

ARF006 Projects / Priorities Delivery Delays

Risk Status Progress Report for May 2021

Prepared: 29/03/2021

Description of risk and impact

Project / Priority delivery risks start with the elements of the project lifecycle (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

Treatments established:

The November 2020 CouncilMARK review has acknowledged significant improvements to how we manage capital programmes.

1. Building capability

- a. Project Management Office Project Management framework: This is now starting to pay dividends. Results are being seen in the delivery of projects in a more mature manner, in line with project management best practice. This improvement was acknowledged as “significant” in the CouncilMark assessment.
- b. Business case specialist is now in place. Expectation is that benefits will be seen in the next LTP.
- c. The Project Delivery Team has completed project management and commercial training.

2. Managing capacity

- a. All capital projects are reviewed with elected members engaged as part of the LTP process.

3. Reporting

- a. The Capital Project Report Improvement has been established with monthly reporting in the IAMs business report.

High level treatment plan and progress up-date:

High level treatment plan:	Progress update:
Project Management Office Project Management framework.	<p>Ongoing.</p> <p>The team is empowered to identify and make continuous improvements to the framework.</p> <p>In line with best management practice a formal review of the framework is being planned to ensure it is best streamlined to meet the requirements of the team. This work has been delayed as the specialist resource was deployed to work on portfolio management for the LTP.</p>

Review of the Asset Management frameworks	<p>To start.</p> <p>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.</p>
Training, project governance and project roles.	<p>Ongoing.</p> <p>The Project Delivery Team is completing bespoke internal training round programme management and creation. This will include lessons learned.</p>
Project resourcing	<p>In place</p> <p>As part of the government's COVID-19 economic recovery response FNDC has received significant external funding for new capital projects. These projects are being delivered by a separate team, with governance structure and regular reporting so as not to impact "business as usual" projects.</p>

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

Current environment

Contractor resourcing may potentially be a risk to project delivery timeframes.

There remain a number of fundamental issues which need to be addressed. These are dependent on other programmes of work such as Living Asset Management Plans and Project Darwin.

Inherent Risk:	Trend of risk rating	Residual Risk:	Accountable:	CEO	Date raised:	29/11/18	Report frequency:
	Stable		Responsible:	GM IAMs	Date accepted:	30/05/19	Three monthly