Review of Governance Boards

Name of Board: **Programmes and Projects**

Date of Review: 27th September 2018
Period of Review: August 2017 to July 2018

	Term of Reference (mostly recently reviewed in January 2018)	**How ToR achieved**	**Self-Assessed Score**
1	Help ensure Project Management is embedded in the Council.	Led twice yearly Workshops (30th November 2017 and 6th March 2018) held for all Project Managers. Prepared and launched (in March 2018) an HDC Project Management Handbook. Prepared and published Project Document templates, and Good Practice Examples amongst other documents available via a dedicated Programmes and Projects page on the intranet. Challenged project managers who are not regularly updating project status.	4
2	Develop and maintain a process to determine the number and nature of projects being managed within HDC at any one time and those planned at the time but yet to start.	All projects, including pending approval projects, are logged on a single spreadsheet and updated monthly.	4
3	Develop a framework for the deployment of staff who have been trained in Project Management, including prioritisation when sufficient resources are not available.	List of project managers has been prepared, is updated and is available on the dedicated Programmes and Projects page on the intranet. It includes details of their training and project experience, and allows prospective project sponsors to select a project manager with the necessary training and experience. Although it is/will be kept under review by the Board, it has not been necessary to date to prioritise projects based on insufficient resources.	4
4	Provide a reception-point for the Programme Office to sense check and report progress on projects and provide a means of determining any significant risks associated with current projects; such as: late delivery, non-delivery, significant shortfall in quality of output, significant unplanned	All projects are logged on a single spreadsheet which is updated monthly and includes RAG status' with commentary from the Project Manager and, where appropriate, the Programme Office. This is presented to and considered by the Project Management Board at its monthly meetings.	4

	demand for resources, those matters that depend on quality/timing of project-outcome that may be at risk or concern, etc. via a monthly highlight report.		
5	Evaluate risks associated with projects and escalate alerts to CLT, etc. as necessary.	The monthly reports are considered by the Project Management Board at its monthly meetings, and significant issues and risks are escalated to Directors (the Corporate Leadership Team).	4
6	Ensure lessons are learnt from projects and those lessons, and best practice, are communicated.	All project closedown reports must be approved by the Governance Board before a project is closed down. A single spreadsheet listing Lessons learnt/best practice is maintained and updated on the dedicated Programmes and Projects page on the intranet with listings by each project and covering what went well, what problems were encountered, what was lacking and recommendations. This is also used at the twice yearly Workshops held for all Project Managers. Details of the project manager are also included so other project managers can follow up any queries/seek any further explanation.	5
7	Ensure Benefits are realised from projected and those benefits recorded and communicated.	Upon closure of a project, the benefits identified are added to a single spreadsheet for all projects on the dedicated Programmes and Projects page on the intranet with listings by each project and covering benefit, financial/non-financial, how to measure, when to measure, resources required, monitoring report destination/comments, RAG status and when that project's benefits realisation is next scheduled to be specifically considered by the Board, which is done on an annual basis for each closed project. Benefits Realisation is also reported to Senior Leadership Team on a quarterly basis. The self-assessment score is only a 3 because the articulation of proposed benefits in some older projects was not very clear and it is therefore difficult to assess whether they have been realised.	3
Average Score			**4**
Key to Self-Assessed Score Ranking: 5, excellent; 4, good; 3, fair; 2, improvement required; 1, poor.			