

Appendix A - Summary of Progress against Audit Recommendations – Museum Extension Contract

Rec	Recommendation	Priority	Management Response	Responsibility	Status
1a	The Council ensures its asbestos register is complete and kept up to date	High	Agreed: The Council’s asbestos register is now complete and it will now be kept up to date through the actions of the Head of Resorts and Amenities	Head of Resort Services & Amenities	Achieved
1b	Appropriate type 3 asbestos surveys are undertaken on all demolition contracts before any works are started	High	Agreed: A type 3 “invasive” asbestos survey should be undertaken before any demolition contracts are started. This is important for both safety and cost reasons. A type 3 survey employs invasive techniques to ‘seek out’ asbestos in places like between floors and cellars and other more inaccessible parts of buildings.	Head of Projects	Achieved – This has been standard practice for some years following an assessment of risks
2	All major non-capital projects to be included in the corporate risk register and for capital projects, project risk logs to be maintained separately by each Project Manager. Outstanding risks will be reported regularly to the steering group and any risk considered to be high reported to the appropriate level of management and continue to be reported until the risk has been resolved	High	<u>For Project Risk Logs:</u> Agreed: The inclusion of major project risks in a Project Risk Register and regular maintenance of such are considered essential. The Head of Projects will ensure that refresher training is provided and that project risk logs are completed within the capital projects service. It will be important that all individual project managers regularly report risk issues to project steering groups and risk will be expected to appear on the agenda and minutes of each project group meeting.	Each Project Manager	Achieved – Discussion with project managers confirmed

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		High	<p><u>For the Corporate Risk Register:</u></p> <p>Agreed: Training for all managers is in progress and covers the need for inclusion of major non-capital projects within the Corporate Risk Register. It will be important that all managers (risk owners) report risk issues through the Corporate Risk Management system (GRACE) which will be monitored and escalated to the appropriate level of management in a timely way.</p>	Chief Auditor	Achieved
3.	Project Managers need to be aware that they need to advise Corporate Directors and the Deputy Chief Executive & Director of Corporate Resources if there is a possibility that the costs will significantly exceed the budgeted expenditure (as required in the Financial Operating Procedures) and of any significant delays, problems or reputational risks that have or are likely to occur	High	<p>Accepted: A key issue with the Museum Extension project was the non-reporting of difficulties until the project transferred to the Regeneration and Planning Directorate in the summer of 2007. Although this is obviously the responsibility of Project Managers, other colleagues on future Project Steering Groups need to accept that they have a responsibility to ensure that problems are urgently identified and addressed. In this case it was clear that the problems were known and initial meetings with the contractors held to discuss these.</p>	Appropriate Project Manager/s	Achieved – Speaking with a range of project officers, they were aware of the need to inform the D/CEX if significant financial delays or reputational risks occur

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			<p>However, the issues were clearly not resolved and not drawn to the attention of Directors once the Director of Leisure and Culture had left.</p> <p>It is proposed that all major projects should have a “Mentor” as well as a Project Manager and this ought to provide a mechanism for problems to be identified and supporting actions taken (Please see recommendation 4 below). FOPS guidance will be reinforced as part of training per recommendation 4 below.</p>		
4.	The use of a formal project management methodology to be further embedded in the Council’s working practices and training given to all appropriate staff	Medium	<p>Formal training in project management for Council officers has been given but it is clear that the Council needs to adopt a more formal system of management and review. Both Sea Space and the County Council have been consulted and detailed proposals based upon a closer adherence to the PRINCE2 system adapted for our particular use will be developed and brought forward. These will involve:</p> <p>Major projects having both a Project Manager responsible for the running of a contract and a Project Mentor</p>	Head of Projects	<p>In Progress - Specific officer training to support the Kirklees method is being developed and will be rolled out.</p> <p>Achieved - Corporate Management Group has adopted the Best Practice structured</p>

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			<p>responsible for offering support and guidance at a senior level and have the power to resolve conflict or under performance. A clear job description for both roles will be produced.</p> <p>Structural methodology guiding a project through its life cycle. A system which requires review at a number of gateways – particularly at the outset of work when a proper assessment of risks is crucial. To continue to strengthen the current Project Review Board. This will involve empowering the Board to make specific recommendations to the Corporate Management Group in light of project and programme performance.</p>		<p>methodology developed by Kirklees Council and based on PRINCE2.</p> <p>Achieved - The Project Review Board has been strengthened and is now led by a Corporate Director.</p>
5.	Corporate Directors need to ensure that Project Steering Groups are made up of staff with the skills commensurate with the size, complexity and risks involved in the project	Medium	<p>Agreed: It is the responsibility of Directors in conjunction with their own management teams to ensure that all project teams have a sufficient balance of skills and experience to manage and deliver projects. The proposed mentoring system offers the opportunity to strengthen this with advice and support to develop the skills and confidence of less experienced teams.</p>	Corporate Directors	Achieved