
From: James Papps [James.Papps@partnershipsuk.org.uk]
Sent: 25 October 2006 11:41
To: Reeve W (Bill)
Cc: Sharp DP (Damian)
Subject: TPB/Governance structures

This email has been received from an external party and
has been swept for the presence of computer viruses.

Bill

Sorry we didn't get the chance to talk after the Tram Project Board yesterday. My main unease with regard to the presentation lies with the sustainability of the very positive growth assumptions driving the patronage increases and the requirement that this is facilitated by a range of as yet unspecified transport 'interventions'. As ever, the one guaranteed fact is that forecast won't be entirely accurate, and you'll no doubt be looking at a number of downside scenarios as part of the business case evaluation.

When we met a couple of weeks ago, you mentioned that an area in which PUK may be able to assist Transport Scotland (TS) would be in the formulation of a set of generic project governance arrangements/governance structures that could be applied to the range of current major rail projects funded by the agency. Having been through an extended process to put in place the current arrangements for the Edinburgh Tram, you stressed that you were keen, if at all possible, to make best use of this work to achieve a unified approach across all your projects, reflecting best practice and the common requirements of TS as sponsor/funder.

We would absolutely support this aim. As you know, the poor project governance for Tram was a particular concern for us earlier this year, and a key prompt for the initial Readiness Review. The process to put revised arrangements in place has been protracted at times, but we would agree with you that the new structure represents a significant improvement.

Whilst every major project has its own unique characteristics, the essential building blocks for an effective governance structure are the same. The starting point is an appropriately constituted and delegated board (in the case of Tram, this is the new Project Board), which can both direct and hold the project director to account but, equally importantly, appropriately empower the project director and his team. The board requires the correct balance of membership and sufficiently broad terms of reference, together with an appropriate reporting structure and scheme of delegation from the board to effective working sub-groups. In our experience, a separate forum to act as a channel for consultation/dissemination of information to a broader set of stakeholders can sometimes also be required - but as a separate, non-decision-taking group, additional to the project board but not substituting for the board which should remain the key forum for all major project decisions.

PUK often does advise the public sector on project governance for major procurements (ideally when we have the chance to be involved with projects at the earliest stages) and governance is always a key area that we would wish to agree whenever we are in a co-sponsorship role. There is therefore a broad range of experience within PUK of project governance for major public sector projects in both the transport and a range of other sectors, which generally also includes participation on the relevant project boards. We'd therefore certainly feel qualified to provide advice, and would be very happy to put together a short proposal to carry out the work you suggest.

I'd estimate that we'd be talking about 2-3 days work to produce a draft structure for discussion, which could be arranged as a call-off under PUK's Framework Agreement with the Scottish Executive (to which TS has full access - it's what we've used to facilitate the recent Gateway for example). I would probably lead the work myself, but would take the opportunity to draw on the experience of colleagues on other projects.

We clearly have a detailed understanding of the Tram structure, and a certain amount of knowledge of the other TS projects. However, if we were going ahead, it would probably be useful to have a brief initial discussion with yourself and Damian, to make sure we're heading in the right direction, and in particular understand fully any specific TS requirements.

Let me know if this sounds like something you might want to pursue, and I can submit a formal proposal (and draft call-off agreement).

Kind regards
James

James Papps

Tel [REDACTED]

www.partnershipsuk.org.uk

This email is intended for the addressee(s) named above.

It may contain confidential or privileged information and

should not be read, copied or otherwise used by any person for whom it was not intended.

If you have received this mail in error please contact the sender by return email and delete the email from your system.

Partnerships UK plc

Registered in England number 3993425

10 Great George Street

London SW1P 3AE

<http://www.partnershipsuk.org.uk>

telephone number +44 (0)20 7273 8383

Recipients are advised to apply their own virus checks to this message on delivery.

PLEASE NOTE: THE ABOVE MESSAGE WAS RECEIVED FROM THE INTERNET.

On entering the GSI, this email was scanned for viruses by the Government Secure Intranet (GSI) virus scanning service supplied exclusively by Cable & Wireless in partnership with MessageLabs.

In case of problems, please call your organisational IT Helpdesk.

The MessageLabs Anti Virus Service is the first managed service to achieve the CSIA Claims Tested Mark (CCTM Certificate Number 2006/04/0007), the UK Government quality mark initiative for information security products and services. For more information about this please visit www.cctmark.gov.uk