	02-Jun-14	27-May-13	02-Jun-14	70%	A Robinson	Work is behind the plan but it is anticipated that it will be completed by annual council in May 2014 as planned
7	Member Development	On Plan	Green	01-Jul-13	30-Jun-14	01-Jul-13	30-Jun-14	75%	A Robinson	The programme is in place and agreed by G and A committee. As always it is subject to amendments during the year. However the plan is expected to be delivered in full by June 2014.

8	Performance Management	On Plan		Green	31-Oct-13	31-Jan-14	31-Oct-13		75%	A Reeks	Proposed measures to be adopted to be agreed by P&D working group and CMT (meeting 12/02) Draft ACoP prepared. Chief Operating Officer working with services to agree new measures.
9	Organisational Development Plan	On Plan		Green	18-Dec-13	31-May-14	18-Dec-13	31-May-14		E Redwood	The review of the OD plan is in progress
10	Elswitha Action Plan	On Plan		Green	14-Oct-14	31-Mar-14				A Reeks	Many recommendations made by IA have been progressed
11	Appraisals and One to Ones									E Redwood	
12	Management Restructure									E Redwood	
Stage 5 - Handover											
5.10											
5.11											
Stage 6 - Closed											
6.10											
6.11											

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Programme not delivered	4	2	8	Mitigation	1. Ensure named project leads and clear project plans to include milestones and deadlines 2. Ensure regular progress reports to CMT and to Governance and Audit Committee			
2	Deliverables are not robust	4	3	12	Mitigation	1. Ensure challenge and review by the Core Management Team (CMT) 2. Ensure review and assurance by G&A Committee	2		
3	Deliverables do not meet auditors required level of assurance	4	3	12	Mitigation	Ensure regular feedback provided by auditors and the programme is developed accordingly.	2		
4	Corporate Governance deliverables are not sustainable and officers and Members revert to 'old ways' of working and the deliverables are not embedded	4	3	12	Mitigation	1. Ensure project plans include actions to embed all deliverables 2. Ensure Members and officers regularly challenge one another to ensure the new approaches and culture are maintained and developed. 3. Ensure the recommendations from the Annual Governance Statement, Annual Audit Letter and from all audits are fully embraced and implemented.	9		
5				0					

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1						
2						
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1	Sep-13	report	High	G&A Committee	J. McGarry	
2	6th Nov 2013	report	High	CMT	J. McGarry	
3	21/11/2013	report	High	G&A Committee	J. McGarry	
4	Dec-13	report	High	G&A Committee	J. McGarry	
5	Jan-14	report	High	G&A Committee	J. McGarry	
6	12/02/2014	report	High	CMT	J. McGarry	

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1	BICG Team	Oversee and deliver four elements of the programme				
2	HR - Emma Redwood	Oversee and deliver three elements of the programme				
3	Alan Robinson	Oversee and deliver three elements of the programme				
4						
5						

Project Report: Political Leadership Improvement Plan

Commercial Board Theme:				
Project Name:	Political Leadership Improvement Plan			
Report Number:	2		Project Manager:	Alan Robinson
Report Date:	13-Feb-14		Project Sponsor:	Jeanette McGarry
Report Period:	7-Jan-14	to	7-Feb-14	Lifecycle Stage:

Outcomes	Objectives
Members set Direction and officer deliver against these	Member development plans produced
Values and Behaviours which are exemplary	Job Descriptions for Key roles
Strong Corporate Governance and Compliance	Lead Officers allocated to Committees
Clear understanding of the Roles and Responsibilities of Councillors including the roles of the Leader, Group Leaders and Chairs	Member survey conducted and acted on
An effective Governance and Audit Committee which is non political	Governance and behavioural training for members
Appropriate action is taken following the findings of the Elswitha audit. Including any conduct issues highlighted by the report or from separate allegations	
Members and officers have a clear understanding of their own roles and those of their colleagues in terms of Governance	
Clear understanding of rights and responsibilities in terms of access to information	

Commercial Board Summary

Overall Project Status		Comments
On Plan	Green	The final governance training is now arranged for 3rd March 2014

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
Members	Clear understanding of their roles and the roles of officers to enable both to deliver the priorities of the district	Definition of roles a appropriate training to enable them to meet the demands of the role
Officers	To have clear direction from Members and to be held to account for delivery whilst being treated with respect	Definition of roles a appropriate training to enable them to meet the demands of the role
Customers	That all members and officer work well together to deliver the priorities of the District	Above
Auditors	Expect that Governance is in place to ensure that the value for money and outcomes are delivered in a safe and legal	A clearly defined framework for governance is in place and is adhered to by all

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
	Stage 1 - Personal Development plans for members	On Plan	Green	01-Oct-13	31-Mar-14			75%	Alan Robinson	
1.10	Develop training requirements for each Committee	Complete	Black	01-Oct-13	23-Oct-13			100%	Alan Robinson	
1.11	Draft member Development Plan to CMT	Complete	Black	23-Oct-13	29-Oct-13			100%	Alan Robinson	
1.12	Development Plan to Chairs brief	Complete	Black	29-Oct-13	07-Nov-13			100%	Alan Robinson	
1.13	Development Plan to G and A Committee	Complete	Black	07-Nov-13	21-Nov-13			100%	Alan Robinson	
1.13	Map Committee needs against membership of committees and draft individual plan	Behind Plan - No Risk to Delivery	Amber	02-Jan-14	31-Jan-14			50%	Alan Robinson	To be complete by 10th March 2014
1.14	Share with individuals and group leaders	On Plan	Green	01-Feb-14	31-Mar-14			0%	Alan Robinson	
	Stage 2 - 3 options in committee reports	Complete	Black	01-Oct-13	30-Nov-13			100%	Alan Robinson	
2.10	Agree requirements with CMT	Complete	Black	23-Oct-13	23-Oct-13			100%	Alan Robinson	
2.11	Agree lead officers for each committee	Complete	Black	23-Oct-14	23-Oct-13			100%	Alan Robinson	
2.12	Communicate to all authors	Complete	Black	23-Oct-13	23-Oct-13			100%	Alan Robinson	
2.13										
	Stage 3 - Produce and promote role descriptions for key roles	On Plan	Green	01-Oct-13	28-Feb-13			90%	Alan Robinson	
3.10	Define roles	Complete	Black	01-Oct-13	15-Dec-13			100%	Alan Robinson	
3.11	Communicate roles	Complete	Black	15-Dec-13	31-Dec-13			100%	Alan Robinson	
3.12	Make final amendments	On Plan	Green	28-Feb-14	28-Feb-14			50%	Alan Robinson	
3.13										
	Training for G and A Committee on roles and responsibilities			22-Oct-13	04-Dec-13			100%		
4.10	Draft Specification	Complete	Black	22-Oct-13	29-Oct-13			100%		
4.11	Procure Training	Complete	Black	30-Oct-13	15-Nov-13			100%		
4.12	Arrange dates	Complete	Black	15-Nov-13	22-Nov-13			100%		
4.13	Deliver training	Complete	Black	04-Dec-13	04-Dec-13			100%		
	Stage 5 - Full Council Training on behaviour and roles	On Plan	Green	22-Oct-13	27-Jan-13			75%		03/03/2014
5.10	Draft Specification	Complete	Black	22-Oct-13	01-Dec-13			100%		
5.11	Procure Training	Complete	Black	01-Dec-13	31-Dec-13			100%		Supplier have confirmed availability on 4th March 2014. Details to be agreed by 24/01/2014
5.12	Arrange dates	Complete	Black	02-Jan-14	15-Jan-14			100%		
5.13	Deliver training	Behind Plan - Delivery at Risk	Amber	27-Jan-14	27-Jan-14			0%		Rearrange for Council on 3rd March 2014 to ensure maximum number of attendees and the preferred speaker
6.10										
6.11										
6.12										
6.13										

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Members fail to engage in process	3	3	9	Mitigation	Work with group leaders and chairs to ensure buy in. Alan Robinson. On-going requirement			
2				0					
3				0					
4				0					
5				0					

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1						
2			.			
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			

2					
3					
4					
5					

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1						
2						
3						
4						
5						

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1	member development plan	High	Need to ensure that member development plan is implemented	Monitor
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1	Alan Robinson	Project manager				
2	Anne Rossington	Team manager				
3	Katie Coughlan	Team member				
4						
5						

Project Report: Project Management Methodology 2013

Commercial Board Theme:					
Project Name:	Project Management Methodology 2013				
Report Number:	3			Project Manager:	Steve Bolan
Report Date:	7th February 2014			Project Sponsor:	Alex Reeks
Report Period:	8.1.14	to	18.2.14	Lifecycle Stage:	Stage 4 - Delivery and Implementation

Outcomes	Objectives
1. Improved delivery capability for projects	Diagrammatical representation of Project and Programme Framework approved by CMT
2. Improved trust and confidence with elected members by operating in an agreed framework where roles and	Diagrammatical representation of Investment decision process approved by CMT
3. Improved quality of decision-making by ensuring consistency in approach and quality of content delivered is applied.	Approved corporate procedure for Project and Programme Management approved by CMT (post listening and testing)
	Approved corporate procedure for Investment decisions approved by CMT (post listening and testing)
	Review of key projects
	Staff Workshops (Listening and Testing) delivered
	Management Workshops (Listening and Testing) delivered
	Member Workshop (Listening and Testing) delivered
	Staff Workshops (approved approach) delivered
	Management Workshops (approved approach) delivered
	Member Workshop (approved approach) delivered

Commercial Board Summary

Overall Project Status		Comments
Behind Plan - No Risk to Delivery	Amber	The project is behind the original timescales as reported to Governance and Audit Committee previously due to further consideration by the Director of Commercial Projects.

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
Elected members	To understand the process in which projects and programs are delivered and their roles within this.	A training workshop post-delivery and testing on current projects.
Senior responsible officer		A training workshop post-delivery and testing.
Programme managers	To understand the progress reporting process.	1. Supported through practical applications.
Project managers	To understand the framework in which they are expected to operate,	1. Supported through practical applications.

Project Progress

ID	Milestone / Deliverable	BRAG		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
	Stage 4 : Delivery and Implementation									
	Diagrammatical representation of Project and Programme Framework approved by CMT	Complete	Black	24/10/2013	17/12/2013			100%	Kemal Ahson	
	Diagrammatical representation of Investment decision process approved by	Complete	Black	24/10/2013	17/12/2013			100%	Kemal Ahson	
	Approved corporate procedure for Project and Programme Management	Complete	Black	24/10/2013	30/01/2013			100%	Kemal Ahson	
	Approved corporate procedure for Investment decisions approved by CMT	Complete	Black	24/10/2013	30/01/2013			100%	Kemal Ahson	
	Review of key projects and align with priorities	Complete	Black	24/10/2013	30/01/2013			100%	John Rice	
	Finalise Project Templates	Complete	Black	24/10/2013	30/01/2013			100%	John Rice	
	Staff Workshops (Listening and Testing) delivered	Complete	Black	24/10/2013	22/01/2013			100%	Kemal Ahson	
	Management Workshops (Listening and Testing) delivered	Complete	Black	24/10/2013	22/01/2013			100%	Kemal Ahson	
	Strengthen the role of the Commercial Board	Complete	Black	24/10/2013	22/01/2013			100%	John Rice	Terms of Reference completed and signed off.
	Provide clarity on roles and responsibilities in relation to project management	Complete	Black	24/10/2013	22/01/2013			100%	Steve Bolan	Guidance Document Produced to form part of the next phase of training.
	Staff Workshops (approved approach) delivered	Complete	Black	24/10/2013	28/02/2014			100%	Kemal Ahson	WMT on 15th January 2014
	Management Workshops (approved approach) delivered	Complete	Black	24/10/2013	28/02/2014			100%	Kemal Ahson	WMT on 15th January 2014
	Member Workshop (approved approach) delivered	Behind Plan - Delivery at Risk	Red	24/10/2013	28/02/2014				Kemal Ahson	To be scheduled

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Other people do not produce their elements of the pack	4	2	8	Mitigation	Robust project Management - AR		19/12/2013	
2	CMT do not agree to the pack	4	2	8	Mitigation	soft selling and communications - AR		19/12/2013	
3	There is a risk that the programme board do not sufficiently understand the need for all elements of the project and program framework and therefore do not support its approval	3	2	6	Mitigation	soft selling and communications - AR		19/12/2013	
4	There is a risk that officers continue to resist the use of a corporate methodology and therefore consistent use is not achieved.	3	2	6	Mitigation	CMT support and compliance monitoring - CMT		19/12/2013	

Key Issues/Constraints

ID	Issue	Actions	Owner	Is ESCALATION required?	Date Raised	Date for Action
1	The availability of officers for sign off of deliverables.	Ensure robust project planning and agree new dates if required.	A Reeks	No	24/10/2013	
2	Time constraints for the suite of documents and guidance has been set as the end of November 2013	Ensure robust project planning and agree new dates if required.	A Reeks	No - new dates proposed	24/10/2013	
3	A time constraint for the delivery of training to officers has been set for mid December 2013	Ensure robust project planning and agree new dates if required.	A Reeks	No - new dates proposed	24-Oct-13	
4	A time constraint for delivery of training to elected members has been set for the end of February 2014.	Ensure robust project planning and agree new dates if required.	A Reeks	No - new dates proposed	24-Oct-13	
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1	15/01/2014	presentation		WMT	J. Rice	Methodology presented and workshop held
2						
3						
4						
5						

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1						
2						
3						
4						
5						

Project Report: Strategic, Corporate and Service Risk Register Review

Commercial Board Theme:	

Project Name:	Strategic, Corporate and Service Risk Register Review		
Report Number:	3	Project Manager:	James O'Shaughnessy
Report Date:	7th February 2014	Project Sponsor:	Alex Reeks
Report Period:	8th January 2014	to	18th February 2014	Lifecycle Stage:	Stage 4 - Delivery and Implementation

Outcomes	Objectives
An accurate and regularly reviewed risk register which incorporates corporate, strategic and service area risks.	To ensure that the subject of risk is fully appreciated across the organisation.
Substantial assurance from audit reports in relation to risk	To improve staff skills in assessing risk and understanding their role in contributing to the Council's risk strategy
The organisation is protected as far as possible from potential harmful impacts generated from both within the organisation and from external influences.	To embed the Risk Strategy
A Code of Practice in relation to risk is produced for staff to use as reference.	Attention is paid to 'less obvious' risks such as fraud & corruption; lone working; effects of agile working and H&S
	To ensure the recommendations relating to risk within the IDBRs are acted upon

Commercial Board Summary

Overall Project Status		Comments
On Plan	Green	Feeling amongst Corp Gov team that risk mgt is now embeded. An audit is due imminently to test our assumption.

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
Senior Mgt	the organisation has taken all necessary steps to identify all potential risks and has taken appropriate steps in relation to each one to minimise harmful impacts.	Communication with staff and risk owners and support from CG Team to review risk registers and update. CG to also provide on-going support on a monthly basis.
Audit	the organisation has taken all necessary steps to identify all potential risks and has taken appropriate steps in relation to each one to minimise harmful impacts.	as above
Members	the organisation has taken all necessary steps to identify all potential risks and has taken appropriate steps in relation to each one to minimise harmful impacts.	as above

Summary Update

Previous 2 Week Period

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
	ICT risks obtained and in depth conversation held between IT manager (GK) and Carol dehaney about risk management and categorisation of risks	Complete					23-Nov-13		CdH	difficulties in acknowledgement on part of IT that risk is part of management responsibility. Heavy workload in IT at present does not assist in getting the message through
	Review of current risk registers to assess the requirements of a Minerva based risk register	Complete					06-Dec-13		JOS	Minerva functionality will assist in risk management
	Report to CMT re operational and strategic risks	Complete				12-Dec-13	12-Dec-13		JOS	

Next 2 Week Period (include actions that are on-going from the current period)

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
	Complete ICT risk review	On Plan	Green				10-Jan-14			to review risks as supplied. Load on Minerva and review.
	Complete new risk register update on Minerva	On Plan	Green				30-Jan-14			To use new risk template on Minerva
	produce ACoP re risk and present to CMT	On Plan	Green				30-Jan-14			
	Communicate and embed risk ACoP via WMT	On Plan	Green				15-Feb-14			

Financial status

Performance Measure	Budget	Spend to Date	Commitments and Project	Cost at Completion	Variance (£)	Variance (%)
Overspend Identified						

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
Risk Management										
1.10	Strategic risk register review	Complete	Black	11-Sep-13	25-Sep-13	11-Sep-13	11-Sep-13	100%	JOS	
1.11	Corporate risk register review	Complete	Black	11-Sep-13	25-Sep-13	11-Sep-13	11-Sep-13	100%	JOS	
1.12	Email CMT on accountabilities for risk	Complete	Black	13-Sep-13	13-Sep-13	13-Sep-13	13-Sep-13	100%	JOS	
1.13	Schedule monthly hour to review registers for CMT	Complete	Black	18-Sep-13	18-Sep-13	18-Sep-13	18-Sep-13	100%	JOS	
1.14	Operational Services Risk register review meeting	Complete	Black	10-Sep-13	10-Sep-13	10-Sep-13	10-Sep-13	100%	JOS	
1.15	Operational Services Email risk strategy to service risk leads	Complete	Black	12-Sep-13	12-Sep-13	12-Sep-13	12-Sep-13	100%	JOS	
1.16	Operational Services Schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	12-Sep-13	12-Sep-13	12-Sep-13	12-Sep-13	100%	JOS	
1.17	Financial Services Risk register review meeting	Complete	Black	16-Sep-13	16-Sep-13	16-Sep-13	16-Sep-13	100%	JOS	
1.18	Financial Services Email risk strategy to service risk leads	Complete	Black	16-Sep-13	16-Sep-13	16-Sep-13	16-Sep-13	100%	JOS	
1.19	Financial Services Schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	16-Sep-13	16-Sep-13	16-Sep-13	16-Sep-13	100%	JOS	
1.20	Corporate Governance Risk register review meeting	Complete	Black	16-Sep-13	16-Sep-13	16-Sep-13	16-Sep-13	100%	JOS	
1.21	Corporate Governance Email risk strategy to service risk leads	Complete	Black	16-Sep-13	16-Sep-13	16-Sep-13	16-Sep-13	100%	JOS	
1.22	Corporate Governance Schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	16-Sep-13	16-Sep-13	16-Sep-13	16-Sep-13	100%	JOS	
1.23	Revenues and Benefits Risk register review meeting	Complete	Black	18-Sep-13	18-Sep-13	18-Sep-13	18-Sep-13	100%	JOS	
1.24	Revenues and Benefits Email risk strategy to service risk leads	Complete	Black	18-Sep-13	18-Sep-13	18-Sep-13	18-Sep-13	100%	JOS	
1.25	Revenues and Benefits Schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	18-Sep-13	18-Sep-13	18-Sep-13	18-Sep-13	100%	JOS	
1.26	Localism Risk register review meeting	Complete	Black	19-Sep-13	19-Sep-13	19-Sep-13	19-Sep-13	100%	JOS	
1.27	Localism Revenues and Benefits Email risk strategy to service risk leads	Complete	Black	19-Sep-13	19-Sep-13	19-Sep-13	19-Sep-13	100%	JOS	
1.28	Localism Schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	19-Sep-13	19-Sep-13	19-Sep-13	19-Sep-13	100%	JOS	
1.29	Public Protection Risk register review meeting	Complete	Black	20-Sep-13	20-Sep-13	20-Sep-13	20-Sep-13	100%	JOS	

1.30	Public Protection Email risk strategy to service risk leads	Complete	Black	20-Sep-13	20-Sep-13	20-Sep-13	20-Sep-13	100%	JOS	
1.31	Public Protection Schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	20-Sep-13	20-Sep-13	20-Sep-13	20-Sep-13	100%	JOS	
1.32	Housing Risk register review meeting	Complete	Black	19-Sep-13	19-Sep-13	19-Sep-13	19-Sep-13	100%	JOS	
1.33	Housing Email risk strategy to service risk leads	Complete	Black	19-Sep-13	19-Sep-13	19-Sep-13	19-Sep-13	100%	JOS	
1.34	Housing Schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	19-Sep-13	19-Sep-13	19-Sep-13	19-Sep-13	100%	JOS	
1.35	Planning Risk register review meeting	Complete	Black	25-Sep-13	25-Sep-13	25-Sep-13	25-Sep-13	100%	JOS	
1.36	Planning Email risk strategy to service risk leads	Complete	Black	25-Sep-13	25-Sep-13	25-Sep-13	25-Sep-13	100%	JOS	
1.37	Planning Schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	25-Sep-13	25-Sep-13	25-Sep-13	25-Sep-13	100%	JOS	
1.38	HR Risk register review meeting	Complete	Black	26-Sep-13	26-Sep-13	26-Sep-13	26-Sep-13	100%	JOS	
1.39	HR email risk strategy to service risk leads	Complete	Black	26-Sep-13	26-Sep-13	26-Sep-13	26-Sep-13	100%	JOS	
1.4	HR schedule an hour for reviewing risk each month in risk lead diaries	Complete	Black	26-Sep-13	26-Sep-13	26-Sep-13	26-Sep-13	100%	JOS	
1.41	ICT Risk Register Review Meeting	Behind Plan - No Risk to Delivery	Red	21-Oct-13	21-Oct-13	06-Nov-13	10-Jan-14	50%	JOS	Risks received from GK and meeting held
1.42	ICT email risk strategy to service risk lead	Behind Plan - No Risk to Delivery	Red	25-Nov-13	25-Nov-13		10-Jan-14		JOS	will follow from above
1.43	ICT schedule an hour for reviewing risk each month in risk lead diaries	Behind Plan - No Risk to Delivery	Red	25-Nov-13	25-Nov-13		10-Jan-14		JOS	will follow from above
1.44	Produce risk registers on Minerva	On Plan				28-Feb-14			JOS	CMT to provide steer on revised format of registers
1.45	Develop, write and present ACoP re risk mgt	On Plan				15-Feb-14			75%	JOS	Draft ACoPs produced but depend on action above
1.46	Determine process for review of risk mgt	On Plan				28-Feb-14				JOS	
	Strategic Risks available for review by members via Extranet	Complete	Black			31-Mar-14		15-Jan-14		TH	Now Available

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Non-attendance of attendees at meetings	3	2	6	Mitigation	succinct but effective message issued re the need for review of registers and emphasis on the support offered by CG			
2	Availability of staff for Minerva Build	2	3	6	Minimisation	plan work effectively			
3				0					
4				0					
5				0					

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1						
2						
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1	10/09/2013	report	High	CMT	JOS	Two reports explaining CMTs role in assessing and reviewing
2	10/09/2013	email	High	HOS	JOS	Email explaining rationale for and arranging meetings to review
3	08/11/2013	report		LP,CMT,G&A	JOS	Presentation of corporate and strategic risks
4	12/12/2013	report	High	CMT	JOS	presentation of corporate and strategic risks and request that CMT manage/review risks appropriately
5	30/01/2014	report	High	CMT	JOS	Request for CMT to advise in required format of registers

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1						
2						
3						
4						
5						

Project Report: Embed the Officer Code of Conduct by 30 June 2014

Commercial Board Theme:						
Project Name:	Embed the Officer Code of Conduct by 30 June 2014					
Report Number:	2			Project Manager:	Emma Redwood	
Report Date:	13.1.14			Project Sponsor:	Jeanette McGarry	
Report Period:	13.1.14	to	10.2.14	Lifecycle Stage:	Stage 4 - Delivery and Implementation	

Outcomes	Objectives
The council works effectively and is not at risk of malpractice	To review and refresh the current code of conduct
	To seek approval from committee for the reviewed code of conduct
	To communicate the reviewed code of conduct to all staff
	To reduce the risk of instances of malpractice

Commercial Board Summary		
Overall Project Status		Comments
On Plan	Green	

Key Stakeholders and expectations?		
Stakeholder	What are their expectations?	How will these be met?
Staff	They understand what is required of them	The revised code of conduct will be communicated to all staff via different methods
Members	That we have a fit for purpose code of conduct	Through the committee process, JSCC and P&R
Union / Staff Reps	They have been consulted and agree with the amendments	They have been asked for views on the revised code of conduct
Management	That we have a fit for purpose code of conduct	Via CMT and engagement with managers

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
	Stage 4 - Delivery and Implementation									
4.10	Current code of conduct is on Minerva	Complete	Black			17.12.13				
	Email current code of conduct to CMT/WMT/SMT	Complete	Black			17.12.13				Emailed to CMT,SMT & TM 17 Dec
	Ask Unison?staff reps for their views	Complete	Black			13.1.14				Feedback to be given by 23 Jan
	Communicate code of conduct at WMT	On Plan	Green			12.2.14				
	Received feedback from WMT	On Plan	Green			12.2.14				
	Research best practice for Code of Conduct	Complete	Black			13.1.14	27.1.14			
	Amend the Code of Conduct	Complete	Black			27.1.14				
	Populate the forward plan	Complete	Black			13.1.14				
	Present at CMT	On Plan	Green			26.2.14				
	Present at Leaders Panel					1.4.14				
	Present at JSCC					27.5.14				
	Present at P&R					12.6.14				
	Update Employee Handbook with new Code					16.6.14				
4.11	Update Code on Minerva		#REF!			16.6.14				
	Update WMT with new code of conduct					16.7.14				
	Attend team meeting to communicate					16.7.14	16.8.14			
4.12	Plan in place to annually review		#REF!			16.7.14				
4.13	Plan in place to annually re-communicate					16.7.14				

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	timeline of 30 June may not be met	2	3	6	Mitigation	Follow the plan			
2	Lack of capacity in team	3	4	12	Mitigation	obtain extra capacity from org			
3	Committee delays	3	2	6	Mitigation	consult with committee members prior to meeting			
4				0					
5				0					

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1						
2						
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1	17.12.13	email		CMT/SMT/WMT	Emma Redwood	Emailed current Code of Conduct to recipients
2						
3						
4						
5						

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1						
2						
3						
4						
5						

Project Report: Approved Codes of Practice (ACoP)

Commercial Board Theme:	
Project Name:	Approved Codes of Practice (ACoP)

Report Number:	2	Project Manager:	James O'Shaughnessy
Report Date:	7th Feb 2014	Project Sponsor:	Alex Reeks

Report Period:	8.1.14	to	18.2.14	Lifecycle Stage:	Stage 4 - Delivery and Implementation

Outcomes	Objectives
To ensure that consistency is applied throughout the authority	A draft ACoP for each relevant business activity
Corporate Governance is strengthened	A CMT Accredited Code of Practice for each relevant service
	A process developed and agreed to review the ACoP's
	Quality checks developed and implemented to ensure that the ACoP's are delivered

Commercial Board Summary

Overall Project Status		Comments
On Plan	Green	Concept of ACoPs agreed by CMT and SMT. WMT presentation due on 12/02. Draft ACoPs being produced in order of priority.

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
Management	that correct procedures are set out and followed by officers to ensure a consistency of approach	By devising; approving and implementing ACoPs which provide guidance for business activities for staff and members
Staff	That they are aware of their responsibilities and the role they play and procedures to follow	By devising; approving and implementing ACoPs which provide guidance for business activities for staff and members
Members	That the Council is robust and efficient in its approach to business	By devising; approving and implementing ACoPs which provide guidance for business activities for staff and members
Audit	That they are satisfied that the Council has appropriate frameworks in place to ensure consistent and robust approach to business and controls are in place to oversee and monitor activity	By devising; approving and implementing ACoPs which provide guidance for business activities for staff and members

Financial status

Performance Measure	Budget	Spend to Date	Commitments and Project	Cost at Completion	Variance (£)	Variance (%)
Overspend Identified						

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
Stage 4 - Delivery and Implementation										
4.10	We have identified a list of services that require ACoP's	Complete	**Black**					100%	A. Reeks	Brainstorm with JO, AR , KA
4.11	We have a process of how the ACoP's are developed and adopted	Complete	Black		15-Jan-14		15-Jan-14	100%	A. Reeks	Report to CMT with explanation of headings contained in ACoP and a working example
	Comms plan to be developed to launch ACoPs detailing stakeholders and most appropriate form of communication and timelines.	Complete	Black	07-Jan-14	17-Jan-14		15-Jan-14	100%	J. Heath	meeting with JH on 18/12 to discuss the approach. Meeting re-arranged for 8th Jan but also cancelled however principles discussed re how best to introduce the concept of ACoPs at CMT/WMT
	WMT presentation to introduce the concept of ACoPs	On Plan	Green		12-Feb-14				J. McGarry	presentation/paper to WMT
	RISK MANAGEMENT									
4.12	We have a draft ACoP for 'Risk'	Complete	Black		31-Jan-14			100%	C. Dehaney	Three Separate draft ACoPs produced for risk
4.13	We have a draft ACoP for 'Contracts'	Behind Plan - No Risk to Delivery	Amber		31-Jan-14				A. Grieve	A Grieve to produce draft Contract Mgt ACoP
	We have a draft ACoP for Corporate Plan refresh	Complete	Black		31-Jan-14		30-Jan-14	100%	JOS	
	We have a draft ACoP for Progress and Delivery reporting	Complete	Black		31-Jan-14		30-Jan-14	100%	JOS	
	We have a draft ACoP for 'Emergency Planning & Business Continuity'	Behind Plan - No Risk to Delivery	Amber		31-Jan-14				C. Allen	
4.14	We have a draft ACoP for 'Project Management'	Behind Plan - No Risk to Delivery	Amber		31-Jan-14				A. Reeks	Methodology agreed on 15th Jan - ACoP to be produced.
4.15	CMT have agreed the Risk Management ACoPs	Behind Plan - No Risk to Delivery	Amber		12-Feb-14				A. Reeks	ACoPs to be agreed at CMT then introduced at WMT
	AUDIT									
4.16	We have a draft ACoP for 'Audit Scope Sign Off and Audit Report Sign Off'	Complete	Black		31-Jan-14		24-Jan-14	100%	A. Reeks	Draft ACoP produced
4.17	We have a draft ACoP for 'Audit Plan'	Complete	Black		31-Jan-14		24-Jan-14	100%	A. Reeks	Draft ACoP produced
4.19	We have a draft ACoP for 'Audit Action Tracking'	Complete	Black		31-Jan-14		24-Jan-14	100%	A. Reeks	Draft ACoP produced
4.20	We have a draft ACoP for 'Annual Governance Statement'	Complete	Black		31-Jan-14			100%	A. Reeks	To be reviewed by MG
4.21	We have a draft ACoP for 'Combined Assurance Statement'	Behind Plan - No Risk to Delivery	Amber		31-Jan-14				A. Reeks	AGS being compiled which will determine the ACoP
4.24	We have a draft ACoP for 'Engagement/Consultation'	Complete	Black		31-Jan-14			100%	A. Reeks	Katy Allen has been working on this
4.25	We have a draft ACoP for 'Fraud'	On Plan	Green		28-Feb-14				A. Reeks	
4.26	We have a draft ACoP for the 'Corporate Plan Refresh'	Complete	Black		28-Feb-14		31-Jan-14	100%	A. Reeks	
4.27	We have a draft ACoP for 'Horizon Scanning/External Funding'	On Plan	Green		28-Feb-14				A. Reeks	
4.28	We have a draft ACoP for 'Service Plans'	On Plan	Green		28-Feb-14				A. Reeks	
4.29	We have a draft ACoP for 'Strategy Development'	On Plan	Green		28-Feb-14				A. Reeks	
4.30	We have a draft ACoP for 'Board Management & Governance'	On Plan	Green		28-Feb-14				A. Reeks	
4.32	CMT have agreed the Audit ACoPs	On Plan	Green		12-Mar-14				CMT	ACoPs to be agreed at CMT then introduced at WMT
	COMMITTEE GOVERNANCE									

4.33	We have a draft ACoP for the 'Forward Plan'	On Plan	Green					A. Robinson	
4.34	We have a draft ACoP for 'Matters Arising'	On Plan	Green					A. Robinson	
4.35	We have a draft ACoP for the 'Committee Report Sign Off'	On Plan	Green					A. Robinson	
4.36	We have a draft ACoP for 'Committee Leads and Management'	On Plan	Green					A. Robinson	
4.37	We have a draft ACoP for 'Business Continuity Plans'	On Plan	Green					A. Robinson	
4.38	CMT have agreed the Committee Governance ACoPs	On Plan	Green					CMT	
	FINANCIAL MANAGEMENT								
4.39	We have a draft ACoP for 'Budget Setting'	On Plan	Green!					R. Stone	
4.40	We have a draft ACoP for the 'Savings Plan'	On Plan	Green					R. Stone	
4.41	We have a draft ACoP for 'Invest to Save'	On Plan	Green					R. Stone	
4.42	We have a draft ACoP for the 'Capital Programme'	On Plan	Green					R. Stone	
4.43	We have a draft ACoP for 'Reserves'	On Plan	Green					R. Stone	
4.44	We have a draft ACoP for the 'Budget Monitoring'	On Plan	Green					R. Stone	
4.45	We have a draft ACoP for the 'Variations'	On Plan	Green					R. Stone	
4.46	We have a draft ACoP for the 'Briefings'	On Plan	Green					R. Stone	
4.47	We have a draft ACoP for the 'Treasury Reporting'	On Plan	Green					R. Stone	
4.48	We have a draft ACoP for 'Debt Mgt'	On Plan	Green					R. Stone	
4.49	We have a draft ACoP for 'Income'	On Plan	Green					R. Stone	
4.50	We have a draft ACoP for 'Procurement'	On Plan	Green					R. Stone	
4.51	CMT have agreed the Financial Management ACoPs	On Plan	Green					CMT	
	STAFF MANAGEMENT								
4.52	We have a draft ACoP for 'Sickness Reporting'	On Plan	Green					E. Redwood	
4.53	We have a draft ACoP for 'Appraisals'	On Plan	Green					E. Redwood	
4.54	We have a draft ACoP for 'One to Ones'	On Plan	Green					E. Redwood	
4.55	We have a draft ACoP for 'Recruitment'	On Plan	Green					E. Redwood	
4.56	We have a draft ACoP for 'Consultant Hire'	On Plan	Green					E. Redwood	
4.57	We have a draft ACoP for 'Training Plans'	On Plan	Green					E. Redwood	
4.58	We have a draft ACoP for 'Member Training Plans'	On Plan	Green					E. Redwood	
4.59	We have a draft ACoP for 'Officer Code of Conduct'	On Plan	Green					E. Redwood	
4.60	We have a draft ACoP for 'Team Meetings'	On Plan	Green					E. Redwood	
4.61	CMT have agreed the Staff Management ACoPs	On Plan	Green					CMT	
	TECHNOLOGY								
4.62	We have a draft ACoP for 'Software Purchase'	On Plan	Green					G. Kinton	
4.63	We have a draft ACoP for 'Systems Access'	On Plan	Green					G. Kinton	
4.64	We have a draft ACoP for 'Policy Refresh'	On Plan	Green					G. Kinton	
4.65	We have a draft ACoP for 'Information Mgt'	On Plan	Green					G. Kinton	
4.66	We have a draft ACoP for 'Communications'	On Plan	Green					G. Kinton	
4.67	CMT have agreed the Technology ACoPs	On Plan	Green					CMT	
	Communities								
4.68	We have a draft ACoP for 'Assets of Community Value'	On Plan	Green					J. Riddell	
4.69	We have a draft ACoP for 'Right to Challenge'	On Plan	Green					J. Riddell	
4.70	We have a draft ACoP for 'Roles and responsibilities'	On Plan	Green					J. Riddell	
4.71	CMT have agreed the Communities ACoPs	On Plan	Green					CMT	
Stage 5 - Handover									
5.10	The approved ACoPs have been uploaded into Minerva	On Plan	Green					A. Reeks	
5.11	The review process is adopted	On Plan	Green						
Stage 6 - Closed									
6.10									
6.11			#REF!						

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	CMT do not approve the approach	3	1	3	Minimisation	Effective report explaining the need for ACoPs and the role they will play in strengthening Corporate Governance			
2	The wider organisation does not accept the approach.	3	2	6	Minimisation	CMT backing and effective communication via WMT			
3	Timelines for delivery are not met	2	2	4	Mitigation	the production of ACoPs is staggered as is their implementation			
4				0					
5				0					

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1						
2						
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1	09/01/2014	presentation	High	SMT	J McGarry	Presentation introducing ACoPs
2	15/01/2014	report	High	CMT	JOS	Report re ACoPs
3	12/02/2014	presentation	High	WMT	J McGarry	ACoP presentation to WMT
4						
5						

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1						
2						
3						
4						
5						

Project Report: Constitutional Review

Commercial Board Theme:				
Project Name:	Constitutional Review			
Report Number:	3		Project Manager:	Alan Robinson
Report Date:	7-Feb-14		Project Sponsor:	Jeanette McGarry
Report Period:	7-Jan-14	to	7-Feb-14	Lifecycle Stage:

Outcomes	Objectives
Members set direction and officers deliver	reviewed constitution which is up to date and fit for purpose
Strong Corporate Governance and Compliance	
Clear understanding of Roles and Responsibilities	
Clear understanding relating to access to information	

Commercial Board Summary

Overall Project Status		Comments
Behind Plan - No Risk to Delivery	Amber	It is expected that the constitutional review will be completed at annual Council in May 2014

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
Members	Clear understanding of their roles and responsibilities. Effective meetings and robust decisions and processes are abided by. The constitution is clear and reflects best practice.	Annual review in line with the requirements of the constitution itself
Officers	Clear understanding of their roles and responsibilities. Effective meetings and robust decisions and processes are abided by. The constitution is clear and reflects best practice.	Annual review in line with the requirements of the constitution itself
Customers	A transparent and effective process for Governing the council and making clear robust decisions	Annual review in line with the requirements of the constitution itself

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
	Stage 1 - Constitution - review of delegation		#REF!	01-Sep-13	27-Jan-14			90%		
1.10	Prepare report	Complete	Black	01-Sep-13	30-Nov-13			100%		
1.11	G and A brief	Complete	Black	12-Dec-13	12-Dec-13			100%		
1.12	G and A Committee	Complete	Black	09-Jan-14	09-Jan-14			100%		
1.13	Full Council	Behind Plan - No Risk to Delivery	Amber	27-Jan-14	27-Jan-14			0%		Include on agenda for 03/03/14 council
	Stage 2 - Annual Review of Constitution			21-May-13	02-Jun-14			60%		
2.11	Observe meetings of different parts of the member officer structure	Complete	Black	21-May-13	30-Nov-13			100%		
2.12	Undertake an Audit trail of sample decisions	Complete	Black	01-Dec-13	31-Dec-13			100%		
2.13	Request feedback from CMT	Complete	Black	02-Jan-14	02-Jan-14			100%		To be done 17th January 2014
2.14	Record issues raised	Behind Plan - No Risk to Delivery	Amber	08-Jan-14	15-Jan-14					
2.15	Compare practices with other authorities	Complete	Black	01-Jan-14	15-Jan-14			100%		
2.16	Draft Review report	Behind Plan - No Risk to Delivery	Amber	15-Jan-14	27-Jan-14			10%		
2.17	Review sign off by director	Behind Plan - No Risk to Delivery	Amber	27-Jan-14	27-Jan-14			0%		
2.18	Review by CMT	Behind Plan - No Risk to Delivery	Amber	12-Feb-14	12-Feb-14			0%		
2.19	Review by leaders panel	Behind Plan - No Risk to Delivery	Amber	25-Feb-14	25-Feb-14			0%		
2.20	G and A Brief	On Plan	Green	27-Mar-14	27-Mar-14			0%		
2.21	G and A Committee	On Plan	Green	10-Apr-14	10-Apr-14			0%		
2.22	Council Brief	On Plan	Green	10-Apr-14	19-May-14			0%		
2.23	Council meeting	On Plan	Green	19-May-14	19-May-14			0%		
2.24	amend website	On Plan	Green	20-May-14	02-Jun-14			0%		
2.25	Reprint if necessary	On Plan	Green	20-May-14	02-Jun-14			0%		
2.26										
2.27										
2.28										
2.29										
2.30										
2.31										
2.32										
2.33										

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Changes not agreed	2	2	4	Mitigation	Communication with key officers and members			
2				0					
3				0					
4				0					
5				0					

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1						
2						
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1						
2						
3						
4						
5						

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1	Alan Robinson	Project manager				
2	Katie Coughlan	Project team				
3	Dinah Lilley	Project team				
4						
5						

Project Report: Member Development Plan

Commercial Board Theme:					
Project Name:	Member Development Plan				
Report Number:	3		Project Manager:	Alan Robinson	
Report Date:	7-Feb-14		Project Sponsor:	Alan Robinson	
Report Period:	7-Jan-14	to	7-Feb-14	Lifecycle Stage:	

Outcomes	Objectives
Members Understand their roles clearly	Member Development plan is delivered
Members have the skills and knowledge to carry out their roles	Quality training takes place
	Increase in attendance at training events

Commercial Board Summary

Overall Project Status		Comments
On Plan	Green	

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
Members	That they are developed to ensure that they have the required skills and knowledge to carry out their duties	
Officers	That Members have the skills and knowledge to carry out their duties effectively	Delivery of the Member development plan which is fit for purpose
Customers	That Members have the skills and knowledge required to represent them and make robust decisions.	

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
	Stage 1 - Developing programme		#REF!	01-Jun-13	30-Sep-13			100%		
1.10	Evaluation of development interviews	Complete	Black	01-Jun-13	30-Jun-13			100%		
1.11	Establish committee training requirements	Complete	Black	01-Sep-13	30-Sep-13			100%		
1.12	develop time table for training	Complete	Black	01-Sep-13	30-Sep-13			100%		
1.13										
	Stage 2 - Adoption of plan	Complete	Black	01-Oct-13	21-Nov-13			100%		
2.10	Develop training requirements for each Committee	Complete	Black	01-Oct-13	23-Oct-13			100%	Alan Robinson	
2.11	Draft member Development Plan to CMT	Complete	Black	23-Oct-13	29-Oct-13			100%	Alan Robinson	
2.12	Development Plan to Chairs brief	Complete	Black	29-Oct-13	07-Nov-13			100%	Alan Robinson	
2.13	Development Plan to G and A Committee	Complete	Black	07-Nov-13	21-Nov-13			100%	Alan Robinson	
2.14										
	Stage 3 Delivery			01-Jul-13	01-Jun-14			50%		
3.10	Planning Training	Complete	Black	01-Jul-13	01-Jul-13			100%	Nick Ethelstone	
3.11	Code of Conduct	Complete	Black	15-Jul-13	15-Jul-13			100%	Alan Robinson	
3.12	Statement of Accounts	Complete	Black	01-Sep-13	01-Sep-13			100%	Russell Stone	
3.13	Treasury management	Complete	Black	15-Sep-13	15-Sep-13			100%	Russell Stone	
3.14	Planning Summer School	Complete	Black	30-Sep-13	30-Sep-13			100%	Mark Sturgess	
3.15	Roles and Responsibilities	Behind Plan - No Risk to Delivery	Amber	01-Dec-13	01-Dec-13			75%	Alan Robinson	03rd march 2014
3.16	Finance Matters	Complete	Black	01-Sep-13	31-Dec-13			100%	Russell Stone	
3.17	Safeguarding Training	Behind Plan - No Risk to Delivery	Amber	01-Nov-13	30-Nov-13			50%	Michelle Howard	26th February
3.18	Chairing meetings	Behind Plan - No Risk to Delivery	Amber	01-Jan-14	30-Jan-14			0%	Alan Robinson	To be arranged following Governance workshop on 3rd March 2014
3.19	Equalities	On Plan	Green	01-Jan-14	30-Jan-14			0%	Emma Redwood	
3.20	Work of the Joint planning unit	On Plan	Green	01-Feb-14	28-Feb-14			100%	Sue Fysh	Now regular updates at full council
3.21	ICT	On Plan	Green	01-Mar-14	31-Mar-14			0%	Steve Anderson	
3.22	licensing	On Plan	Green	01-Jun-14	30-Jun-14			0%	Phil Hinch	
3.23	Public Speaking	On Plan	Green	01-Jun-14	30-Jun-14			0%	Alan Robinson	
	Stage 4 - Monitoring and Evaluation			27-Mar-14	21-Nov-14			0%		
4.10	Update to G and A Chair Brief	On Plan	Green	15-Jun-14	15-Jun-14			0%	Alan Robinson	
4.11	Update to G and A Committee	On Plan	Green	30-Jun-14	30-Jun-14			0%	Alan Robinson	
4.12	Update to G and A Chair Brief	On Plan	Green	07-Nov-14	07-Nov-14			0%	Alan Robinson	
4.13	Update to G and A Committee	On Plan	Green	21-Nov-14	21-Nov-14			0%	Alan Robinson	

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Members do not have skills and knowledge to carry out roles	3	2	6	Mitigation	Develop plan based on need			
2	Members fail to attend	2	3	6	Mitigation	Work with group leaders to increase attendance			
3				0					
4				0					
5				0					

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1						
2						
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1						
2						
3						
4						
5						

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1	Alan Robinson	Project Manger				
2	Anne Rossington	team member				
3	Katie Coughlan	team member				
4	Dinah Lilley	team member				
5						

Project Report

Board Name:			
Board Theme:	5.0 Organisational Transformation	Board Priority:	5.4 New Ways of Working
Project Name:	Adoption of Corporate Governance Principles in West Lindsey District Council - Performance Management		
Report Number:	3	Project Manager:	Darren Mellors
Report Date:	7th February 2014	Project Sponsor:	
Report Period:	8.1.14	to	18.2.14	Lifecycle Stage:	Stage 4 - Delivery and Implementation

Outcomes	Objectives (statements on what the project is trying to achieve
A holistic approach is in place for performance management at WLDC	Define delivery objectives for service strand based on customer needs and wants
Knowledge is collated that informs service areas of their performance	Develop a set of performance for each service strand that focusses upon delivering strand objectives
A culture of continuous improvement is adopted at WLDC	Create a balanced scorecard for each service strand
ooh	CMT and Member agreement on strand measure strand
	Approved Code of Practice developed for performance management in WLDC

Board Summary

Overall Project Status		Comments
On Plan	Green	Input re propsed scorecards now received from all service areas. To be presented to CMT on 12/02 for consideration. P&D working group also reviewing proposed measures. Next step is to obtain agreement on measures and to polulate balanced scorecards for adoption. Automation where posible to be investigated.

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
CMT	* Intelligent measures sets are defined for service areas which allow for service performance to be understood. * Defined measure sets encourage improvement of service areas. * The needs of both the customer and the organisation are highlighted and reported against. * Awareness and involvement in defining strand measures. * A consistent approach to performance management is adopted within the authority.	* Measure sets are derived from delivery objectives of the strands. These focus upon good service definitions and excellent service definitions. * Measure sets are presented in a balanced scorecard format. * Proposed measure sets are finalised at CMT. * An 'Approved Code of Practice' will be defined to dictate performance management in the Authority.
Councillors	* Intelligent measures sets are defined for service areas which allow for service performance to be understood. * Defined measure sets encourage improvement of service areas. * The needs of both the customer and the organisation are highlighted and reported against. * A consistent approach to performance management is adopted within the authority.	* Measure sets are derived from delivery objectives of the strands. These focus upon good service definitions and excellent service definitions. * Measure sets are presented in a balanced scorecard format. * An 'Approved Code of Practice' will be defined to dictate performance management in the Authority.
Service Areas	* Service involvement in defining performance measures * A consistent approach to performance management is adopted within the authority * Agreed measures are meaningful and allow for service improvements to be made * Agreed measures are easy to collect, report and analyse.	* Proposed measure sets will be issued to Heads of Services prior to the agreement in CMT. This will give the service the opportunity to comment on proposed measures and recommend their own. * An 'Approved Code of Practice' will be defined to dictate performance management in the Authority. * Measure sets are derived from delivery objectives of the strands. These focus upon good service definitions and excellent service definitions. * Work will be undertaken between BI, ICT and the service area to automate the measures where possible. A method of reporting performance will be devised and explained within the 'Approved Code of Practice' for Performance Management.

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
Stage 1 - Project Research & Headline Business Case			#REF!							
1.10										
Stage 2 - Detailed Business Case										
2.10										
Stage 3 - Decision										
3.10	CMT	Complete	Black			17-Dec-13	17-Dec-13		JOS	Reports to CMT on 6/11/13 and 17/12/13
Stage 4 - Delivery and Implementation										
4.10	Service strand delivery objectives have been identified	Complete	Black						D. Mellors	
4.11	A set of performance measures have been identified for IDBR service strands	Complete	Black					100%	D. Mellors	
4.12	The proposed performance measures have been uploaded onto Minerva	Complete	Black	31-Oct-13	01-Nov-13	31-Oct-13	01-Nov-13	100%	D. Mellors	
4.13	Business Improvement have identified their recommended measure set for service strands	Complete	Black	13-Nov-13	15-Nov-13	13-Nov-13	15-Nov-13	100%	D. Mellors	
4.14	Summary of process has been defined	Complete	Black	18-Nov-13	20-Nov-13	19-Nov-13	20-Nov-13	100%	J. O'Shaughnessy	
4.15	We have instructions on how to modify an item on a Minerva list	Complete	Black	18-Nov-13	20-Nov-13	19-Nov-13	19-Nov-13	100%	D. Mellors	
4.16	Proposed measure sets and summary of process have been sent to Heads of Service	Complete	Black	25-Nov-13	25-Nov-13	22-Nov-13	22-Nov-13	100%	D. Mellors	
4.17	Feedback has been obtained from Heads of Service relating to the proposed measure set	Behind Plan - No Risk to Delivery	Black	22-Nov-13	06-Dec-13	22-Nov-13	30-Jan-14	100%	D. Mellors	No input received from Waste, Housing and R&B - HoS emailed on 16/01 asking for completion by 24/01. CMT agreement cannot be sought without the service response however baseline data can be obtained for all the proposed measures.
4.18	Heads of Service comments have been collated	Behind Plan - No Risk to Delivery	Black	09-Dec-13	09-Dec-13			100%	D. Mellors	See 4.17
4.19	Papers have been issued to CMT attendees with proposed process	Complete	Black	27-Nov-13	27-Nov-13	27-Nov-13	27-Nov-13	100%	J. O'Shaughnessy	
4.20	Performance measures have been agreed for the IDBR service strands	Behind Plan - No Risk to Delivery	Amber	17-Dec-13	17-Dec-13		12-Feb-14	0%	CMT	Decision to be made on 17th Dec (CMT). Not all service areas have reviewed proposed measures. Further report to CMT on 12/02/14 with measures presented and the comments from service areas. Chief Operating Officer now with responsibility for agreeing measures with service areas.
4.21	Progress and Delivery have identified the performance measures that they wish to be kept	Behind Plan - No Risk to Delivery	Amber	TBC	31-Jan-14			0%	Head of Service	Dependant on 4.20 - meeting held with P&D working group on 6/02/14
4.22	A Code of Practice has been drafted relating to Performance Management at WLDC	Behind Plan - No Risk to Delivery	Amber	04-Dec-13	07-Jan-14			50%	J. O'Shaughnessy	Dependant on 4.20 - Draft ACoP prepared
4.23	The draft code of practice has been issued to CMT attendees	Behind Plan - No Risk to Delivery	Amber	08-Jan-14	08-Jan-14			0%	J. O'Shaughnessy	Dependent on 4.22
4.24	The Code of Practice has been approved by CMT	Behind Plan - No Risk to Delivery	Amber	15-Jan-14	15-Jan-14			0%	CMT	Dependent on 4.22
Stage 5 - Handover										
5.10	The agreed measure set has been presented to the service area	On Plan	Green					0%	Head of Service	Dependant on 4.20
5.11	Excel workbooks have been created to allow for performance data to be captured	Complete		09-Dec-13	10-Dec-13	04-Dec-13	06-Dec-13	100%	D. Mellors	Action completed early due to the delay in receiving service comments. The performance books contain all the proposed measures and can be filtered to meet the agreed scorecards. The creation of these documentations will enable baseline data to be collated.

5.12	Baseline data has been identified for the agreed measure set	Behind Plan - No Risk to Delivery	Amber	18-Dec-13	10-Jan-14	12-Dec-13		0%	D. Mellors	Although this task is dependant on 4.21 work has started to ensure minimal slippage is given to the project.
5.13	The agreed performance measures have been automated (where appropriate)	On Plan	Green					0%	D. Mellors	Dependant on 4.21
5.14	Reporting books have been created for the IDBR service strands	On Plan	Green					0%	D. Mellors	Dependant on 4.21
Stage 6 - Closed										
6.10	Performance reporting is being undertaken against the agreed balanced scorecard	On Plan	Green	31-Dec-13	31-Dec-13			0%	Head of Service	Project is complete in time for January's performance
6.11										

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Reporting on agreed performance measures cannot be automated	3	2	6	Minimisation	Work will be undertaken between ICT, BI and Service Area to identify the automation process.	4	12-Nov-13	Actions will be identified following the agreement of the strands balance scorecards
2	Agreement cannot be made on what to report against	4	1	4	Minimisation	Proposed measure sets are derived from customer satisfaction survey findings and good service definitions. These have been	4	12-Nov-13	No actions identified
3	Agreed measures sets don't provide learning	2	1	2	Mitigation	On-going reporting against the agreed measure set will inform their value. Measure sets should be amended if learning is not obtained	-	12-Nov-13	The measures have been issued for review by the service areas. Part of this review process asks the services areas if the proposed measure "does this measure help us understand and improve performance?"
4	Measures are changed or not reported against	3	2	6	Mitigation	An ACoP is to created and approved by CMT. This will ensure that consistency is applied to the process of reporting and amending measure sets	-	12-Nov-13	No actions identified

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1	Poor response from service areas relating to review of proposed measure set	JoS to give update to CMT, follow up emails also sent to relevant HoS	J. O'Shaughnessy	CMT	06-Dec-13	Reminder emails sent on 9/12. Visibility of inaction to be discussed in Dec's CMT
2	Still no response from waste, R&B, Housing	HoS emailed with deadline of 24/01	J. O'Shaughnessy	COO	16-Jan-14	Resolved

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1	Agreed performance measures will inform of service performance	12-Nov-13	On-going performance reporting will inform and allow for changes to be made. The ACoP will inform on what is required if a measure needs to be removed/added
2	Agreed performance measures will be able to be automated	12-Nov-13	As per above risk
3			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1	06/11/2013	meeting	High	CMT	J. O'Shaughnessy	Introducing the process of identifying performance measures
2	22/11/2013	report	High	Heads of Service	D. Mellors	Proposed measure set with accompanying instructions
3	04/12/2013	email	High	Heads of Service	J. O'Shaughnessy	Reminder email
4	09/12/2013	email	High	Heads of Service	D. Mellors	Reminder email
5	12/12/2013	report	High	CMT	J. O'Shaughnessy	Update to CMT on progress and request that work completed asap
6	16/01/2014	email	High	AR, CA, GL	J. O'Shaughnessy	Remaining service areas to complete scorecards
7	06/02/2014	report	High	P&D Working Group	A. Reeks	For consideration of proposed measures
7	12/02/2014	report	High	CMT	J. O'Shaughnessy	For consideration of proposed measures

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1	Progress and Delivery re formatting of reporting template	M	To meet requirements of P&D working group, new service level measures need to be agreed	
2				
3				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1	ICT	Automation of measure set	5			To ensure that measures are automated. Dates to be allocated when measure sets are agreed
2	Corporate Governance	Identification of baseline data	5			
4						
5						

Project Report: To review the OD plan (values & behaviours) for the Council and relaunch the OD plan by 31 May 2014

Commercial Board Theme:	
Project Name:	To review the OD plan (values & behaviours) for the Council and relaunch the OD plan by 31 May 2014
Report Number:	2
Report Date:	10.02.2014
Report Period:	7.1.14 to 10.02.14

Project Manager:	Emma Redwood
Project Sponsor:	Jeanette McGarry
Lifecycle Stage:	Stage 4 - Delivery and Implementation

Outcomes	Objectives
The organisation has the attitude and skills to deliver the corporate priorities	To review the OD Plan for the council
	To seek approval from CMT for reviewed OD Plan
	To communicate the OD Plan
	To deliver the actions within the OD Plan

Commercial Board Summary

Overall Project Status		Comments
On Plan	Green	

Key Stakeholders and expectations?

Stakeholder	What are their expectations?	How will these be met?
Staff		Engaging with staff and communicating with them
Members	There is a fit for purpose OD plan for the Council	Members are engaged with the process via JSCC
Unions / staff reps		Able to engage with the process
Management		Managers have been able to contribute to the OD plan

Project Progress

ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
	Stage 4 - Delivery and Implementation									
	Email WMT for comments & feedback about the current OD Plan	Complete	Black	8.1.14	15.1.14		15.1.14	100%	ER	
	Email Unison and staff reps for comments and feedback about the current OD plan	Complete	Black	8.1.14	15.1.14		15.1.14	100%	ER	
	Research OD plans	On Plan	Green	8.1.14	31.3.14				ER	Research underway
	Amend/update the OD plan				31.3.14				ER	
	Seek approval from CMT				15.5.14					
	Present revised OD plan to WMT				15.6.14					
	Communicate OD plan to wider council				15.6.14					
	Put revised OD plan onto Minerva				16.6.14					
	Annually review the OD plan				31.5.15					
	Annually communicate the OD plan to staff									

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Lack of resource within the team	3	4	12		To plan ahead and identify 'pinch' points			
2	CMT do not approve the OD plan	4	1	4		To commnicate effectively			
3	Do not meet timescales set	3	3	9		To plan ahead and identify 'pinch' points			
4				0					
5				0					

Key Issues/Constraints

ID	Issue Description, Inc. cause and impact	Actions With Named Owners	Owner	Is ESCALATION required? If so, who to?	Date Raised	Date for Action
1	CEX has requested that this piece of work be amended to May 2014 so that CMT have more time to review					
2						
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1						
2						
3						
4						
5						

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1						
2						
3						
4						
5						

Project Report: Elswitha Action Plan

Commercial Board Theme:					
Project Name:	Elswitha Action Plan				
Report Number:	3		Project Manager:		Alex Reeks
Report Date:	7th February 2014		Project Sponsor:		Jeanette McGarry
Report Period:	8.1.14	to	7.2.14	Lifecycle Stage:	

Outcomes	Objectives
Process and guidance to follow when selecting a potential development partner - due diligence	Ensure the most appropriate development partner is selected
A robust project management methodology which is utilised and understood	Introduce effective project management arrangements and skills.
Clear guidance and a format to faciitate the development of alternative options for consideration	Improved decision making
Effective arrangements in place for Member engagement and the sharing of information	To ensure that Members are provided with relevant information and are engaged throughout the process
Robust guidance and governance arrangements in place to assist Members	To make Members aware of the sensitivities and protocols to be followed when in contact with Developers
Clear advice re stakeholder engagement and consideration paid to this during project development	Improved stakeholder engagement

Commercial Board Summary		
Overall Project Status		Comments
On Plan	Green	Considerable progress made to implement recommendations from Internal Audit

Key Stakeholders and expectations?		
Stakeholder	What are their expectations?	How will these be met?
Members	That they are provided with guidance and training in how to undertake their role effectively in relation to large scale projects and to gain awareness of the protocols to follow. That they are provided with quality information upon which to base decisions. That Council resources are used in the most appropriate manner	
Senior Mgt & Officers	That a robust project management process is in place which provides guidance and assurance that all relevant aspects of project development are considered as business cases develop.	
Developers	That clear information will be provided in relation to proposed developments and that all will be judged in an equitable manner	By taking on board the findings of the Audit into the Elswitha and working to the approved action plan
Audit	That the Council can effectively process large scale development projects and follow robust governance principles	
The Public	That only the most suitable and relevant developments are progressed to meet the apsirations of the community and projects are delivered in an efficient manner	

Project Progress									
ID	Milestone / Deliverable	Status Update (Auto Completed)		Baseline Start Date	Baseline Delivery Date	Actual / Forecast Start Date	Actual / Forecast Finish Date	% C'Plete	Owner	Comments (Update and Progression)
Stage 1 - Project Research & Headline Business Case			#REF!						
1.10	Internal Audit Process	Complete	Black		14-Oct-13		14-Oct-13	100%	L Pledge	
2.10	Internal Audit Report on the Elswitha Project	Complete	Black	14-Oct-13	22-Oct-13	14-Oct-13	22-Oct-13	100%	L Pledge	
Stage 4 - Delivery and Implementation		Complete	Black						
	Supporting statements made	Complete	Black						
	Develop guidance on procumbent to ensure the lessons learnt from Elswitha are not repeated	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%		Guidance to supplement the detailed guidance by Procurement Lincolnshire has been developed.
	Develop guidance on project roles and responsibilities to ensure the lessons learnt from Elswitha are not repeated	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%		Guidance produced.
	Strengthen the role of the boards to ensure the lessons learnt from Elswitha are not repeated	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%		TOR updated, communicated and agreed. Now in place.
1.10	Ensure all projects follow an appropriate methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Projects have been categorised and are currently migrating to the new documentation.
2.10	Introduce an agreed process for controlling and documenting communications with developers	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	This is included in the procurement supplementary ACOP
3.10	Member development requirements is identified from Group leaders regard appropriate contact with developers or litigants	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	A Robinson	
4.10	Advice on scoring and moderating tenders to be made available as a guidance note in the project methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	This is included in the procurement supplementary ACOP
5.10	A robust system of proof reading reports should be introduced to ensure that minor inaccuracies and identified and corrected prior to the report being considered by a committee.	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	A Robinson	Lead Officer have been agreed for all committees to pick up this action.
7.10	At least three Options to be presented in all committee reports and in addition in include the option to reject or defer pending further information.	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	A Robinson	Agreed at CMT and included in Lead Officers Roles
7.20	Agree a process for escalating member non-engagement in sub committees or working groups	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Included in Stakeholder Management ACOP
8.10	Piloting briefs internally to be included in the process for procurement or investments	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Secure professional legal, financial and property advice on major briefs.
9.10	Public engagement guidance to be developed as part of the suite of guidance notes to support the project methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	
	Recommendations			14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14			
60.1	Commercial and legal advice to be scheduled into the project methodology at an early stage (prior to procurement or any market testing)	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Procurement, legal and financial advice part of the project team. Good practice will be to issue the development contract template with the procurement documents. Included in Procurement Supplementary ACOP
60.2	Commercial and legal advice to be scheduled into the project methodology at appropriate additional stages	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	This is included in the procurement supplementary ACOP
61.1	Reminder to staff of the requirements under Contract Procedure Rules and under EU regulations.	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	R Stone	Training provided copies of PP files need adding.
62.1	Market engagement options guidance to be developed as part of the project methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Market engagement will be tailored to individual needs of the procurement. Commercial Board will consider options and supervise the chosen approach. This is included in the procurement supplementary ACOP
62.2	Statement of approach determined and justification to be included as part of the methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%		This is included in the procurement supplementary ACOP
62.3	Advice on chosen route to be agreed with procurement Lincs	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Need full options appraisal
63.1	Develop a protocol for contact with prospective developers/contractors which manages the risks of such contact	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Via Matt Hird and Signed off by John Rice.
76.1	Ensure all projects follow an appropriate methodology	On Plan	Green	14-Oct-13	21-Feb-14	14-Oct-13	21-Feb-14		S Bolan	Ongoing. 8 projects remaining to migrate.
77.1	Ensure Clear terms of reference for formal groups including individual responsibilities and reporting lines			14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14		A Robinson	
106.1	Business cases to be presented to members for decision making alongside summarised committee reports	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Commercially sensitive information and so Part II information.
107.1	Advice on scoring and moderating tenders to be made available as a guidance note in the project methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	This is included in the procurement supplementary ACOP

ID	Description	Status	RAG	Date Raised	Target Date	Date Raised	Revised Date	%	Owner	Comments
109.1	All reports are 'signed off' by finance and given an individual reference number prior to committee circulation - a checklist to be produced for finance staff to ensure consistency of approach.	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	R Stone	FIN reference process now in place
110.1	Market engagement options guidance to be developed as part of the project methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Approach is normally tailored to the regeneration and procurement methodology. This is included in the procurement supplementary ACOP
110.2	Statement of approach determined and justification to be included as part of the methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Agreed at Gateway stage when approved by Commercial board.
110.2	Process for undertaking non standard market engagement approaches to include a step for informing members of the rational and risks.	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	This is included in the procurement supplementary ACOP
111.1	Due diligence process to be agreed	Behind Plan - No Risk to Delivery	Amber	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14		S Bolan	
111.2	Project management workshops with members to be held	On Plan	Green	14-Oct-13	31-Mar-14	14-Oct-13	31-Mar-14		A Robinson	To be scheduled
111.3	Member Development Plan to include project management training for members	On Plan	Green	14-Oct-13	31-Mar-14	14-Oct-13	31-Mar-14		A Robinson	
129.1	Ensure In future projects and developments the development brief clearly details restrictions on the use of Council assets.	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	This is included in the procurement supplementary ACOP
132.1	Ensure that the Council receives a robust valuation whenever it is disposing of land on the open market to ensure that it complies with section 123 of the Local Government Act 1972.	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Revised Constitution to include the need for an independent valuation when exercising delegated powers. Approved on the 17/12/2013 by CMT. TOR filed as Doc 2. minute of CMT as Doc 3
139.1	Stakeholder engagement guidance to be provided as part of the project methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Guidance produced.
140.1	Member engagement plans to be developed for key projects as part of the project methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Included in stakeholder engagement guidance
148.1	Introduce a standard letter to members regarding obligations	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	A Robinson	This is included in the procurement supplementary ACOP
149.2	Introduce a standard letter to Officers regarding obligations	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	A Robinson	This is included in the procurement supplementary ACOP
149.3	Introduce a standard letter to Developers regarding obligations	Behind Plan - No Risk to Delivery	Amber	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14			
150.1	Clarity on the role of the monitoring officer to be provided to CMT for awareness	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	A Robinson	Included in J McGarry Governance report. Included in the constitution. Constitution updates required.
151.1	Monitoring officers proactiveness assurance???????	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	A number of training sessions and individual discussion have taken place.
155.1	Impact assessments for key investment decision to be developed as part of the project methodology	Complete	Black	14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Stakeholder impact consideration is included in the stakeholder ACOP.
155.2	Guidance on stakeholder engagement is to be included in the project methodology			14-Oct-13	03-Feb-14	14-Oct-13	03-Feb-14	100%	S Bolan	Duplicate with 139.1
Stage 5 - Handover										
5.10										
5.11										
5.12										
5.13										
Stage 6 - Closed										
6.10										
6.11										
6.12										
6.13										

Key Risks

ID	Risk Description, Inc. cause, impact and assumptions	Impact 1 = Negligible 2 = Minor 3 = Major 4 = Critical	Likelihood 1 = Very Low 2 = Low 3 = Medium 4 = High	Risk Score	Mitigation or Minimisation	Mitigation or Minimisation Actions With Named Action Owners	Revised Risk Score	Date Raised	Date for Action
1	Lack of support for proposed changes	3	3	9	Mitigation	1. Create strong tone from the top			
2				0					
3				0					
4				0					
5				0					

Key Issues/Constraints

ID	Issue	Actions	Owner	Is ESCALATION required?	Date Raised	Date for Action
1	No issues identified to date					
2						
3						
4						
5						

Key Assumptions and Dependencies

ID	Assumption and Dependency (if the dependency or assumptions change an issue should be raised)	Date Raised	Date for Action
1			
2			
3			
4			
5			

Communication Log

ID	Date	Type of Comms	Objective of the Message?	Recipient	Author	Additional Comments
1						
2						
3						
4						
5						

Interdependencies

ID	Name of project	H/M/L	Description and impact	Actions
1				
2				
3				
4				
5				

Project Resources

ID	Resource Name	Project Role	Effort (Days per Week)	Date (From)	Date (To)	Additional Information
1						
2						
3						
4						

| 5 | | | | | | |