



National Audit Office

Regenerating the English Coalfields

Appendix One

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Findings and Recommendations on related subjects from previous National Audit Office Reports

Theme	Findings and Recommendations [with source]	Application to the Coalfields Initiatives
Oversight and Strategic Approach	<p>No overarching delivery plan was in place at the outset. [Source A, paragraph 2.9]</p> <p>A broader level of oversight would strengthen the current governance arrangements for the project. [Source B, part one]. The Department's level of oversight should be enhanced, particularly in terms of challenging and achieving milestones. [Source B, paragraph f]</p> <p>Without a strategic approach there is a danger that resources will be targeted badly. [Source C, paragraph 5]</p> <p>The Department needs to provide better leadership across central government. [Source D, Part 3]. A cross government board should be established to direct the overall programme and provide overall strategic management. [Source D, recommendation 1]</p> <p>Departmental oversight of the programme provides limited assurance over value for money and needs to be strengthened. [Source E, Part 2]</p>	<p>There is no overall strategy for coordinating the three key strands of coalfield regeneration. The Department oversees the three Coalfield initiatives at arms length and has not integrated the initiatives to ensure a coordinated approach. The plans, targets, reporting and accountability arrangements for each of the initiative are all separate. The Department has no overarching strategy to coordinate them and decisions are made by the initiative separately.</p> <p>The initiatives are not incentivised to work together. The Department should better integrate the initiatives to maximise the benefits of their intervention.</p>
Programme Management	<p>The programme (comprising of 14 projects by 2003) had no clear plan of deliverables or milestones. [Source A, paragraph 7]. Programme management techniques should be embedded from the outset, including a detailed implementation plan and the use of milestones. [Source A, recommendation 1]</p> <p>The Department's programme management is not yet capable of demonstrating that resources have always been directed to the most transformational and critical path projects, or that the Departmental management of the programme so far has helped to deliver more than the projects would have done alone. [Source D, Value for Money statement]</p> <p>Recommends the programme management functions at the Department are strengthened, including the programme monitoring and coordination functions. [Source D, recommendation 5]</p> <p>The Department should further develop the performance framework for the programme so that it better measures the outcomes for which those delivering the programme can be held accountable. [Source E, recommendation 6]</p>	<p>The Department has not set interim milestones for the National Coalfield Programme to incentivise quick delivery.</p> <p>The Department has not significantly changed the national targets, even though the lifetime of the Programme, the number of sites involved and the spend has increased.</p> <p>The Department has not monitored outcomes such as the extent to which local people benefit from the job opportunities created.</p>

Sources:

[A] *New Dimension – Enhancing the Fire and Rescue Services' capacity to respond to terrorist and other large-scale incidents*

[B] *The Regeneration of the Greenwich Peninsula: A progress report*

[C] *Enhancing Urban Green Space*

[D] *The Thames Gateway: Laying the Foundations*

[E] *Housing Market Renewal*