



CMT

Older Persons' Accommodation gateway review briefing

KEY FINDINGS AND RECOMMENDATIONS

Achievements

Ach1	The programme is making very good progress in meeting its outcomes.
Ach2	Significant achievements have been made in terms of the pace of the programme and asset disposal projects.
Ach3	Good feedback from service users on the outcomes and outputs of the projects.
Ach4	Evidence supports that there has been no detrimental effect of managing people from closed homes to new homes.

Risks

Rsk		Recommendation	Progress
1	Construction risks in terms of supplier management, cost and delivery have surfaced on the projects and are being addressed when they arise. Though this is affecting the business case of some of the delivery projects it is important to keep in mind that this is normal for	1 Major Project PMs to engage, individually on projects and through the Major Project Interface Group, with Procurement, Legal, Health and Safety and Finance to ensure that Risks associated with construction are	Project teams and virtual project teams have been set out for each of the OPAP projects, to be shared with the Housing Delivery Working group. Head of programme

	construction projects and this isn't particular to the OPA programme	identified and mitigated and the landscape is understood. CMT leads to communicate and support PMs	attends MPIG, Housing Delivery working group, project support group and Team meetings.
Rsk 2	Projects, particularly cross Directorate/Agency , need to work together where there are interdependencies or where there is a different service as a user. This applies to the strategic asset based development work and the delivery of the Project.	Recommendation 2 DMTs to review all projects in the pipeline or on the Directorate Project list to ensure that all linkages and interdependencies have been identified. Directors to take item to DMT	Progress Head of programme attends CoE project board. Work planned to engage with other services (Children's and ASC) on the need for specialist housing. Have contributed to the HHASC project list.
Rsk 3	The Business case is predicated on savings that will emerge a number of years after the completion of the delivery projects and it is important that the benefits are tracked and not lost.	Recommendation 3 Ensure during the closure stage of projects that performance against project benefits is monitored consistent with corporate performance reporting. OPA Programme Manager to discuss how this can be	Progress A number of complex projects are now progressing. This recommendation will be picked up during the development to ensure that evaluation can be carried out on completion.

		<p>done with Corporate performance team.</p> <p>OPA Programme Manager to engage with corporate performance and look at methods for tracking project benefits.</p>	
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Issues

		Recommendation 4	Progress
Iss1	Balancing the construction project with the business change/ readiness element and ensuring that there is equal focus on both has been a challenge.	The Director of HHASC to assess with the HHASC DMT to need in terms of business transformation and project alignment and put in place a plan (with benefits, costs, etc) to seek to develop.	Review of extra care housing model underway. This has included staff from across the directorate. Cultural differences and conflicting priorities are still affecting service delivery.
Iss2	The projects are at risk of not realising their benefits without a change in the systems and culture and ASC in order to ensure the optimal placements are made. The services need to be ready when the projects are complete.	Director of HHASC	A recommendation from this review is due in early July. This will be used to inform the model for future extra care schemes.

Lessons

LI1	Using appropriate external support on projects and programmes, whether this is as PM, advisor or supplier, is key to their successful delivery. It is important that engagement with the external support is consistent with the overarching delivery objectives of the project, that they are performance managed and that the assignment will add value to the project (experience, expertise, connections, etc).	<p>Recommendation 5</p> <p>For each Major project ensure that there is sufficient internal capacity to manage areas where external contractors are used and ensure that there are appropriate performance management processes in place.</p> <p>CMT to review existing arrangements across Major Projects and ensure future projects have a robust approach.</p>	<p>PMs are in the process of reviewing the project structures to ensure sufficient capacity is in place.</p> <p>OPA programme Manager is currently in process of assessing PMO requirements (inc. Quality management processes)</p>
LI2	It's not clear if outstanding risks that emerge from the disposal projects are being picked up in the commissioning projects.	<p>Recommendation 6</p> <p>Risks that emerge from all the projects that are closed need to be assigned a place in the commissioning projects or to a service area to manage.</p> <p>OPA Programme Manager to ensure risks are appropriately transferred.</p>	<p>Progress</p> <p>This is ongoing as projects are completed. The programme is working well with property colleagues. Discussions over the future of the Oakhaven site and how</p>

			<p>this is taken forward. Building issues at Glen Lodge transferred to building maintenance, operational issues OPAP still involved</p>
LI3	<p>It was not always clear in the process how project level decisions were made and how these decisions were scrutinised. Also, it not clear how the project risk profile changes were monitored as these decisions were made.</p> <p>This may have manifested as opportunities that were taken or day to day project business.</p>	<p>Recommendation 7</p> <p>Consistent with the Corporate Project Management Framework, all decisions should be recorded in the Decisions tab in the Programme RAID log and ensure that there is a clear narrative in the log to tie risks, actions, issues and decisions together . This log is then available for board members to review.</p> <p>As each project passes through a Gateway in future a Gateway review needs to be conducted to ensure that the decision making is sound.</p> <p>OPA Programme Manager to ensure that each decision</p>	<p>Progress</p> <p>Ongoing. Verto now being used more extensively. Housing Delivery team appointing a governance and compliance officer to ensure consistency of recording and reporting. All projects to be reviewed at Gateway stages.</p>

		<p>is positioned at the right level (consistent with the Council's constitution and the Terms of reference for the OPA programme), the Programme RAID log is populated and up to date. OPA Programme Manager to ensure that a Gateway review is held when each project in the programme passes through a Gateway.</p>	
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