



GA.05 12/13

Governance & Audit  
Committee

7<sup>th</sup> June 2012

**E**

**Subject: Progress report in response to issues raised by Internal Audit in relation to WLDC Project Management**

Report by:

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Purpose / Summary:

To review the progress on the actions undertaken in response to Internal Audit findings in relation to Project Management arrangements

**RECOMMENDATION(S):**

**1. That Members note the progress achieved and support the overall approach**

## **IMPLICATIONS**

**Legal: None directly arising from this report**

**Financial: None directly arising from this report**

**Staffing: None directly arising from this report**

**Equality and Diversity including Human Rights: None directly arising from this report**

**Risk Assessment: None directly arising from this report**

**Climate Related Risks and Opportunities: None directly arising from this report**

**Background Papers: see below**

<b>Title: Audit &amp; Risk Management Internal audit report – WLDC Project Management</b>	<b>Location of Background Papers: Committee Admin</b>

**Call in and Urgency:**

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

**Yes**

**No**

**Key Decision:**

**Yes**

**No**

## 1. Introduction

1.1 In October 2011, Lincolnshire County Council Internal Audit conducted an audit into the project management processes in place at West Lindsey District Council. The audit sought to provide assurance that the Council had established effective project management arrangements to ensure that:

- Projects are aligned to corporate priorities
- Projects are delivered on time and within cost, meeting the needs of external and internal customers
- Projects deliver intended outcomes and benefits
- There is a consistent approach for delivering projects

## 2. Audit Findings

2.1 The audit report could only provide **Limited Assurance** that the project management arrangements in place at the time would ensure the achievement of the objectives detailed above.

2.2 It was acknowledged that the Council was attempting to implement SharePoint as a platform to support project management which would facilitate the alignment of projects to corporate objectives, ensure the visibility and co-ordination of project related activity and establish effective monitoring of projects to ensure they deliver intended outcomes and benefits on time and within cost.

2.3 However, it was found that the Council had been without stable project management arrangements since 2008 which had lead to a situation whereby project management arrangements fell short of what was expected.

2.4 Specifically it was found that the Council should focus on:

- Adopting a more formalised approach for developing SharePoint and establishing an underlying system specification and change management arrangements.
- Addressing staff concerns that they are finding it difficult keeping up with requirements as SharePoint is continuously changing.
- Ensuring staff receive appropriate training on SharePoint so they are clear what is expected.
- Improving SharePoint's reliability and usability, e.g. problems encountered with saving information; its availability; being slow and some areas dis-jointed.
- Improving manager's engagement with the corporate approach to address concerns raised about processes introducing unnecessary bureaucracy or not working effectively.
- Establishing a complete list of agreed key projects that support the Council's aims and objectives/deliver required savings.

2.5 Internal Audit produced a detailed set of findings, recommendations and agreed actions to be undertaken in order to address the issues which had been raised.

### **3. Action Plan**

3.1 Since the report was published, many of the issues raised have been addressed via an Action Plan. This is attached at Appendix 1 and shows the current position with action taken so far to address the issues identified and planned actions to be undertaken with appropriate timescales.

### **4. Conclusion**

4.1 The new approach of working with project managers to design a system that works for them is showing value in terms of engagement and buy-in. Twenty two officers recently voluntarily attended an externally facilitated training course and project management systems scoping sessions.

4.2 We are satisfied with the approach taken to date which has realised immediate benefits.

## Appendix 1: Action Plan to address issues raised by Internal Audit in relation to Project Management arrangements

Audit Committee Attendee	Name	No.	Priority	Finding	Ref	Status	Agreed management action	Date to be completed	Response Comments	Revised date for completion	Person responsible
	WLDC_Project Management 11/12		Medium	The linkage of projects to Council Plan objectives is not yet fully developed.	0.1	Completed	SharePoint will identify the % contribution of a project to achieving the corporate objectives.	30/11/2011	SharePoint has facility to link projects to Corporate Plan objectives. Ensuring this happens will form part of the rebuild and training.	N/A	James O'Shaughnessy
	WLDC_Project Management 11/12		Medium	Risk information is missing from Sharepoint. The approach for identifying and monitoring project risks is not yet fully established.	0.1	Not Implemented	Risk information will be collected as part of the requirements to include project information on SharePoint. Risk guidance is being developed.	30/11/2011	Risk guidance to be developed and incorporated into revised project management methodology	Aug-12	James O'Shaughnessy
	WLDC_Project Management 11/12		Medium	Formalised change management arrangements need to be established to support approval for key project changes.	0.1	Not Implemented	A Change Log is being developed.	30/11/2011	Change control for key projects is included in the monthly monitoring report to CSGB. Change logs for smaller scale projects to be further developed and incorporated into revised project management methodology	Aug-12	James O'Shaughnessy
	WLDC_Project Management 11/12		Medium	Sharepoint exception reporting is not developed.	0.1	Not Implemented	SharePoint reporting is being reviewed and reporting arrangements established. This area will be covered as part of the training.	30/11/2011	Revised project methodology to be designed and implemented. Exception reporting now incorporated into Monthly monitoring reports to Corporate Strategy and Governance Board and respective Boards.	N/A	James O'Shaughnessy

WLDC_Project Management 11/12		High	<p>Sharepoint training has been offered to staff but take up has been minimal. Mixed comments have been raised about Sharepoint:</p> <p>Some staff have raised concerns that they have not received sufficient training in how to use it.</p> <p>Staff have advised it is difficult to use.</p> <p>Senior staff have commented their time is not being effectively used by inputting project details.</p> <p>Senior staff are sceptical as to the underlying use of Sharepoint and what benefits it is providing.</p>	0.1	Not Implemented	Further training on SharePoint is planned as part of communicating the finalised arrangements.	30/11/2011	Externally facilitated project management training undertaken for staff (22). To be followed by a review and rebuild of current methodology with Code of Practice drawn up for staff to follow.	Aug-12	James O'Shaughnessy
WLDC_Project Management 11/12		High	WMT (Wider Management Team) considers issues other than projects. Project considerations may be left to the end of the agenda when there is limited time to fully consider issues being raised and support requirements. Decisions can be sidelined to separate meetings.	0.1	Complete	WMT acting as the Programme Board is under review.	30/11/2011	Series of dedicated director led Boards have been established to oversee project/programme delivery. The only board yet to be formed is the Growth Board. All Boards report into the Corporate Strategy and Governance Board.	N/A	James O'Shaughnessy
WLDC_Project Management 11/12		Medium	Project issues are raised for Wider Management Team consideration. A composite log of issues for each project is not maintained.	0.1	Not Implemented	An Issues log will be developed.	30/11/2011	Issue log included in the monthly monitoring reports to programme boards and Corporate Strategy and Governance Board. Process to be incorporated into review of project management methodology	Aug-12	James O'Shaughnessy

	WLDC_Project Management 11/12		High	There is no formalised review to confirming use of adequate project plans to support project delivery.	0.1	Not Implemented	This will be covered as part of the project methodology. Codes of Practice are being developed setting out specific requirements e.g. project plans.	30/11/2011	Importance of project planning stressed and project management training course. Code of Practice will highlight process to be followed.	Aug-12	James O'Shaughnessy
	WLDC_Project Management 11/12		High	Staff advise of operational difficulties using Sharepoint: 'Freezing' during use and delaying access and input of information.  Data not being captured or saved.  Changes in location of project templates.  Different parts of the system not 'talking' to each other.  We are advised there are generally delays gaining access to supporting systems. A range of projects is addressing systems issues.	0.1	Complete	The proposed build specification will address the 'freezing' issue. The other issues will be covered by the proposed training.	30/11/2011	2010 version of SharePoint implemented and all development now governed and co-ordinated by Governance Board	N/A	James O'Shaughnessy



WLDC_Project Management 11/12	1	High	<p>Mixed views have been received about how the Bridge (Benefits Realisation: Investment Decisions: Governing Excellence) process is operating as some staff:</p> <p>Consider it another layer of unnecessary red tape.</p> <p>Suggest it is not as reactive as intended as a lack of staff availability means it is not always being convened when it is required.</p> <p>Advise that the number of projects is making it difficult to give proper consideration.</p> <p>Question the number of people involved and whether the attendees are the most appropriate.</p>	1.1	Complete	Operation of the Bridge is under review. Formal Terms of reference supporting its operation will be developed.	31/12/2011	BRIDGE disbanded and replaced by Programme Boards with appropriate Terms of Reference	N/A	James O'Shaughnessy
WLDC_Project Management 11/12	2	High	<p>An element of Sharepoint is being used to record and monitor project delivery. Staff need to complete various project templates.</p> <p>The current project methodology setting out the approach for managing projects does not reflect the SharePoint approach.</p>	2.1	Not Implemented	The project methodology will be updated and communicated to staff.	30/11/2011	Project management training delivered by APSE. Revised methodology to be implemented and Code of Practice drawn up.	Aug-12	James O'Shaughnessy

WLDC_Project Management 11/12	3	Medium	<p>The current Sharepoint approach does not yet cover arrangements to:</p> <p>Share lessons learned from completed projects.</p> <p>Monitor that benefits are realised.</p>	3.1	Not Implemented	<p>Stages will be developed to ensure that project benefits are monitored and realisation reported. Trigger dates will be agreed and monitored to ensure that key benefits are achieved.</p> <p>A Lessons Learned log is to be established and completed as part of the project closedown process. Information will be shared to improve best practice.</p>	30/11/2011	Aspects will be incorporated into revised SharePoint build, project management methodology and Code of Practice	Aug-12	James O'Shaughnessy
WLDC_Project Management 11/12	5	High	<p>The intention is to include all current projects on Sharepoint. Managers have been repeatedly asked to include details on Sharepoint but at the time of audit, information held on Sharepoint was incomplete.</p> <p>There is not a composite record of all current projects.</p> <p>A process to review whether these projects are 'fit for purpose' has not yet been developed.</p>	5.1	Not Implemented	<p>The preferred approach is to include all projects on SharePoint and then review. A process is being developed to formalise the challenge process involving:</p> <p>Director challenge</p> <p>Bridge approval for projects to proceed</p> <p>Identifying critical projects (e.g. % contribution to corporate objectives).</p> <p>The Chief Executive is the Sponsor for establishing project management arrangements. The Business Modernisation Officer will be monitoring progress and reporting direct to her.</p>	30/11/2011	Programme Boards to consider viability and relevance all projects before commencement. All projects to be centrally logged on SharePoint to promote visibility of activity. Review of existing projects to be undertaken to ensure on-going relevance	Aug-12	James O'Shaughnessy

WLDC_Project Management 11/12	6	High	<p>Concerns are raised about whether the resourcing for project governance is appropriate in terms of:</p> <p>Operating as intended and fulfilling requirements?</p> <p>Sufficient to cover workloads?</p> <p>Staff are appropriately trained and development needs identified/addressed e.g. to ensure that Business Case challenges are sufficiently robust?</p>	6.1	Not Implemented	Project resourcing is being considered as part of a wider structure review.	31/12/2011	OfD has addressed concerns re appropriate levels of Governance across the organisation. New team to be established and training needs identified and addressed.	Team -June 2012. Training - on-going	James O'Shaughnessy
WLDC_Project Management 11/12	7	High	<p>There has been no formalised approach for developing Sharepoint:</p> <p>Setting out Sharepoint's intended purpose and how it will deliver the required outcome.</p> <p>Involving various stakeholders</p> <p>Working to a formalised brief</p> <p>Formalising a system specification</p> <p>Performing user testing</p> <p>Implementing formal change management procedures</p> <p>There have been numerous changes and amendments making it difficult for staff to keep up with requirements.</p>	7.1	Complete	An approach to formalising the SharePoint development is being worked up. The approach will develop formalised specifications covering User and System Requirements.	30/11/2011	SharePoint Governance Board established to consider requests for development and specification required. Version control introduced to manage development and increased functionality of the system and revisions supported by appropriate guidance/training.	N/A	James O'Shaughnessy