

ARF006 Projects / Priorities Delivery Delays

Risk Status Progress Report January 2020

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.

- The PMO’s Project Management framework, policy, methodology and guidelines is now rolled out. The framework was fully developed with the assistance of PM Team and Championed by a member of the Team.
- Robust business casing and expertise has been sub optimal. A team of business case writers has been working in the team for 7 months developing scopes and business cases.
- 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.
- Project governance and project role training was needed for those involved in projects to effectively perform their duties. The Project Delivery Team is undergoing Project Management and Commercial training
- Council and business units have a tendency to initiate lots of new projects – These project are now fully reviewed before initiation to ensure they are valid.
- Project resourcing challenges affect quality – another symptom of doing too many projects / juggling BAU responsibilities. A review of future year plans is underway with a view to making the programme of works more achievable for delivery

Existing Treatments

High level treatment plan:

- A business case specialist role has been approved to support project business case owners
- 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

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