

MARINE STREET – URGENCY DECISION

SUMMARY OF RESPONSE TO OVERVIEW & SCRUTINY COMMITTEE (FEBRUARY 27 2006) RECOMMENDATIONS WITH PROPOSED ACTION AND TIMESCALES

Scrutiny recommendation		Action	Responsible officer	Timescales	Financial implication	Progress made
1a	(Action proposed by or already taken by officers)	Ensure all staff involved in procurement are aware of the requirements for producing Gateway One and Two reports; to be built into project plans and progress reviewed through the routine performance management process.	Director of regeneration	Done To follow contract standing orders (CSO) review	-	Staff reminded of procedures and emphasis on forward plan being fully and accurately maintained. Summary guidance on all procurement prepared. To be updated following CSO review.
1b	(Action proposed by or already taken by officers)	Ensure that there is active use of project plans, that they flag up missed deadlines, are updated, and are used routinely as part of the performance management process.	Director of regeneration	Done	Within budgets	Web based Prince 2 tracking installed in property projects process. Programme officer appointed. Coordination of programme reporting being developed.
1c	(Action proposed by or already taken by officers)	Keep under review the resources required to effectively manage the regeneration programme.	Director of regeneration	Continuing	Under discussion as part of budget process	Initial review of major projects completed. Further assessment being made.
1d	(Action proposed by or already taken by officers)	Clarify the respective roles and responsibilities of highways, legal services, and regeneration in the decision making process on highways closures etc.	Street scene & transport infrastructure manager	Done	Under discussion as part of budget process	New organisational arrangements including setting out specific responsibilities for highway closures and a review of all projects relating to the street scene have been in place since April 2006

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1e	(Action proposed by or already taken by officers)	Consider how the requests for work can be best documented and incorporated in project plans.	Street scene & transport infrastructure manager	Done	Under discussion as part of budget process	New organisational arrangements including setting out specific responsibilities for highway closures and a review of all projects relating to the street scene have been in place since April 2006
1f	(Action proposed by or already taken by officers)	Consider how to improve awareness of the links between the procurement and wider decision- making processes (including clarifying responsibility for managing the procurement decision-making process between the business/divisional service manager and the departmental procurement coordinator).	Head of procurement and constitutional team manager	September 2006 September 2006 Ongoing Ongoing	To be met from existing budgets. None None None	Procurement maps to be updated to include information on key decision processes. Reviewing the information on the council’s intranet on decision-making, in particular, the stage where officers identify decisions as a key decision and action to be taken. A new corporate procurement training programme implemented and this will be reviewed regularly. Cross service action on improved communication including the increased sharing of information and review meetings.

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1g	(Action proposed by or already taken by officers)	Provide better guidance on the use of the urgency procedures.	Constitutional team manager	Completed July 2006	None None	Reviewed guidance on the urgent implementation procedure focusing on two key areas: 1. The urgent implementation form – updated to include specific categories of information such as when officers were first aware of the key decision, why it cannot wait and what are the consequences of any delay. 2. Guidance – this is being updated to include issues set out in point (1) above.
1h	(Action proposed by or already taken by officers)	Include key decision-making processes in the induction for senior managers.	Head of organisational development	October 2006	None	Review of current management training commenced and due for completion beginning September with refreshed programme available in Autumn.
2a	No verbal advice to be given in respect of procurement issues, or, if given, to be confirmed in writing.		Head of procurement	September 2006	None	The procurement team reviewing internal procedures to ensure a uniform approach to all enquiries ranging from verbal and written requests on specific contracts to more general enquires on procurement guidelines.

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2b	Relevant executive member and chair of overview & scrutiny to be notified as soon as possible when urgency procedures are likely to be necessary.		Constitutional team manager	Completed	None	Notification incorporated into working practice for the urgent implementation procedure. Departments routinely advised of these requirements when an urgent implementation request is received. The new chair of overview & scrutiny committee briefed on the forward plan and urgent implementation procedures.
2c	To avoid reoccurrence of delays in decision-making, review procedures to ensure that interdepartmental differences are identified and resolved quickly.		Chief executive	Ongoing	None	Reviewed chief officer team procedure, implemented regular monitoring of future member decisions and early resolution of differences within chief officer team.