

To: Finance Panel (Panel of the Scrutiny Committee)

Date: 21 January 2015

Report of: Head of Housing and Property and Head of Finance

Title of Report: Capital Programme Management

Summary

Purpose of report: To update the Panel with the progress of improvements to the management of the Council's capital programme.

Key decision No

Executive lead member: Cllr Turner

Report author: Stephen Clarke

Policy Framework: Efficient and Effective Council

Appendices to report

Appendix 1 Capital Gateway process and roles and responsibilities.

Appendix 2 Capital Programme monitoring report P6 14/15.

Background

The Scrutiny Committee Finance Panel on 14/3/14 when looking at the Q3 integrated performance report recommended that the Council should look at the use of frameworks for the procurement of external project management capability to improve the delivery of the capital programme.

This report does not confine itself to the specific recommendation but describes the various actions that have been taken to improve project and programme management across the Council.

Report.

1. The Council continues to have a very ambitious and varied capital programme which also continues to provide challenges for delivery.
2. During 14/15 the Council has embarked on a number of initiatives to ensure we comply with best practice. The key elements are
 - The introduction of a Gateway approval process
 - The strengthening of project and programme management processes
 - The clarification of roles and responsibilities
 - The early engagement of procurement and environmental specialists
 - An alignment with budget setting
 - Training of all key staff
 - The employment of external project management resources where the Council has capability and/or capacity deficiency eg Blackbird Leys pool, sports pavilions, tower blocks, Rosehill community centre and new build housing.
3. Appendix 1 details the Gateway process that has been adopted and describes the respective roles and responsibilities.
4. The new arrangements are already delivering improvement eg
 - Better project and programme budget control allowing for movement between budget heads
 - More accurate project budget setting with the use of feasibility funds at gateway 0
 - Improved management of external project managers eg new pool and tower block refurbishment
 - Learning from projects eg project closure reviews on Town Hall office and WC refurbishment projects and interim review of Rosehill community centre by our external auditors.
5. Appendix 2 is our newly adopted programme management monitor which is updated and reviewed on a monthly basis. It should be noted that this includes works that given their nature are not discrete construction projects as such and are not subject to the full gateway process eg the purchase of new replacement fleet vehicles but are nevertheless tracked as part of this process.
6. Capital programme performance continues to be part of the quarterly performance and financial report to the City Executive Board.

Next steps.

The Panel is asked to note and comment on the report.

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List of background papers: None

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