



INFRASTRUCTURE, GOVERNMENT AND HEALTHCARE

Leeds City Council

Delivering Successful Change- A Review of Project Management Arrangements
March 2009

AUDIT

Contents

	Page
1 Executive summary	2
2 Introduction	4
3 DSC compliance	7
4 Key findings	10
5 High level traffic light assessment	16
Appendix 1 – Recommendations and action plan	26
Appendix 2 – The sample in detail	32
Appendix 3– Determining traffic light assessments	35
Appendix 3– Detailed compliance with DSC methodology	36

This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any officer or Member acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Adrian Lythgo, who is the engagement director to the Authority, telephone 0113 231 3054, email adrian.lythgo@kpmg.co.uk who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 246 4063, email trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Team, Westward House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SU or by e mail to: complaints@audit-commission.gov.uk. Their telephone number is 0844 798 3131, textphone (minicom) 020 7630 0421.

1 Executive summary

1.1 Introduction

Delivering Successful Change (DSC) is the corporate project at Leeds City Council (the Council) charged with developing a consistent approach to project and programme management for implementation across the authority. A number of wide ranging initiatives are now underway to deliver this project.

One of the key outputs to date has been the Project Management Framework and supporting DSC Handbook, developed in March 2007. This handbook details the generic and scalable corporate project management approach that has been adopted by the authority. Whilst the level of compliance will be variable depending on the nature and scale of the project, the approach itself is the mandatory corporate minimum standard for all projects, project boards, project managers and teams to follow.

1.2 Key findings

Since the formal introduction of the DSC project management approach at Leeds City Council 18 months ago, considerable progress has been made embedding the methodology with some areas for further development. The key findings of this review are:

- The DSC methodology provides a robust framework for the management and delivery of projects across the Council.
- An initial self assessment survey carried out across the authority highlighted that 91 projects (from a total sample of 165) responded as following the DSC methodology.
- A second wave of the self assessment survey identified further projects and programmes (173 in total) with 110 stating compliance with DSC. A third wave of this survey is due to be rolled out soon.
- Reviewing projects in detail highlighted that the DSC approach had been well adopted, where appropriate, across all departments.
- Plans to rollout and embed the DSC framework throughout stage two of delivery are robust.

1 Executive summary *(continued)*

1.3 Key learning points

It is recognised that embedding new methodologies can take time and this review has have identified some learning points to assist Leeds City Council during this change process. The key learning points identified are:

- The Council should seek assurances that those projects not following the DSC methodology (as per the self assessment survey) or those started prior to the formal adoption of DSC are being managed robustly and are on target to deliver their intended outcomes.
- The Council should put more effective arrangements in place for consistently identifying projects to ensure that corporately there is a comprehensive understanding of what projects are being delivered across the council at any one time.
- The Council should bolster the DSC support network. Strengthened arrangements could encourage the sharing of best practice and allow for additional support to be targeted to those projects or new managers that would benefit most.
- To ensure that the same rigour and standards that govern the management of projects are applied to portfolios and programmes a consistent approach to should be agreed and supporting tools made available to all staff.
- Linkages to the delivery of corporate and business plan priorities could be further strengthened so that the council can clearly demonstrate how additional investment has led to achievement of outcomes.

1.4 Way forward

The findings from this review have been discussed with officers and a high level action plan has been agreed address the key issues going forward. This report and supporting action plan will be formally presented to Audit Committee on 18th March 2009. We shall continue to work with officers to constructively challenge the delivery of action plans.

2 Introduction

2.1 Background

Effective project management provides a structured approach to successful delivery by controlling the way that change is made within an organisation. A project management methodology should support the efficient and effective achievement of the Council's objectives. If properly applied and supported it should reduce risk and assist projects in achieving their stated outcomes.

The Council has developed the DCS project which is developing and implementing a consistent corporate approach to the management and governance of the Council's business change programmes and projects. As part of this during March 2007 it launched its corporate Project Management Framework and this is now mandatory across the Council for all projects.

DSC originated in a report to Corporate Management Team (CMT) in May 2004. The report highlighted concerns about a lack of consistency in the way projects and programmes are initiated, justified, managed and overseen across Council departments and noted that this reduced the likelihood of projects delivering their objectives successfully. The remit of the DSC project is to develop a complete corporate portfolio, programme and project management framework for Leeds City Council that can be applied across all of its programmes and projects. There are two stages to this work. By April 2008, DSC stage one had delivered:

- The development and procurement of project management training to underpin the roll-out of the methodology;
- A Project Management Handbook;
- A suite of project management document templates for use with projects ;
- A contract with Remarc Technologies to develop and deliver project management training based on the DSC methodology;
- A programme management approach;
- Proposed Terms of Reference for the roles of responsibilities of key decision-makers for each level of the business change portfolio, including the Business Transformation Board and Transformation Programmes;
- A revised 'Leeds Programme and Project Review Process' highlighting the key decision points or gateways;
- A diagrammatic representation of the Review Process which highlights what documentation needs to be produced and when;
- A revised 'Project Impact Scorecard' for use in assessing the implications of business change and suggesting the degree of rigour required for governing this.

2 Introduction (*continued*)

There are a number of initiatives that are already underway or that will be delivered as part of stage two. The key products include:

- Revised project management documentation and guidance;
- A revised version of the 'Leeds Programme and Project Review Process'
- A revised 'Project Impact Scorecard' which includes guidance on using the DSC approach for small projects;
- Further guidance on the scalability of the DSC methodology;
- Expanded guidance on Benefits management;
- Portfolio and Programme Management (PPM) training courses available through Remarc;
- Scoped training requirements appropriate to the developing maturity of the business and the PPM community;
- A competency framework encompassing recognised career progression and standard job descriptions for various PPM roles;
- An e-learning package to be available through the eAcademy, corporate e-learning tool;
- Mapped governance arrangements for implementation across the authority;
- Terms of Reference for the roles and responsibilities of key decision-makers for each level of the business change portfolio;
- A survey of the projects and programmes being undertaken across the authority;
- A report on the lessons learned from piloting the DSC Programme management on the Leeds Waste Programme;
- A range of promotional materials to raise awareness of the DSC approach and the associated training courses
- Briefings, workshops and presentations to be available on demand;
- Proposals for a central projects and programmes office;
- A report on PPM maturity within the Council.

Corporate DSC performance measures have been defined and have been published as part of the Leeds Corporate Plan.

2 Introduction (*continued*)

2.2 Objectives and scope of our review

The objective of this review is to provide an assessment on the progress made with implementing and embedding the Project Management Framework arrangements element of the Delivering Successful Change project across the Council.

Our audit objectives are to:

- Understand whether projects are identified consistently across the Council.
- Determine whether Departments are following the guidelines laid out in the Project Management Framework for all projects.
- Assess the consistency of the approach to project management across departments.
- Help shape the procedures the Council has in place for monitoring compliance with the Project Management Framework.
- Understand the extent to which projects are currently being managed as programmes across the Council.
- Review the current plans and arrangements to develop and embed the DSC methodology further.

2.3 Audit approach

Our approach has been to:

- Review key documents such as the Project Management Framework, toolkit and recent DSC self assessment survey.
- Review a selected sample of projects across directorates to ensure that they are using procedures appropriately.
- Interview key officers.
- Compare the adopted project management approach with examples of good practice.

2.4 Acknowledgements

We would like to take this opportunity to thank all those staff at the Council who have supported this review.

3 DSC compliance

3.1 Assessing DSC compliance

In Summer 2008, the authority conducted a council-wide self assessment exercise of corporate programmes and projects. The aim of this review was to identify work currently being delivered across the authority and to understand the extent to which the DSC project management approach was being utilised in programme and project delivery. The results of this survey have been used as a starting point to test the take-up and overall embeddedness of the DSC methodology and tools in practice.

In total, data on 165 programmes/projects was collated as part of the exercise. Of these 165, 91 (55%) stated that they were following the DSC methodology, 20 (12%) claimed they were not and 54 (33%) did not supply information. Excluding the non responses those claiming to be following the DSC framework totals 82%.

A follow up survey has since been undertaken. 173 projects were identified, from this 110 stated they were following the DSC methodology (64%), 32 (18%) claimed they were not, 28 (16%) did not respond and 3 projects (2%) were still on the initiation stage but indicated that DSC would be utilised going forward. Again, excluding the non responses those claiming to be following the DSC framework totals 78%.

3.2 Our Sample

To assess whether the DSC methodology is being applied consistently and effectively across the Council, we have selected a sample from the survey results outlined above. From the 91 projects/programmes that self assessed themselves as compliant with DSC, we selected 10 projects to review in detail. We ensured that the following criteria were considered as part of the selection:

- Project impact assessment (major/medium).
- Lead directorate.
- Budget and estimated project cost.
- Start and completion dates.
- Current self assessment of overall project status (red/amber/green).
- Contributions to Leeds Strategic plan and business plan outcomes.

A full breakdown of the sample selected is detailed in Appendix 2.

3 DSC compliance *(continued)*

3.3 Our Review

For each of the ten projects or programmes we have reviewed the essential project management tools and documentation for compliance, quality and completeness. This documentation is defined as part of the DSC methodology and includes:

- DSC project impact assessment scorecard.
- Governance arrangements.
- Project mandate.
- Project brief.
- Business case.
- Project initiation document.
- Project plan.
- Stage plan.
- Communication plan.
- Benefits realisation plan.
- Quality plan.
- Risk register.
- Issue log.
- Project manager highlight report.
- End of project review.
- Post project review.

3 DSC compliance *(continued)*

Each of the ten projects/ programmes have been assessed and given an overall traffic light rating for compliance (see Appendix 3 for the scoring criteria).

A high-level overview of the key findings can be found in section 4. A more detailed breakdown against each individual element of the DSC framework provided is Appendix 4.

4 Key findings

4.1 Overview

Overall the Council has made sound progress implementing the DSC principles and framework since it was officially adopted in 2007. Whilst there are some inconsistencies across the sample, we appreciate that 100% compliance across a complex multifaceted organisation in a short timescale would be difficult to achieve. Our key findings and analysis are documented within this section. It is important to consider these findings in context. The focus of our review has centred on the projects and programmes that have been formally identified as part of the corporate surveys and furthermore, has solely concentrated on those that have self-assessed themselves as complying with the DSC framework. Our conclusions are therefore drawn from this limited sample.

The Council should undertake a further piece of work across a sample of projects and programmes that were identified as part of the survey but claimed not to be following the DSC methodology. It is important to evaluate the nature of arrangements in place in these areas and assurance should be sought that projects are being effectively managed to deliver their intended outcomes. This exercise would be beneficial to assess why the DSC framework has not been complied with and what, if any, changes need to be made to the framework or approach so that it is fully adhered to going forward.

Recommendation 1

The Council should seek assurances that those projects not following the DSC methodology are being managed robustly and are on target to deliver their intended outcomes.

4.2 Traffic light assessments

All of the ten projects/ programmes selected for review were compliant with elements of the DSC methodology. Each project/ programme has been assessed in terms of their overall project management arrangements. Six projects/programmes were given a 'green' traffic light rating, meaning that project management arrangements are currently fit for purpose. The remaining four were given an 'amber' traffic light rating and were assessed as having project management arrangements that are broadly appropriate at present but need strengthening in areas to ensure that all risks are adequately controlled going forward.

4 Key findings *(continued)*

The four projects/ programmes that were rated as amber (Swimming and Diving facility, Budget Holding Lead Professional project, Happy, Healthy and Here programme and the Telecare project) were all developed prior to the roll out of the DSC framework, methodology and handbook which explains why certain aspects of the standard DSC documentation have not been produced. It is this lack of documentation in areas that is the key determinant of the 'amber' rating. Despite some gaps, it is assuring to see examples the projects and programmes utilising DSC templates since the formal adoption where appropriate.

Recommendation 2

The Council should make a decision on what projects should have in place when they were initiated prior to DSC to give themselves assurances that project management arrangements are robust. Retrospectively, and as a minimum, a risk register, benefits realisation log and project manager highlight reports should be put in place.

4.3 DSC framework

The DSC framework and standard documentation has been well-received and there is evidence of compliance across all Council departments and directorates. The framework is readily applicable to a diverse suite of projects from corporate initiatives such as Happy Healthy and Here to major PFI projects such as the Residual Waste bid. The methodology also suits the business needs of projects and programmes of varying scale and budget, as part of our sample we reviewed projects ranging from £130m to those that are being managed within existing resources. The framework is being embedded across the organisation and our sample indicated that awareness of DSC is high. The investment in training and communication is having a positive impact on the adoption of the methodology.

4 Key findings *(continued)*

4.4 Identification of projects and programmes

More work needs to be done to ensure that the Council is able to consistently identify projects. The survey conducted in 2008 highlighted some difficulties in capturing accurate consistent and complete information. There were a number of duplicate entries, incomplete records and inaccurate or ambiguous information. Indeed, one of the projects we reviewed (NI14 Reducing Avoidable Contact) has not been captured as part of the survey. Whilst there are a number of customer focussed business intelligence projects cited, none refer to these particular stand of work. Another (Reducing the number of Looked After Children) was identified as a programme and self assessed itself as complying with the DSC framework but when requested for review, the service was not able to provide any relevant documentation. To ensure that all projects are consistently recorded and do not fall beneath the radar the DSC team could build on this survey and continue to collect information on an ongoing basis. The DSC methodology should be amended to mandate that all new projects are brought to the attention of the DSC team and high-level details should be stored on a corporate projects database.

Recommendation 3

The Council should put more effective arrangements in place for identifying projects at the corporate level.

4 Key findings (*continued*)

4.5 Training and support

The Council should consider the introduction of a DSC champion in each directorate. The DSC champion would be the first point of contact for problems or queries in relation to the delivery of projects and would take departmental responsibility for raising awareness, communicating key corporate messages, embedding processes and enforcing compliance. The DSC champion would be more likely to understand project and programme activity in their specialised areas and could have responsibility for feeding this information through to the corporate team. A network of champions would facilitate the sharing of best practice. Departmental representatives would be best placed to offer support and guidance to new or less experienced managers

Recommendation 4

The Council should bolster DSC support at the departmental level.

4 Key findings *(continued)*

4.6 Programme management arrangements

Portfolio and programme management is an integral part of the corporate approach to project management. Many of the projects we have reviewed link directly into an overarching programme, for example the One Stop Shop project directly links into the wider Customer Development Programme. Two of our sample case studies were classified as programmes (Happy, Healthy and Here and Leeds Town and District Centres). What is clear from reviewing these is the need for a consistent assessment of individual project progress across the piece. In the case of the Happy Healthy and Here programme we found the robustness of the project management approach and the DSC documents that had been utilised varied slightly. Whilst we recognise that some of the underlying projects began prior to the formal adoption of DSC, a consistent approach would be beneficial.

Whilst project level reporting arrangements were robust, the lack of programme focussed reports was also highlighted as part of this review. In order for the programme board to be able to take effective management decisions, one holistic highlight report should be pulled together assessing the programme collectively. This complete picture of performance reallocation of resources. These issues, along with key learning points from the Leeds Waste Programme, should be factored into the draft Programme and Portfolio guidance emerges.

Recommendation 5

The Council should ensure the emerging Portfolio and Programme Guidance outlines corporate requirements for a consistent approach to the management of supporting projects and collective robust reporting arrangements.

4 Key findings (*continued*)

4.7 Corporate priorities

The DSC framework is in place to ensure projects deliver their intended objectives successfully. All projects and programmes need to be able to demonstrate how additional investment has led to improved outcomes. This is a key feature of the new Use of Resources framework and particularly important in today's challenging financial climate. The benefits realisation log is an excellent tool that enables services to monitor and manage the achievement of outcomes. Our review highlighted that not all projects and programmes had a benefits realisation plan in place. The Council should encourage project managers to draw up a benefits realisation log at the earliest opportunity. This log should be updated on a regular basis and be included as part of the suite of evidence to support the regular Project Manager Highlight Reports. Linkages could be further strengthened by pre-populating the template with the relevant corporate business plan objectives.

Recommendation 6

The Council should ensure that all projects and programmes are utilising the benefits realisation log to full effect.

4.8 Looking forward: Stage Two

As part of our review we have assessed the Blueprint for Stage Two of the project. There are four key areas for development:

- Roll out of the corporate project management methodology: The need for longer term communication and engagement with departments to roll out the project management methodology.
- Training and skills development.
- The development of a portfolio and programme management approach.
- The implementation of programme and project revised governance arrangements.

From this plan we are assured that the necessary steps are in place to continue to embed DSC across the authority. The six recommendations that we have highlighted from this review fall in line with one of the four areas earmarked for further development as above. We have summarised the key recommendations in Appendix 1.

5 High level traffic light assessment

5.1 Swimming and diving facility

Name of Programme/ Project	Directorate	High level traffic- light rating	Overview	Best practice	Improvement focus
Swimming and Diving facility project	City Development (Recreation)	AMBER Project management arrangements are broadly appropriate but need strengthening to ensure that risks are adequately controlled	DSC methodology has been revised to suit service business needs. The project commenced prior to inception of DSC so not all documents follow the standard templates. All areas highlighted in the DSC methodology have been addressed. The project	The project management documentation makes explicit reference to the delivery of the Councils priority themes. For example, the Council Plan Priority of 'Regeneration', identifies that deprivation is exacerbated by the lack of access to recreational opportunities.	The use of a benefits realisation plan/ log would help the project demonstrate the delivery of the Councils key outcomes. The project team should undertake the end of project review and analyse any key learning points that arise.

5 High level traffic light assessment *(continued)*

5.2 Budget holding lead professional project

Name of Programme /Project	Directorate	High level traffic- light rating	Overview	Best practice	Improvement focus
Budget Holding Lead Professional (Children in Care) project	Children's Services	AMBER Project management arrangements are broadly appropriate but need strengthening to ensure that risks are adequately controlled	This project was initiated prior to the formal adoption of DSC and as a result there a few inconsistencies and missing DSC documents. However, the subsequent project material drawn up is compliant with the DSC methodology. The missing PID, mandate and business case information may pose a risk to the management of the project. This documentation typically outlines the overarching aims, objectives and deliverables. Without this documentation it will be difficult to assess whether or not the project has succeeded in delivering both project and corporate objectives.	The current risk register, issue log and reporting arrangements are all robust and fully compliant with DSC requirements.	The service should consider redrafting the original business case and PID documents if they are no longer available for use. It is important that the service can demonstrate it is achieving objectives and can justify the additional investment. The use of a benefits realisation plan/ log would help to do this.

5 High level traffic light assessment *(continued)*

5.3 Happy healthy and here programme

Name of Programme /Project	Directorate	High level traffic-light rating	Overview	Best practice	Improvement focus
Happy Healthy & Here programme	Resources (HR)	AMBER Project management arrangements are broadly appropriate but need strengthening to ensure that risks are adequately controlled	'Happy, healthy and here' is the umbrella programme for delivering particular elements of the People Strategy. The strands include health and safety, well-being and attendance. Some pieces of work are delivered as formal projects and some are not. This programme was introduced before DSC became formally embedded, although a number of the DSC documents (or their predecessors) have been utilised.	The new occupational health service is being formally managed as a project. All supporting documentation is compliant with DSC methodology.	Programme management arrangements are currently under corporate review. An agreed approach and supporting guidance will be drafted as part of stage 2 DSC delivery. formalised the programme manager should ensure all areas are compliant with the framework. The lack of programme initiation material- PID, business case etc could pose a threat to the successful delivery of the project. There currently is a lack of consistency across all projects. To understand whether the overall project has delivered its key objectives it is critical that the projects are all analysed using the same assessment criteria. A benefits realisation plan and log should be put in place for all projects to firm up linkages to corporate objectives.

5 High level traffic light assessment *(continued)*

5.4 One stop shop project

Name of Programme /Project	Directorate	High level traffic-light rating	Overview	Best practice	Improvement focus
One Stop Shop project	Chief Executive (Customer Services)	GREEN Project management arrangements are fit for purpose at this stage	This project only commenced in July 2008. The project is still in the pre-delivery stage of development therefore a full suite of documentation is not yet ready for review.	Good progress has been made with implementing DSC methodology to date. All pre-project assessment, start up and initiation material is compliant.	Only high level budget assumptions have been made at this stage. The project is to be managed within existing resources. It would be prudent for the service to fully outline provisional costs and the level of commitment required.

5 High level traffic light assessment *(continued)*

5.5 Residual waste project

Name of Programme /Project	Directorate	High level traffic-light rating	Overview	Best practice	Improvement focus
Residual Waste Project	Environment and Neighbourhoods (Environmental Services)	GREEN Project management arrangements are fit for purpose at this stage	This project was managed as a bid to Defra for PFI credits. The project is fully compliant with DSC methodology as expected for such a large-scale, high profile scheme.	A benefits realisation log is being fully utilised to manage the successful delivery of project outcomes.	No improvement areas have been identified at this stage.

5 High level traffic light assessment *(continued)*

5.6 Telecare project

Name of Programme/ Project	Directorate	High level traffic-light rating	Overview	Best practice	Improvement focus
Telecare project	Adult Social Services	AMBER Project management arrangements are broadly appropriate but need strengthening to ensure that risks are adequately controlled	When the project commenced DSC had not been formally adopted within Adult Social Care and so the project was not set up using the DSC framework. Limited staff resources have impacted on the level of documentation that has been completed to DSC required standards. To mitigate this, an effective inter-agency Project Board met regularly and Highlight reports to the Board set out progress, identified priorities being worked on and ensured plans were in place. The Project Team / Steering Group reviewed the priority work for the project and ensured that it was progressed and that responsibilities were allocated in relation to this. This group also identified and addressed risks, reporting these to the Board as necessary.	Considerable progress has been made in Adult Social Care in relation to awareness and adoption of DSC methodology since this project.	A benefits realisation plan and log should be put in place to firm up linkages to corporate objectives. Given that engagement from partners is key to the delivery of the project, the team should consider if a high level communication plan is needed to manage work in this area.

5 High level traffic light assessment *(continued)*

5.7 City card programme

Name of Programme / Project	Directorate	High level traffic-light rating	Overview	Best practice	Improvement focus
City Card programme	City Development (Resources and Strategy)	GREEN Project management arrangements are fit for purpose at this stage	It is envisaged that the City Card agenda will be delivered as a programme once fully scoped. This work is still in its infancy and as such many of the necessary DSC documents are under production. Whilst a wealth of information does exist at this stage, none are explicit project / programme management tools per se. At this scoping stage arrangements are robust. We would expect formal DSC documentation to emerge as the programme takes shape.	The wealth of background material at the pre-delivery stage ensures that project start up and initiation documentation will be research led and robust.	Programme management arrangements are currently under corporate review. An agreed approach and supporting guidance will be drafted as part of stage 2 DSC delivery. Once formalised the programme manager should ensure all areas are compliant with the framework. There will be an opportunity to learn lessons and share best practice from other programmes before it. Already it is clear that ensuring consistency across all supporting projects is essential for effective programme management arrangements.

5 High level traffic light assessment *(continued)*

5.8 Leeds town and district centres programme

Name of Programme / Project	Directorate	High level traffic-light rating	Overview	Best practice	Improvement focus
Leeds Town and District Centres Programme	Environment and Neighbourhoods (Regeneration)	GREEN Project management arrangements are fit for purpose at this stage	The Town & Development Centres (T&DC) programme was devised in advance of the corporate adoption of DSC. Although not fully using DSC standard documentation, the overall programme management approach has been tailored to meet the needs of the service. This is robust and comprehensive.	All projects within the T&DC programme are managed and monitored consistently and are underpinned by the same documentation.	The service should consider formalising some of their project management processes i.e. in relation to the quality plan. The service should utilise DSC standard documentation going forward, especially in terms of producing a benefits realisation plan/ log and managing risk.

5 High level traffic light assessment *(continued)*

5.9 Independent living project

Name of Programme/ Project	Directorate	High level traffic-light rating	Overview	Best practice	Improvement focus
Independent Living project	Social services	GREEN Project management arrangements are fit for purpose at this stage	The project commenced prior to inception of DSC so not all documents follow the standard templates. As such DSC methodology has been revised to suit service business needs where necessary. Overall, DSC principles have been adhered to, albeit presented differently.	Although an end of project review is not formally expected at this stage of delivery, the service has already been proactive in reflecting on lessons learnt to date. A lessons learnt report has been produced and demonstrates that reviews are taking place.	The service should consider adopting the formal DSC documentation where it is feasible to do so, for example, with the benefits realisation log.

4 High level traffic light assessment *(continued)*

5.10 Reducing avoidable contact project

Name of Programme/ Project	Directorate	High level traffic-light rating	Overview	Best practice	Improvement focus
Reducing Avoidable Contact (NI 14)	Performance and improvement	GREEN Project management arrangements are fit for purpose at this stage	This is a relatively new project so some elements of methodology are still to be fully developed. What has been presented for review is robust and compliant with DSC methodology.	It is promising to see corporate projects of this nature following the DSC methodology. All too often rigid project management arrangements are confined to big spending/major capital investment projects.	No improvement areas have been identified at this stage.

Appendix 1: Recommendations and action plan

	*** <i>Significant residual risk</i>	** <i>Some residual risk</i>	* <i>Little residual risk</i>	
	Recommendation	Priority	Management response	Responsibility and timescale
1	<p>The Council should seek assurances that those projects not following the DSC methodology are being managed robustly and are on target to deliver their intended outcomes.</p> <p>(Links to the further development of the corporate project management methodology)</p>	***	<p>Agreed</p> <p>The Project Assurance Unit (PAU) report on the effectiveness of the project management approach during their health checks of projects and programmes.</p> <p>A survey of major Projects and Programmes now takes place quarterly across the Council. One of the questions relates to the use of the DSC methodology.</p> <p>The Council's Financial Procedure Rules are being revised to make independent assurance mandatory for all major projects and programmes.</p>	<p>The PAU can undertake regular independent health checks of projects and programmes. Independent assurance is now mandatory for all major projects and programmes.</p> <p>The Delivering Successful Change (DSC) project team, in conjunction with the PAU report and act on the information returned in the quarterly survey. This includes contacting any project that does not record that it is using the DSC methodology.</p> <p>The revised Financial Procedure Rules will be published in 2009.</p>

Appendix 1: Recommendations and action plan *(continued)*

***	<i>Significant residual risk</i>	**	<i>Some residual risk</i>	*	<i>Little residual risk</i>
	Recommendation		Priority	Management response	Responsibility and timescale
2	<p>The Council should make a decision on what projects should have in place when they were initiated prior to DSC to give themselves assurances that project management arrangements are robust. Retrospectively, and as a minimum, a risk register, benefits realisation log and project manager highlight reports should be put in place.</p> <p>(Links to the further development of the corporate project management methodology)</p>	**		<p>In progress</p> <p>This is being addressed through further development of the DSC guidance. The revisions to the project management Handbook will reiterate the importance of robust management controls and mandate use of the documents identified.</p> <p>Independent project assurance monitors compliance with the corporate project management methodology and where gaps in documentation are identified, DSC is introduced</p> <p>The Project Assurance Unit reports on 2 new Business Plan Indicators relating to project management..</p>	<p>The DSC project team are revising the Handbook which is due for publication in April 2009. The revised approach will be actively promoted across the council by the DSC project team.</p> <p>The Project Assurance Unit carry out regular health checks on major projects and programmes.</p> <p>The quarterly survey of projects and programmes provides the data for PAU to monitor project management performance and report on the relevant Business Plan Indicators. They proactively address any non-compliance with the corporate Policy on the Governance of Business Change Programmes and Projects.</p>

Appendix 1: Recommendations and action plan *(continued)*

***	<i>Significant residual risk</i>	**	<i>Some residual risk</i>	*	<i>Little residual risk</i>
	Recommendation		Priority	Management response	Responsibility and timescale
3	<p>The Council should put more effective arrangements in place for identifying projects at the corporate level.</p> <p>(Links to the further development of the corporate project management methodology)</p>		*	<p>Agreed</p> <p>A quarterly survey of major projects and programmes is now in place. Information about the survey and a summary of the findings are now published on the Council's intranet and reported in corporate communications including 'In Brief'. In future, reports will also be sent to Directors.</p> <p>Proposals are being drawn up for increasing the effectiveness of capturing and reporting on new projects.</p>	<p>The Delivering Successful Change project, in conjunction with the Project Assurance Unit, collates the survey data and produces quarterly reports.</p> <p>This is included in the Service Improvement Plan for 2009-10 which has been produced jointly by the Project Assurance Unit and the Delivering Successful Change project.</p>

Appendix 1: Recommendations and action plan *(continued)*

***	<i>Significant residual risk</i>	**	<i>Some residual risk</i>	*	<i>Little residual risk</i>
	Recommendation		Priority	Management response	Responsibility and timescale
4	<p>The Council should bolster DSC support at the departmental level.</p> <p>(Links to training and development objectives)</p>		**	<p>Agreed</p> <p>Chief Officers for Resources and Strategy are now the contact point in Directorates for the DSC project team..</p> <p>Workshops and briefings are available on demand from PAU and the DSC project team. A more proactive approach to promotion will be included in the DSC/PAU joint Service Improvement Plan for 2009-10</p> <p>There is a discrete interest area for Project/Programme management on the Council's intranet and new information is brought to managers' attention through the internal communication 'In Brief'.</p>	<p>Chief Officers Resources and Strategy (CORS) disseminate and collect data from the project and programme survey and send returns to the DSC project quarterly for collation and reporting.</p> <p>Project Assurance Unit and DSC project team</p> <p>The DSC project team publish information and guidance on the intranet as necessary. Summary reports of the quarterly project and programme survey will be included.</p>

Appendix 1: Recommendations and action plan *(continued)*

***	<i>Significant residual risk</i>	**	<i>Some residual risk</i>	*	<i>Little residual risk</i>
Recommendation		Priority	Management response		Responsibility and timescale
5	<p>The Council should ensure the emerging Portfolio and Programme Guidance outlines corporate requirements for a consistent approach to the management of supporting projects and collective robust reporting arrangements.</p> <p>(Links to the development of portfolio and programme management approach)</p>	**	<p>In progress</p> <p>The DSC Programme Management approach was published on the intranet in December 2008. This is being trialled on a range of programmes and will be formally launched in 2009 following a consultation exercise..</p> <p>Promotion and embedding of the programme approach is included in the PAU / DSC Service Improvement Plan for 2009-10.</p> <p>A peer review of the approach is being undertaken by the Core Cities Project and Programme Management Group.</p>		<p>The DSC project team is liaising with the PAU to identify new programmes, and then offering to help them adopt the DSC programme methodology. Once the programme approach has been formally launched, a training course will be developed in conjunction with our training provider, Remarc. The course will be promoted through the intranet and other corporate communications.</p> <p>A plan for the promotion of the Programme Management approach will be drawn up by the DSC project team and implemented in conjunction with the Project Assurance Unit.</p> <p>The Core Cities PPM group meets quarterly. Each Council will assess the documentation and guidance and feedback their comments over the coming year.</p>

Appendix 1: Recommendations and action plan *(continued)*

***	<i>Significant residual risk</i>	**	<i>Some residual risk</i>	*	<i>Little residual risk</i>
	Recommendation	Priority	Management response	Responsibility and timescale	
6	<p>The Council should ensure that all projects and programmes are utilising the benefits realisation log to full effect.</p> <p>(Links to the further development of the corporate project management methodology)</p>	**	<p>In Progress</p> <p>The new edition of the methodology will raise awareness and understanding of effective benefits management by clearly indicating what needs to be considered and undertaken at each stage of a project.</p> <p>Benefits Management workshops and briefings are available from the Project Assurance Unit on demand..</p> <p>Benefits Management is the next training priority.</p>	<p>The DSC project team will ensure that the importance of effective benefits management is included in all briefings and guidance. A Powerpoint presentation that explains the processes involved will be produced and published on the intranet once the external training course content has been agreed</p> <p>PAU already emphasise the importance of, and demonstrate good practice in benefits management and this will be promoted proactively by PAU and the DSC project team in 2009-10</p> <p>A one-day training course in Benefits management is being developed with our training provider, Remarc. Courses are planned to start in 2009-10.</p>	

Appendix 2: The sample in detail

Name of Programme or Project	Lead	Leeds Strategic Plan and										Key Project Outcomes	Current Self Assessment of Overall Project Status	Project Impact Assessment	Estimated Project Cost	Expected End date	
		Culture Enterprise and Economy	Learning	Transport	Environment City	Health and Well-being	Thriving Neighbourhoods	Stronger Communities	Intelligent Organisation	Values-led Organisation	Resources Clearly Prioritised						
Swimming and Diving facility	City Development (Recreation)	G	A	A	-	A	G	A	A	A	-	G	World class community facility	R	MAJOR	£22m C	Summer 2008 - financial issues
Budget Holding Lead Professional Pilot (Social Care)	Children's Services	-	-	G	-	-	G	-	-	A	-	A	Piloting an approach to enable swift and easy access to resources to prevent children becoming looked after or to achieve improved outcomes for looked after children.	G	MINOR	No detail given	2009
Happy Healthy & Here (programme)	Resources (HR)	-	-	-	-	G	G	-	-	G	G		Improve employee safety, wellbeing and attendance	A	MAJOR	No detail given	Attendance project - March 2011, Safety project - March 2009, Occupational Health project - April 2009

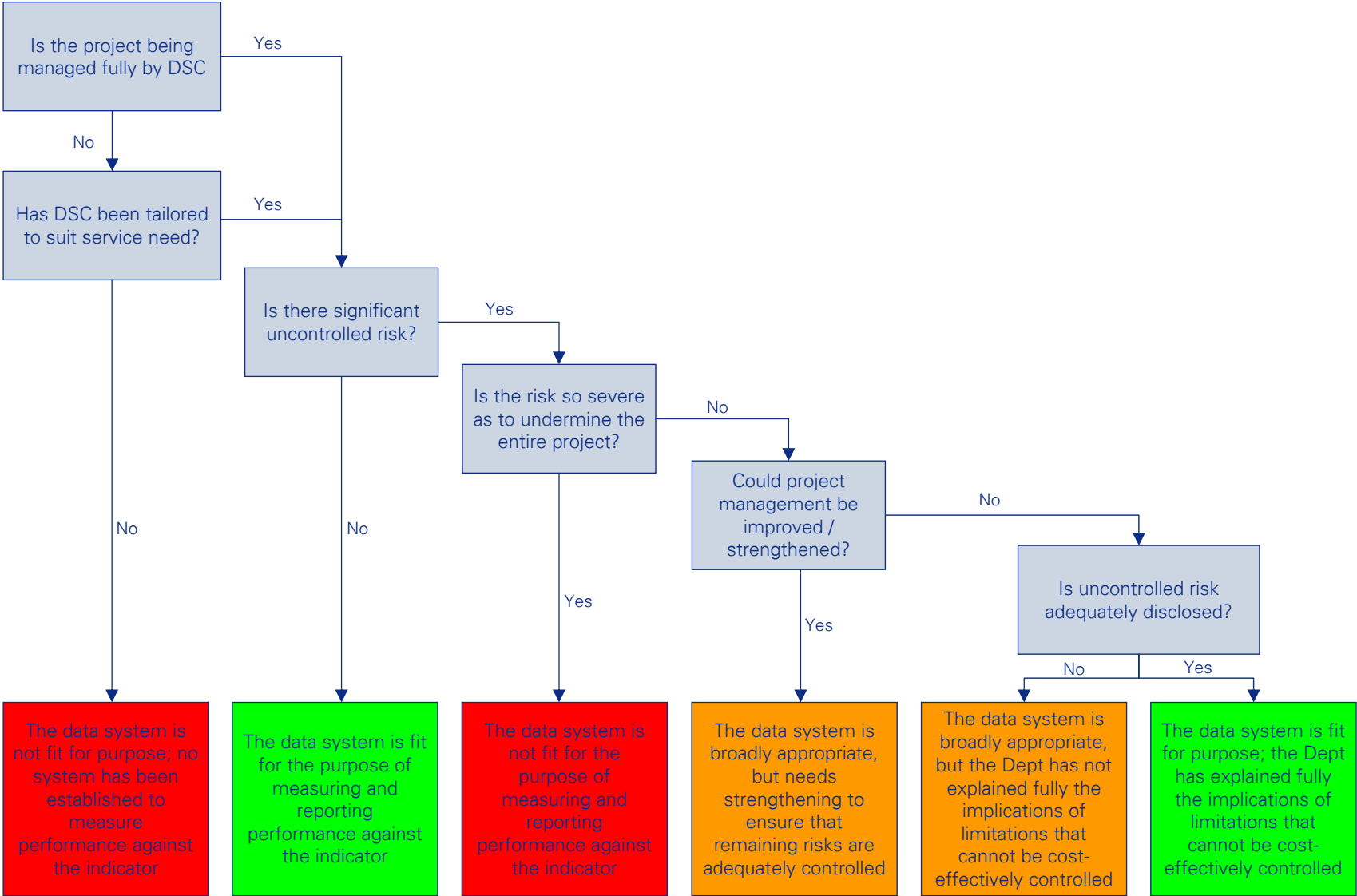
Appendix 2: The sample in detail *(continued)*

Name of Programme or Project	Lead	Leeds Strategic Plan and										Key Project Outcomes	Current Self Assessment of Overall Project Status	Project Impact Assessment	Estimated Project Cost	Expected End date
		Culture	Enterprise and Economy	Learning	Transport	Environment City	Health and Well-being	Thriving Neighbourhoods	Stronger Communities	Intelligent Organisation	Values-led Organisation					
Customer Development Projects	Chief Executive (Customer Services)	-	-	A	-	-	-	-	G	G	G	A number of associated outcomes to improve customer web/self service, mediated service using e forms, review of One Stop Centres (including LIFT/JSCs).	A	MEDIUM	Separate budgets for each project in line with ICT Management - >£1.5 million for LIFT/JSCs, > £200,000 for Pest control phases 1 and 2, > £150,000 for Blue badge phases 1, 2 and 3.	Projects to deliver in phases. Other than LIFT/JSCs, the costs/benefits are identified for the first two quarters of 2008-09, ending 30/09/08.
Residual Waste Project PPPU Entry	Environment and Neighbourhoods (Environmental Services)	A	A	-	-	G	-	A	-	G	A	Leeds City Council's strategy includes targets for achieving recycling levels in excess of 50% of household waste by 2020. However, achievement of this target will still leave an estimated 180,000 tonnes of non-recycled (or residual) waste for processing.	G	MAJOR	Capital Investment - £130m, P, Yes	April 2014 Yes
Telecare	Adult Social Services	-	-	A	-	G	A	-	A	G	G	A mainstreamed Telecare service for Leeds (including a Mobile Response Service) which will contribute to maintaining vulnerable service users in their own homes through a reliable monitoring of risks, making a cost effective contribution to care packages.	A	MAJOR	Cost of the development of Telecare so far has been met through the Preventative Technology Grant. Work is being undertaken with regard to financial justification and mainstreaming proposals have been prepared which will be taken forward with a view to Te	2008
City Card	City Development (Resources and Stratgy)	G	A	A	A	-	G	A	A	G	A	Residents of Leeds will own one card to access Council services	G	MAJOR	£5m C & R	2011

Appendix 2: The sample in detail *(continued)*

Name of Programme or Project	Lead	Leeds Strategic Plan and										Key Project Outcomes	Current Self Assessment of Overall Project Status	Project Impact Assessment	Estimated Project Cost	Expected End date	
		Culture Enterprise and Economy	Learning	Transport	Environment City	Health and Well-being	Thriving Neighbourhoods	Stronger Communities	Intelligent Organisation	Values-led Organisation	Resources Clearly Prioritised						
Leeds Town and District Centres Programme (Regeneration)	Environment and Neighbourhoods	-	G	-	A	G	-	-	G	G	G	G	Green and Transport infrastructure works, heritage and conservation investment, safety and security measures and public realm improvements for 17 Town and District centres across Leeds	A	MAJOR	C=£12m Sufficient	2010+
Independent living project	Adult Social Services	A	-	-	A	G	G	-	A	A	G	The scheme is jointly supported by DCLG and the Department of Health which seeks to increase the opportunities for adults with learning disabilities or mental health needs to live independently, by moving away from the current hostel based accommodation through the procurement of high quality, purpose built properties on a number of sites across the city. The project will provide a total of 342 adult bed spaces across 71 units of accommodation. The project will also provide beds for up to 20 disabled children through a new short breaks unit, and 2 bungalows for children with autism and challenging behaviour. There are 39 sites in the project, 2 of which will be shared sites for both adults and children's accommodation. This will contribute to the Leeds Corporate Plan priority to ensure at each stage of life, people are able to live healthy, fulfilling lives.	G	MAJOR	Capital Investment - £47m, P, Yes - 25 year contract	2011	
One Council theme- NI 14	Chief Executive (Performance Improvement)	<ul style="list-style-type: none"> Putting customers first Valuing colleagues 										The project aims to reduce avoidable contact by adding value to the customer's contact with the council		MAJOR	To be agreed	Mar-11	

Appendix 3: Determining traffic light ratings



Appendix 4: Detailed compliance with DSC methodology

Name of Programme /Project	DSC project impact assessment scorecard	Overview of governance arrangements	Project mandate	Project brief	Business case	PID	Project plan	Stage plan	Comms. plan	Benefits realisation plan	Quality plan	Risk register	Issue log	Project highlight report	End project review	Post project review
Swimming and Diving facility project	x	✓	✓	✓	✓	NR	✓	x	✓	x	✓	✓	✓	✓	TBA	TBA
Budget Holding Lead Professional (Children in Care) Project	x	?	?	?	?	?	?	?	?	?	?	✓	✓	✓	N/A	N/A
Happy Healthy & Here programme	NR	✓	✓ (OH)	✓	✓	✓	✓	✓ (OH)	✓ (HS)	x	x	✓ (OH & HS)	x	✓	N/A	N/A
One Stop Shop project	✓	✓	✓	✓	✓	✓	✓	TBA	TBA	TBA	TBA	✓	TBA	✓	N/A	N/A
Residual Waste Project PPPU Entry	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A

Appendix 3: Compliance with DSC methodology *(continued)*

Name of Programme /Project	DSC project impact assessment scorecard	Overview of governance arrangements	Project mandate	Project brief	Business case	PID	Project plan	Stage plan	Comms plan	Benefits realisation plan	Quality plan	Risk register	Issue log	Project highlight report	End project review	Post project review
Telecare project	x	✓	✓	✓	x	x	✓	✓	x	x	x	✓	x	✓	N/A	N/A
City Card Programme	✓	✓	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	N/A	N/A
Leeds Town and District Centres Programme	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A
Independent living project	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A
One Council theme- NI 14	✓	✓	✓	✓	✓	✓	✓	✓	TBA	TBA	TBA	✓	TBA	✓	N/A	N/A

Appendix 3: Compliance with DSC methodology *(continued)*

Key

✓	Fully DSC compliant
✓	DSC followed in principle, although amended to suit business needs at the time
*	Documentation not in place
TBA	Documentation to be actioned
NR	Not reviewed but is referenced in other material
N/A	Not applicable
?	Unclear whether documentation is in place
OH	Documentation reviewed refers to the Occupational Health Service only
HS	Documentation reviewed refers to the Health and Safety project Service only