

## Appendix 2: Key Recommendations

No	Recommendation	Response
1	Develop clear and robust document management systems and filing standards using the project folders in the shared network drive to ensure that a full evidenced audit trail is available for all major projects in future, including compliance with procurement processes.	Para 3.7
2	<p>Project Managers and Sponsors should be reminded that the Council has a well-designed, robust corporate project management framework which should be applied to all major projects, including HRA capital projects. In particular:</p> <ul style="list-style-type: none"> <li>a) Preparation of a detailed business case;</li> <li>b) Documentation of project governance arrangements, terms of reference, roles and responsibilities and a clear project plan;</li> <li>c) Robust operational and strategic risk management and reporting;</li> <li>d) Development of a comprehensive cost plan; and</li> <li>e) Monthly project highlight reports.</li> </ul> <p>This should be reinforced at departmental management team meetings and individual officers held to account through personal performance targets and appraisals.</p>	Para 3.7, 3.8
3	Project Managers and Sponsors should ensure full compliance with contract procedure rules in respect of the appointment of contractors and consultants and retain evidence of the process. Where appointments are made through a framework agreement, there should be clear documentation of the rationale and justification in terms of value for money.	Para 3.7, 3.8, 3.9
4	Project Managers and Sponsors should ensure that the role and responsibilities of consultants and the terms and conditions of appointment are clearly set out in a formal agreement or contract and that all contract documentation is securely stored and easily located in future.	Para 3.7, 3.8, 3.9
5	The project manager should ensure all contract instruction are checked and reconciled to the cost plan. Works in respect of contract variations should not commence prior to issue of a formal instruction and all contract instructions should be priced in advance wherever possible.	Para 3.7, 3.8