Ref	Agreed Actions & Management comments from Audit	Notes on Audit Requirements	PAG Owner	Current position	RAG STATUS / Red-Intervention Required / Amber-required closeout actions / Green-Complete subject to ongoing review and improvement	Record of activity, progress and/or Remaining Actions
1	**The new Gateway process / governance framework will ensure consistency and robustness in project management, as long as it is routinely complied with. The Gateway process should be constantly reviewed to ensure it is proportionate and effective. Recommendations (below) should be built into this process including:- (1.1 -1.9)**	Roscoe Gibbs- PMO Team Leader Section Lead A Gateway Framework – Gateway process and a User Framework Guide for project managers. Projects will be required to satisfy each Gateway 1-8 before moving to the next, ensuring effective project management based on the principles of Prince 2 project management	Roscoe Gibbs	Provide summary wording for this section		
1.1	Regular review & update approval cycles for the Gateway process (proportionate and effective).	It is recognised that not all projects will utilise the full Gateway Framework, however all projects will utilise the template and follow the gateway process and principles. A LITE version will be available for simpler projects	Roscoe Gibbs	This task is underway although a LITE version requires some refinement and adaptation in the user guide PMO 29/04/2021: Gateway framework approved and circulated.		PMO 29/04/2021: Gateway compliance approach agreed by PAG & Audit. PMO 20/05/2021 PMO updated gateways in POWA to 1 before the current Stage. Delivery teams required to updated legacy gateway information aligned to PMF. This could impact the progress as it's pivotal for PMs to update this information. This is the only reason this is marked as Amber. PMO then will update to current gateways and use the gateway function moving forward. 03/06/2021 PMO: No PMs have updated legacy information as of yet. Action for RG & AD to raise at MID management meeting. PMO 25/06/2021 The substantive system is in place for PMs to use the new controlled environment in POWA & PowerBI. PMO 17/09/2021: Further procedures and guidance have been developed to help the PMs to comply with the PMF and project delivery requirements. PMO 14/01/2022 Progress is being made on this with the help of QA meetings between the PMO and the PMs along with a compliance dashboard that is being consumed at the Project Delivery Team Leaders meeting. PMO 02/05/22 Further progress is being made, including referral to Gateway Process at Project Boards and instilling gateway compliance for committee and progression to next gateway, however requires full compliance across all programmes and projects. Amber RAG is still appropriate however.
1.2	Gateways underpinned by clear policy and procedures, key controls (and their need), risks of non-compliance	Included in Gateway process and User Framework Guide	Roscoe Gibbs	User guide is in draft form and needs refinement and universal roll across projects and PMs		PMO 29/04/2021: Policy and documents in place. However lacks application from all Project delivery teams. Enforcing 1.1 action on gateway control will help with this. Keep User Guide in draft until fully operational and use lessons learnt to help with further changes. 02/05/22 PMO Roll and compliance is being improved across the board, however there are still some areas outstanding to achieve full compliance. Therefore Amber RAG is still considered appropriate until full compliance is achieved.
1.3	Targeted communication strategy	Engagement with stakeholders, directors and elected members could remain project by project basis, or reporting of all projects via a summary and project focus on a monthly basis	Sue Proctor / Alex Deans	Reports were taken to H&T committee in 2021 which adpopted the committee approval at specific gateways. Members were also provided an update of progress in how the service is applying consistent standards and processes to projects.		AD 02/05/22: The process has been rolled out and communicated with the H&T committee Members in 2021. However discussion was undertaken with PAG as to whether a form of communication would be provided wider to all Member so they understood the new processes and gateways when the projects would be reported to Members via committee. Also discussions remain ongoing with key partner like GCP and CPCA , as to whether they would like to adopt the project gateway and Power BI system, and benefit from the development of the systems within CCC since Autumn 2020. Until these matters are concluded an Amber status is considered appropriate.
1.4	Quality checking programme (routine independent, sample checking for compliance & effectiveness) to facilitate the targeting of training/development needs and early identification of non-compliance / shortcomings	Deep Dive proposed for 8 projects across MID. These to form exemplar arrangements for contract management and lessons learnt to be actively shared across the service. Assurance across the full range of projects is required.	Roscoe Gibbs	This has been assessed and targeted areas being delivered as part of MST&P training		PMO 29/04/2021: This feeds into the approach for 1.2. Delivery teams to upload the deep dive information into POWA on the gateways as mentioned above. When entire programme is in the system the PMO will review gateway documents before proceeding to the next stage

1.5	Workforce Development Plan incorporating skills gap analysis and Training and development plans	Skills assessment is underway across MID and to feed into corporate Workforce Development Plan. Date for this to be confirmed	Alex Deans	Skills assessment was undertaken in 2020 and fed into content for MST&P. PMs have been upskilled, with many attending training, plus this was rolled out for interims in a LITE version of MSTP	🟧	AD 02/05/22: There have been resource and skills challenges within project delivery. Development and training of staff was undertaken over 2021. However due to high levels of interims, further staff leaving, new interims being appointed and an increasing pipeline of projects resource pressures have been increased in this area. A major recruitment campaign in 2022 seeking 25 posts delivered only limited success (3 external appointees). Therefore the service is seeking more innovative ways to recruit, and is working with L&D in 2022 to develop a "Grow Our Own" programme part funded by the apprentice levy. This has led to ongoing pressures with staff retention, development and training. However further cohorts of Managing Successful Teams and Projects are planning for 2022, for new, non-management staff and new interims associated with project delivery. Due to the ongoing challenges, this is retained as an amber.
1.8	KPI and performance monitoring	To be aligned with F Project Governance - Alex Deans- Group Manager MID	Roscoe Gibbs	PMO 20/05/2021: Threasholds are fleshed out in the Project Governance Document, which is part of MSTP and the PMF.	🟩	PMO 29/04/2021 Foundation for KPI reporting has been built in POWA and PowerBI. PowerBI Premium has been acquired so we can circulate KPIs to different audiences. Project specific KPIs baked into PowerBI corp dashboards. Additional KPIs can be developed on request. 03/06/2021 PMO: PMO happy with KPIs present in PowerBI. this will evolve over time however satisfies audit report
1.9	Reporting frameworks and standard documentation	Reporting frameworks for projects to be aligned with F Project Governance - Alex Deans- Group Manager MID	Roscoe Gibbs	Documents are in draft form.	🟩	PMO 29/04/2021: Highlight reports created to align with Governance framework. See: a highlight report example
PMO 21/04/2022: PMO Toolkit circulated and adopted. Scope to evolve further from customer feedback and suggestions. This will naturally happen as it gets more adoption.
2	**From the initial feasibility stages of the project, a more defined process for setting the initial budget for the project should be established in detail to ensure that an estimate of the cost for all known aspects of the project**	**Steve Grey- Commercial Contract Manager & David Parcell- Group Accountant- Section Lead C Financial Control** – Each project, and overarching programmes, will have clear finance documentation and explicit cost control. Re-baselining of cost where necessary, and improved controls and reporting / Requires close consideration with E Procurement & Contract Management as procurement route and possible tender has potential to impact significantly on project cost	Steve Gray	Develop Process with Pm's to produce and set the whole project budget cost including consideration for risk,OB and contingency as aproriate. If project cost exceed budget flag up for review.	⬛	
2.1	This to include a costed risk register and the application of an appropriate level of optimism bias.	A costed risk register for each project will be created	Appropriate level of contingency budget required for Projects	Steve Gray	Currently reviewing budgets with individual Projects Managers to include costed Risk Register for each individual project. Suggest that the Optimism Bias follows the Mott McDonald model,currently working on a spreadsheet that would populate O B based upon a series of criteria.	🟩	PMO 30/04/2021: On discussing this with SG and internally with the PMO we suggest we embed governance around Optimism Bias via the project boards (Eg Project board routinely discuss and agree an Optimism Bias percent) . PMO will create a database which will hold the latest agreed optimism bias %. This will then be used on PowerBI to take project level forecast/profile data to give a Project budget with Optimism Bias included. Likewise a suggested contingency budget can be displayed on PowerBI reports that takes all live costed risks added up with the formula (Likely cost * Estimated Probability)
25/06/2021 Risk register policy has been created and is in draft to support with a risk register approach. Costed risk registers should be present for all of MID programme by the end of September 2021.
22/06/2021 On the live jobs list after review with relevant Pm's 16 now have costed risk registers,2 have completed and the RR's have been closed.* further projects have unpriced risk register and will be reviewed in the following weeks.
PMO 21/04/2022: Vast majority of live projects have fully costed risk registers and this value is being factored into cost profiles. PMO support to ensure risk resiliance is ongoing and developing costed rsik registers for new projects

2.2	From the early project development stage, to make allowances for potential additional costs, therefore offer greater visibility of the total budget potentially required.	"Realistic" project costs identified from outset including Optimism Bias and appropriate level of contingency budget included	Steve Gray	Currently carrying out reviews with each individual PM to identify realistic project costs and identify areas of concern/risk and valuing these accordingly,then presented to the project board for dicussion and agreement.			PMO 30/04/2021: Same comments as 2.1 SG 03/06/2021: 18 out of 45. SG 22/6/2021 29 out of 43 PMO 25/06/21: PID template added into the PMF to support this action. Which includes budget planning, risk planning, programme planning etc. PMO 13/08/2021 OB approach also being finalised with additional calculator support PMO 21/04/2022: Optimism Bias and Risk Contingency proceedures are established and both these calculations are now available dynamically in PowerBI cost profile reports depending on projects current delivery stage. This further supports gateway compliance.
2.3	To support Member decision making to clearly outline the known risks in fulfilling or delivering a project and also the limitations of optimism bias	Contingency budgets (and use of) should form part of the Approved project budget, allowing compliant contract management without further/additional committee decisions for increasing budget	Alex Deans	As 2.2			Provide sufficient documentation to explain to members any allowances made for risk,contingency and optimism bias. PMO 03/06/2021: Tools have been created to accommodate this and the HoS has control over stopping a project going through a gateway PMO 21/04/2022: System is set up for a PMO gateway review before formally being processed for a member decision. This should include a fully costed project plan, including cost risk register (risk contingency) and sufficient optimism bias. On gateway approval the project plan should be baselined.
2.4	Project Manager to continually review & update Optimism Bias and include within every revised forecast through the life of the project		Team Leaders	Optimism bias has currently been assessed at project levels on a number of upcoming projects and included in current Budget/Target costs.			PMO 30/04/2021: We suggest Optimism Bias is managed at a Project Board level /project level and not on individual task resourcing. This will help give transparency on OB in the context of a "realistic" costed programme. PMO 03/06/2021: Should be reviewed and actively managed at each delivery stage. TLs should be managing this with delivery teams and get sign off at Project Board/Programme Board. Steve Grey has supplied a OB matrix. PMO 25/06/2021: OB calculator has been added into the PMF for PMs to use and process has been created to accomodate OB into project plans and project profiles. PMO 13/08/2021 Cost managament manual available for comments which includes an OB approach. PMO 21/04/2022: Default OB calculation is added to projects depending on their delivery stage. This means this important element of project costing can't be overlooked. If a delivery team wishes to change the OB applied to their project, there is a goverance process around this, which requires Project/Programme board approval and documented in the desision log
2.5	Project managers should be developed, trained and performance managed (in house and external providers); targets set and monitored to ensure consistency of approach and improve forecasting.	Team Leaders and Project Leads, where required, own and be accountable for project assurance within their teams. The Group Manager who will provide overall assurance for the service	Alex Deans	Perm staff and interims are performance managed via appraisals, 121s and via monthly reporting to Project Boards / Delivery of projects are being measured through Project Boards and via POWA			AD 02/05/22 This has been achieved through managing the project within Power. Projects have a responsible (accountable) Project Manager, and overall performance of the projects is reported weekly by the PMO to the Team Leaders. This ensures any "red" issues and non compliance within Power is flagged up, and Team Leaders intervene as appropriate. Further projects are reported at monthly board meetings through project "Highlight Reports" which provides visibility and and key issues, and the ability of the Project Managers is assessed by Team Leaders, the Assistant Director and project sponsors., Further perfrmance is measures for all staff through 121s and our conversations.
2.6	Short term, there should be a regular sample of projects actual costs to date and forecasts selected for scrutiny & verification i.e. in service audit process as part of a wider quality check of sample projects.	In the short term the "Project Assurance" change management task and finish group can pick this up to test the new systems and processes being introduced throughout MID	Steve Gray	PMO 30/04/2021: Data connections to Actuals (GL) have been put into reports against baselined forecasts and current forecasts to give 3 levels to compare. See highlight report for example:			PMO 03/06/2021: All forecast and actuals are accessible in PowerBI and can have peer to peer review and strutinisied by any level of the organisation. Some projects continue to mature and migrate in Power
2.7	Outcomes current audit and Gateway Framework to be included in performance management and workforce development frameworks.	Aligned closely with F Project Governance - Alex Deans- Group Manager MID which includes performance management and workforce development	Alex Deans				This is in place via Highlight Reports to project board and reporting via PowerBI

#	Recommendation	Action/Response	Owner	Update	RAG	Comment
3	**Robust, accurate and continual forecasting and reporting, critical in project management & decision making should form a key part of all projects. Including a detailed forecast breakdown being presented at all project board meetings and AD.**	**Alex Deans- Group Manager MID Section Lead F- Project Governance –** this will include reviewing project teams, resources, skills assessment, roles and responsibilities, performance, decision making, accountability, reporting and escalation mechanism to Directors, Elected Members and reporting to committee | Need to redefine Project Board and ToR for projects. Also recommend introducing over-arching monthly Officer Project Assurance Board followed by monthly Member Project Assurance Board | The papers would provide project update on all key aspects including time/cost/risk and key issues	Alex Deans	This is being delivered under Project and Programme Board, however needs hard wiring into the GW process and POWA		
3.1	Successful project management is dependent upon accurate forecasting, and it is proposed that performance targets are introduced in this key area of the process, e.g. a simple measure would be variation	Requirement to build into Power BI	Roscoe Gibbs			PMO 29/04/2021: Forecast variance embedded in Highlight Reports and PowerBI.
4	**Where a budget is allocated for a number of scheme deliverables, or where one budget is allocated across a number of projects, there should be a clear reporting process during the design, tender and construction stages for re-approval by Committee, or under delegated powers, as individual project costs are developed.**	**Alex Deans- Group Manager MID Section Lead F- Project Governance –** this will include reviewing project teams, resources, skills assessment, roles and responsibilities, performance, decision making, accountability, reporting and escalation mechanism to Directors, Elected Members and reporting to committee | Project Boards to include stakeholders and budget owners (CCC-GCP-others) who will advise when their committees	Alex Deans	This is being delivered under Project and Programme Board, however needs hard wiring into adopted versions of the GW process and POWA		
4.1	Informed discussion on the potential impacts on the delivery of other projects, as detailed project costs are determined and will also set clear budgets for individual projects.		Alex Deans	This is delivered via programme management and attendance at Capital Strategy Board of the AD Project Delivery		
4.2	Cost increases (from initial budget estimate to the full target cost submission) should be provided to Committee which sets out the key differences, and seeks approval to progress to the next stage. Virements of budgets from project to project should be reported to Committee where the overall budget will be impacted materially.	Committee Approval is required f the project budget is forecast above the approved budget, which includes appropriate contingency aligned with project risks	Alex Deans	This is in place through Project Boards and project governance and reinforced through the GW process		
4.3	Formal escalation to senior management, Members and funding partners where virements across scheme components impact the wider programme, and be a key control within the gateway process when approving virements within schemes	There is a balance where the project must be managed within "Agreed Tolerances" (delegated), allowing compliant contract management which will be reported, and progressed when forecasts outside agreed tolerances are formerly escalated for approval	Alex Deans	This is in place through Project Boards and project governance and reinforced through the GW process		
4.4	Reporting of virements to senior management and Committee should be proportionate and manageable. The service should determine the value/percentage for these approval levels; delegation cannot exceed the Council's Scheme of Financial Management – i.e. The Scheme of Financial Management must be complied with.	The value/percentages for the service to be agreed by Directors/Committee then to be called "Agreed Tolerances" and delivered within Project Budget's contingency fund	Alex Deans	This is being managed via Project Boards and Team Leaders, but needs to be more hard wired through POWA		PMO 14/01/22 A tolerance document has been created and the PMO are requesting they are present and available for all active projects. The template is linked. When there is full gateway compliance we will also have baselines to draw KPIs from and the baseline will be aligned to the gateway decisions. AD 02/05/22 Considerable improvement has been made, with all projects deliverables aligned to allocated budgets at this time. However further development and progress is required, to deliver this fully within Power (hard wired within the PMO) where monthly reporting at the Project Boards to Team Leaders and the Assistant Director is secondary rather than primary assurance process.

4.5	As part of the gateway process, and reported to Committee periodically, new transparency and oversight within the service will include clear guidelines on escalation to directors and Members. This should show Committee reports the allocated funding/ budget as well as the most up-to-date forecasts for full delivery of the project.	Need to define Project Board and ToR for project. Also consider introducing over-arching monthly Officer Project Assurance Board followed by monthly Member Project Assurance Board". Only need to go to committee for project/budget approval and Decisions not regular updates	Alex Deans	This is being developed, with the first Member reporting 9 March 2021. All projects are now controlled by Project or Programme Boards	(green)	Requires standardised approach and ToR across all projects. PMO 21/04/2022 Standard ToR template has been created for all projects.
4.6	Where several discrete delivery elements are developed / tendered separately, there should be a consistent reporting process for each element and each stage. Committee reporting should show risk to the wider programme / deliverability, including costed risk registers, future cost fluctuations/ end out turn forecast, variance against initial / approved budgets.	Recommend this is reported to "monthly Officer Project Assurance Board followed by monthly Member Project Assurance Board"	Alex Deans	The reporting is in place via PowerBI and monthly finacial reporting	(green)	
4.7	Consideration should be given to whether the Constitution should be adapted to incorporate limits to delegating authority away from Committees, particularly when there are significant financial implications. In instances where the delegation has significant financial implications, these decisions should be made in consultation with and with approval from JMT.	Agree realistic workable limits with C Review of Finance – Steve Gray- Commercial Contract Manager & David Parcell- Group Accountant Once agreed and Approved these would become the "Agreed Tolerances"	Alex Deans	The current constitution and Fin Regs are considered workable to allow "tolerances" as per the adopted Governance document, to work across projects	(green)	
5	**Project Procurement requires a consistent process to include stronger understanding of VFM at initial Gateways**	**Jon Collyns - Procurement Lead & Emma Murden- Contract Manager Section Leads- E Procurement & Contract Management**- this will ensure early consideration for procuring project design and construction services based on timescales, complexity, quality, cost and project sensitivities ensuring the optimum route for project delivery and VfM. Measures to ensure effective and compliant contract management at both the corporate and project level will be implemented, measured and reported including performance management for all suppliers. Skanska will no longer be the automatic/sole route for design and construction services for MID projects | Introduce Procurement Decisions Matrix based on complexity/cost/timescale for procurement via tender (may include OJEU), existing frameworks or term service contracts | Could	Jon Collyns	Commissioning decision matrix - with early Client involvement with a series of meetings (star chamber style)	(black)	
5.1	Each scheme should be a sufficiently detailed in choice of procurement route This would include financial and non-financial considerations. Any exception policy must have clear approvals and be reported to Committee. Compliance with the Contract Procedure Rules and compliance with the T&C's within the existing CCC contracts	The value/percentages for the service to be agreed by Directors/Committee then to be called "Agreed Tolerances" and delivered within Project Budget's contingency fund	Jon Collyns	Team Leaders and PMs are enaging with Procurement in the early stages of the project to agree a Procurement Stategy for the major high value projects. A Procurement and Commissioning Guide has been produced titled "CCC Commissioing Works and Services Guide April 2022"- April 2022" to support.	(green)	
5.2	Audit rightly comments 'this may include an increased incidence of tendering exercises to ensure that the TSC continues to provide competitive prices'.	Agreed- however cost and time of running procurement exercise needs to be factored into Procurement Decision Matrix	Jon Collyns	Procurement timescales are now incorporated in the project gateways on POWA	(green)	

6	**Consultancy Services procured by the service must in future be reported and route / choice of consultancy summarised. Commissioning consultancy type services should follow the Council's recently approved Use of Consultants Policy.**	**Jon Collyns - Procurement Lead & Emma Murden- Contract Manager Section Leads E Procurement & Contract Management**- this will ensure early consideration for procuring project design and construction services based on timescales, complexity, quality, cost and project sensitivities ensuring the optimum route for project delivery and VfM. Measures to ensure effective and compliant contract management at both the corporate and project level will be implemented, measured and reported including performance management for all suppliers. Skanska will no longer be the automatic/sole route for design and construction services for MID projects		Jon Collyns	Provide summary wording for this section	
6.1	The nature/extent of commissioning should be reported including an assessment of skills & capacity procured.	Forms part of Managing Teams and Successful Projects and development of procurement/commissioning guides		Jon Collyns	The Contract & Commissioing Team have rolled out training in the form of NEC forms of contract, the MST&P module 3 "Procurement Choices" and rolled out "CCC Commissioing Works and Services Guide April 2022"- April 2022" to support.	
6.2	A clear timescale to be agreed for a skills gap analysis and subsequent implementation of learning and development plan	Forms part of Managing Teams and Successful Projects and development of procurement/commissioning guides		Jon Collyns	The Contract & Commissioing Team have rolled out training in the form of NEC forms of contract, the MST&P module 3 "Procurement Choices" and rolled out "CCC Commissioing Works and Services Guide April 2022"- April 2022" to support.	
7	**The Term Service Contract with SKANSKA has no formalised quality assessment process. Further consideration should be given to the Internal Audit Highways Service Contract report.**	**Jon Collyns - Procurement Lead & Emma Murden- Contract Manager Section Leads E Procurement & Contract Management**- this will ensure early consideration for procuring project design and construction services based on timescales, complexity, quality, cost and project sensitivities ensuring the optimum route for project delivery and VfM. Measures to ensure effective and compliant contract management at both the corporate and project level will be implemented, measured and reported including performance management for all suppliers. Skanska will no longer be the		Emma Murden		
7.1	Concerns include how CCC manages the contract at both strategic and operational levels.	Need to consider delivery of infrastructure projects		Emma Murden	This is being addresses in the Highways Contracts and Commissioing Team as part of BAU and further The Contract & Commissioing Team have rolled out training in the form of NEC forms of contract, the MST&P module 3 "Procurement Choices" and rolled out "CCC Commissioing Works and Services Guide April 2022"- April 2022" to support.	

7.2	Emphasis should be placed on ensuring that the Contractor provides the Council with accurate, prime record cost information to ensure full open book review of each contract. There is concern surrounding VFM.	Procurement Decision Matrix will consider and include VFM | Contract form including open book to be aligned with C Financial Control – Steve Gray- Commercial Contract Manager & David Parcell- Group Accountant	Emma Murden	This is being addresses in the Highways Contracts and Commissioing Team as part of BAU	🟩 (green)	
7.3	Consideration should be given to a KPI for the TSC to assess the accuracy of design works undertaken. This would drive good performance, and consequently mitigate CCC's risk to ineffective or inaccurate design works	This should be captured and compared with performance of other suppliers, including those of projects tendered independently | Requires consistent approach to performance management, either following TSC KPIs or implementing new KPIs for all projects, including those delivered on the existing TSC	Emma Murden	The PMO has incorpoarted a Design Resource to work across all projects, ensuring design are suitable and are the most viaible options before going to the contrcators for pricing. This will ensure VFM and reduce CEs assocaited with design. Further a working group has been set up to review the KPIs of the Term Service Contract	🟧 (amber)	AD 02/05/22. The PMO has introduced a "Design Expert" resource within the PMO to support PMs and ensure intelligent clienting of design works for cost and quality assessments. There has also been a group established to review the performance measures of the Milestone Term Service Contract in 2022. The PMO is introducing a system to measure performance of the various design organisations including Milestone, Atkins and WSP and feed this back through the contract mangers within the Highways Contracts and Commissioning Team to ensure performance relating to quality and price for all commissioned design work. This work remains in development, and therefore is given an amber status.
7.4	A process should be undertaken to retrospectively assess design work undertaken within the TSC, and the accuracy of these designs once progressed to construction. Identified trends and variance should trigger adjustment to budget and/ or timescale – for that project and other projects with similar design elements.	Formalise project review/lessons learnt including comparison with projects delivered outside of TSC | Cost up where design "issues" have led to project overspends and time delays to quantify problem	Emma Murden	Contract Monitoring forms issued quarterly assessed by KPI's and CE's. Suggest linking into POWA.	🟩 (green)	
7.5	Cost of external contractors to undertake third party monitoring for key projects should be identified. A separate approval process should be undertaken to secure the funding for this element of the project	Consider whether this can be more efficiently delivered within CCC/MID as should be ongoing requirement	Alex Deans	As part of the Procurement and Commissioing Strategy the Project Team under the AD Project Delivery, determine if a designated NEC PM is required. At this time this function is in place on the major projects like Chisholm Trail and Kings Dyke, and being rolled out for some new large value projects that will be commissioned outside of the Milestone Term Service contract like the Future High Street Projects	🟧 (amber)	There are two projects of the 45 currently being managed in Project Delivery, where due to their high value (+£20M) the Council commissioned the services of an expert company to operate independently of the Employer (the Council) and the Contractor to administer the Contract. Which is industry standard for major high value contracts. These two contracts are ending in 2022, and as part of the project review process (now a gateway requirement) both projects will be reviewed including the value for money element of using the external consultants in this regard. This work is best carried out post completion, so is planned for later in 2022, hence this item retains its amber status.
8	**Risk Management and Optimism Bias. Known risks that could impact initial cost estimations, must be assessed, costed and highlighted to project boards / members to ensure full transparency and contingency.**	**Alex Deans- Group Manager MID Section Lead F- Project Governance** – this will include reviewing project teams, resources, skills assessment, roles and responsibilities, performance, decision making, accountability, reporting and escalation mechanism to Directors, Elected Members and reporting to committee | Engineering projects should have a suitable contingency fund as part of the Approved budget, with the percentage of the fund agreed on a sliding scale based on risks and project complexity including engagement	Alex Deans	This is being delivered by Project Boards and cost assessment of projects. And reported/escalated to Members/committee when required.	⬛ (black)	
8.1	Live costed risk registers should ensure that project managers/boards and members are constantly updated. This will allow risk to be managed and early intervention (cessation or reduction in scheme objectives.	Live costed risk registers, or key issues arising from them to be reported as part of monthly Director and Elected member briefings	Alex Deans	The risk register format has been agreed. Some projects are compliant but further work is required.	🟩 (green)	May need some additional support to secure full risk compliance within the PMO to support PMs. PMO 03/06/2021: Live risk registers in PowerBI. Additional risk expert resource would help to get the entire programme up to standard. PMO 14/04/2022 Risk Contingency budget is now factored into profiles/forecasts which are calculated from the costed risk registers.

8.2	Monitoring arrangements and risk allowances should be adjusted in line with severity of risks identified. Where there is high risk, there should be a higher level of monitoring.	This will form part of risk management process	Alex Deans	Costed risk registers have been introduced on projects, and staff are supported by training and support from the PMO	🟩	
9	**The service should develop and agree financial/ non-financial criteria to determine if a Project Board is not needed. Consistency with Gateway process must be maintained, with an escalation process in place for projects where there are fluctuations to price, issues with quality or time budgets allocated etc.**	**Alex Deans- Group Manager MID Section Lead F- Project Governance** – this will include reviewing project teams, resources, skills assessment, roles and responsibilities, performance, decision making, accountability, reporting and escalation mechanism to Directors, Elected Members and reporting to committee |Financial criteria will be one of the considerations to determine whether a Project Board is required | Consider decision matrix to determine if Project Board is necessary which	Alex Deans	This has been put in place through a combination of Project and Programme Boards. All MID projects sit under a board and are subject to a form of GW process via POWA	⬛	
9.1	There should be a reconciliation to ensure that all known projects have either their own separate project board or have been captured by this separate project board for lower risk schemes. Small / low value / low risk projects should be aggregated into a separate overseeing Project board.	A spreadsheet / Project Tracker would capture all projects. A version including projects updates and key risks would be circulated monthly to Senior Officers and Elected Members as part of the assurance process	Alex Deans	This has been put in place through a combination of Project and Programme Boards. All MID projects sit under a board.	🟩	
9.2	Within the revised Project Board procedures, there should be clear, formalised escalation process for Project Managers to independently and transparently report any issues or concerns in the delivery of this project. This could of course include cost certainty, but may also involve inappropriate pressure being applied by colleagues and/ or other stakeholders, quality issues, as well as contractual challenges within the partnering arrangements.	This escalation process formalised within MID should be to the Group Manager, then where required escalation to Directors and Elected members for information or a Decision agreed as part of the formal reporting and escalation process	Alex Deans	This has been put in place through Project Governance	🟩	
9.3	Project Managers must report at key milestones and each Gateway that capital budgets are realistic. Escalation in line with the Scheme of Financial Management / to be agreed service approval principles is essential. This should include reviews at the design and tender stages as well as prior to construction.	This will form part of A Gateway Framework	Alex Deans	This is being delivered by Project and Programme Boards, but needs hard wiring into POWA and the GW process	🟩	PMO 20/05/2021: Milestones are embedded in the Gantt chart template. Goverance gateway review baked into the POWA platform. PMO 21/04/2022: All gateway hold points require a fully costed project plan including risk contingency and optomism bias before progressing through a gate. The project plan can then be baselined on gateway approval for the project moving forward.
10	**A suite of KPI's should be agreed and introduced which clearly monitors performance across projects and the service. This could include the percent unplanned expenditure variance against initial estimations**	**Alex Deans- Group Manager MID Section Lead F- Project Governance** – this will include reviewing project teams, resources, skills assessment, roles and responsibilities, performance, decision making, accountability, reporting and escalation mechanism to Directors, Elected Members and reporting to committee | Woking closely aligned with E Procurement & Contract Management- Jon Collyns - Procurement Lead & Emma Murden- Contract Manager to ensure newly procured	Alex Deans	Performance is being monitored and measures across the projects based on key deliverables including programme and cost. A suite of KPIs could be designed and delivered by POWA in consultation with contract management to ensure this includes supply chain partners	⬛	
10.1	Lesson learned from the regular monitoring should include identifying common unaccounted items and informing values, assumptions and provisions in forthcoming projects	Lessons learnt will highlight common issues for improvement across the service a part of continual improvement	Alex Deans	Lessons learnt is adopted as part of weekly Team Leader meeting under AD leadership. Further project specfific sessions have been undertaken	🟩	PMO 30/04/2021: A county wide lessons learnt function is embedded in POWA. We should look to utilise this. PMO 21/04/2022 The corp lesson learnt function isn't as detailed as it needs to be to add the most value across the county. PMO to work with Corp IT to evolve as required to add the most value locally and corparately.

10.2	Formal delegated authority should be considered for managing time delays, with a clear escalation process if delays exceed a clear, pre-set timeframe. The financial impact from time delay should be transparent. Impacts/ blockers on programme should be given the same consideration/ exposure as potential fluctuations to budget.	There is a balance where the project must be managed within "Agreed Tolerances" (Formal delegated authority), allowing compliant contract management which will be reported, and progressed when forecasts outside agreed tolerances are formerly escalated for approval by Decision | Once defined and Approved the Agreed Tolerances will be monitored and reviewed to understand their impact on the project including effective contract management, cost control and programme	Alex Deans	This is being delivered by Project and Programme Boards, with the enhanced focus and scrutiny regarding financial fluctuations and escalation process	GREEN	PMO 21/04/2022 The Tolerances document embedded in the governance process supports this action
11	**Projects which rely on the 3rd party funds should not be progressed until formal agreements have been made, in order to manage the Council's exposure to risk. This essential criteria should form part of the Gateway process.**	**Alex Deans- Group Manager MID Section Lead F- Project Governance** – this will include reviewing project teams, resources, skills assessment, roles and responsibilities, performance, decision making, accountability, reporting and escalation mechanism to Directors, Elected Members and reporting to committee | On some schemes CCC is the body delivering the project for others, for example GCP/CA | Need to identify and incorporate 3rd partly requirements for project Approval, reporting and Decision Making. Needs close alignment with: A Gateway Framework - Roscoe Gibbs, PMO Team Leader	Alex Deans	This has been addressed via Project Boards and Programme Boards with appropriate representation from Project Sponsors, and the appropriate funding/delivery agreements to support them.	BLACK	
11.1	For projects where CCC is acting as a Consultant/Contractor for an external client, a full funding agreement or contract should be in place, before progressing with the project.	Address in Project Boards and Project Gateway Framework	Alex Deans	Embeded into the Gateway review	GREEN	
11.2	This should be costed and captured that the Client assumes all financial risks and responsibility, explaining that CCC's involvement is solely to the extent of delivering the works is to protect CCC from any overspend risk.	Include within funding agreement	Alex Deans	This has been put in place through Project Governance at the inception of Project and Programme Boards, led by the Group Manager	GREEN	
11.3	Full consideration for all aspects of the delivery of the project should be presented to the relevant senior officer and Committee. This should include the impact on the wider scheme of work, the impact on staff resource and the potential financial and non-financial risks associated with delivery such as any relevant reputational risk.	This could be addressed by Project Board, with the correct stakeholders in attendance and wider Project Assurance reporting to Directors and Elected Members	Alex Deans	This has been put in place through Project and Programme Boards and ensuring project budgets and forecast out-turn costs include all aspects of project delivery	GREEN	
11.4	Any change to developer S106 obligations must necessitate appropriate authority and agreement to change a developer obligation of full delivery under a S106 to a contribution.	Required as part of project governance and compliance via Project Boards	Alex Deans	This has been put in place through Project and Programme Boards and supporting project governance	GREEN	

11.5	Preliminary design and feasibility studies should not form the basis of S106 contributions. Analysis of cost certainty and a contingency /risk pot figure must be agreed by key CCC officers and added to target costs provided by the construction supplier.	Budget to include risks, optimism bias and/or contingency to ensure realistic project cost from outset to form Approved project budget	Alex Deans	This action has been closed out enaging with colleagues in HDM and those securing s106 funding. The starting position will be to ensure the works are carried out by the developer to ensure risk sits with the developer, in the seldom instances when this is not possible, the Council will only agree to deliver the works on behalf of the developer when the works have been subject to "initail project costing" aligned with the template and improvements developed since 2020 within Project Delivery, with appropraite input from a Project Delivery QS		
11.6	Committee Report should detail the initial obligations, the proposed changes and the financial impact to the public sector, as well as to the Council. This should then be approved in line with the Councils Scheme of Delegation and should be based on assurances that other public sector bodies have followed due process	Required as part of project governance and compliance via Project Boards	Alex Deans	This has been put in place through Project and Programme Boards and supporting project governance with reporting to committee as defined		
11.7	At the point at which public funds are necessary to deliver any element of a project, the Council's approval process should be followed including Committee approval for the project and regular reporting on progress.	Required as part of project governance and compliance via Project Boards	Alex Deans	This has been put in place through Project and Programme Boards and supporting project governance with reporting to committee as defined		
12	**The authority and decision making power of Project Boards requires a CCC generic rules and regulations document to determine a general remit/ authority for project boards. A supporting corporate Terms of Reference should be drafted, which can be adapted to reflect the specific projects e.g. for smaller projects.**	**Alex Deans- Group Manager MID Section Lead F- Project Governance –** this will include reviewing project teams, resources, skills assessment, roles and responsibilities, performance, decision making, accountability, reporting and escalation mechanism to Directors, Elected Members and reporting to committee | Project Board Decision matrix to determine where board is necessary including standard ToR, identifying stakeholders, defining roles and responsibilities, aligned with Delegated Authority and procedures for reporting, escalation and Decision making, board/committee or otherwise | Requires involvement at corporate level, as may require changes to delegation and constitution	Alex Deans	This has been provided at a Project and Programme Board level with governance and delegations in accordance with the constitution and Fin Regs. ToR are being agreed project by project to cater for the wide range of projects, sponsors and delivery partners		