ARF006 Projects / Priorities Delivery Delays

Risk Status Progress Report August 2019

Description of risk and impact

Project / Priority delivery risks start with the elements of the project life-cycle (conception and business casing through delivery and ongoing management / maintenance) and involve having robust capabilities to support each stage of this life-cycle. Deficiencies in any one of these stages have flow on effects including costs, quality and delays.

Existing Treatments

- The PMO's Project Management framework, policy, methodology and guidelines is currently being rolled out. The framework will be fully developed with the assistance of PMO Team and Championed by a member of the Team.
- Robust business casing and expertise has been sub optimal. A business case specialist role has been approved to support project business case owners. This vacancy is currently being filled.
- A review of the Asset Management frameworks is also under review. This review will help to identify current short comings in the Asset Framework so that it can be further developed to produce better quality business cases and scopes. External Project Managers have been installed into the Asset Team to develop Asset Scopes and Programmes of Work
- Project governance and project role training is needed for those involved in projects to effectively perform their duties. A course of Persipio Project Management Training has been introduced for the first six months of the 2019/20 KPI year. This has been rolled out with the assistance of People and Capability
- Council and business units have a tendency to initiate lots of new projects – often reactively - but resourcing and changing priorities affect the completion rates. Reviews using an external estimator have been introduced for project budgets.
- Project resourcing challenges affect quality – another symptom of doing too many projects / juggling BAU responsibilities. Projects are currently being reviewed to identify areas for grouping to create larger projects and to also remove GHOST projects.

Additional high level treatment plans:

- SLT involved in a project prioritization process
- CouncilMark improvements:
    - 18. Asset Management Improvement
    - 20. Compliance Framework Improvement
    - 34. Process Management Framework Improvement
    - 29. Capital Project Life Report Improvement
    - 12. Contract Management Improvement
    - 10. Annual Report Improvement
    - 3. LTP Improvement

Where are the gaps? / what more could we be doing?

Inherent Risk:	Trend	Residual Risk:	Accountable:	CEO	Date raised:	29/11/18	Report frequency:
	—		Responsible:	GM IAMs	Date accepted:	30/05/19	Two monthly