

Bercht's Realisation Plan ?

DFBC

AUDIT SCOTLAND REVIEW  
EDINBURGH TRAM PROJECT

£5m / month of which £3.5m on train, £1.5m EAFCL  
Mainly design work, own staff, advisors on tenders etc  
Ground works depot at Gogar by AMIS (Alfred McAlpine)

AUDIT SCOTLAND REMIT OBJECTIVES AND AREAS OF FOCUS	TIE INFORMATION PRIMARY	SUPPORT	TIE PEOPLE PRIMARY	SUPPORT
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**OBJECTIVE**  
1. To assess how the project is progressing relative to time and cost targets

<b>1.1 Review of current time and cost targets</b> Baseline targets(DFBC) - time and cost ; defined outputs Support for Baseline targets Consistency of baseline targets with project objectives Funding position	DFBC + STAG + support Functional Specification and approval Supporting reports  <i>scope &amp; output</i>	TPB papers supporting DFBC approval CEC Report supporting DFBC approval TPB, DPD, BPIC papers Sep 06 - Dec 06 Draft funding letters tie Ltd Board papers Sep 06 - Dec 06 Reports to TS Reports to CEC Benchmarking support Grant award letters	Matthew Crosse Geoff Clark Gilbert McGarrity Thorne	Bissett Bell McEwan  <i>leads on procurement</i>
<b>1.2 Review of current time and cost forecasts</b> Current forecast - time and cost Support for current forecast Problem resolution to date a future actions Analysis of variations from target Scope / quality change control	Current Project Forecast briefing note Supporting reports Current programme / briefing note Change control log and analysis	TPB, DPD, MUDFA papers Jan 07 - May 07 tie Ltd Board papers Jan 07 - May 07 Reports to TS Reports to CEC Jan 07 Report to TS on tenders * Summary of 3rd party agreements	Crosse Clark Gilbert McGarrity Thorne	Bissett Bell McEwan  <i>Scott Wilson report on tender evaluation</i>

**OBJECTIVE**  
2. To assess whether appropriate management systems are place to promote successful completion of the project

<b>2.1 Is project organisation in line with good practice</b> Project governance structure Delegation of Authority Advisor selection and competence	Governance paper as approved DARs <i>Delegated Authority Rules</i> Project management plan Advisor selection documents and appointment letters Project team org chart Project team CVs  <i>live - up to date</i>	TPB, DPD, BPIC, MUDFA papers tie Ltd Board papers Gateway reviews and follow up action AS 2005 Report on governance Holyrood comparison  <i>published as part of draft Business Case?</i>	Crosse Clark Gilbert McGarrity Thorne Bissett McLauchlan	NXDs PUK Mackay Hutchison Bell
<b>2.2 Are proper risk management systems in place</b> Risk management strategy Risk management procedures	Documented risk management plan Current risk register Top level risk summary and mitigation plan Prior risk register review documents	TPB, DPD, BPIC, MUDFA papers tie Ltd Board papers Gateway reviews and follow up action	Crosse Clark Gilbert McGarrity Thorne Bourke	Bissett Bell McEwan
<b>2.3 Evidence of effective financial control and programme management</b> BvA monitoring and control Programme monitoring and control Action on variances	Project cost reports Change control log and analysis Cost control presentation to TPB / DPD	TPB, DPD, BPIC, MUDFA papers tie Ltd Board papers Gateway reviews and follow up action Reports to TS - <i>last one includes Cost chart</i> Reports to CEC 2005-6 BvA Summary 2006-7 BvA Summary Tie Business Plans FY07, FY08 FY06 CEC Operating Agreement External audit management letters 2005, 2006 Ditto draft 2007 Internal audit reports / extracts relevant to project	Crosse Clark Gilbert McGarrity Thorne Others	Bissett Bell McEwan SM
<b>2.4 Are forms of contract consistent with effective risk management and successful project delivery</b> Procurement strategy and option evaluation Approval process including any "unusual" or innovative approaches Market engagement Tender process, competition Contract approval processes	DFBC Extract Summary procurement presentation to TPB / DPD Approval documents Summary of principal contract terms	TPB, DPD, BPIC, MUDFA papers tie Ltd Board papers Gateway reviews and follow up action March 06 OBC extract Tender documents	Crosse Clark Gilbert McGarrity Thorne Bourke	DLA PUK Bell McEwan Bissett  <i>No sign-off without passing robust quality control</i>

Every line in budget has a resp mgr.  
Monthly reports on costs & risks to ME

all in DFBC

Operational start

End 2010, Q1 2011

give or take a month or 2

Public sector manage ~~in~~ design risk up to point of P&L to inbaco who takes on risk

Inbaco + trainco contracts will include maintenance for a period still being assessed - 3, 10, 15 yrs



AUDIT SCOTLAND REMIT  
OBJECTIVES AND AREAS OF FOCUS

TIE INFORMATION  
PRIMARY SUPPORT

TIE PEOPLE  
PRIMARY SUPPORT

OBJECTIVE

1. To determine how the project is progressing relative to time and cost targets

1.1 Review of current time and cost targets

Baseline targets (S of E) - time and cost ; defined outputs  
Support for Baseline targets  
Consistency of baseline targets with project objectives  
Funding position

SKM Report summary  
DDA / STAG / Support  
Promoter's Memo  
Functional Specification

EPB papers giving approval to Parliament submission  
TS support for Parliament submission  
EPB papers Sep 06 - Mar 07  
tie Ltd Board papers Sep 06 - Mar 07  
Reports to TS  
Benchmarking support  
Grant award letters

*Bary*  
Cross  
Diamond  
Haldane  
Prentice  
Somerville  
Bell  
Bissett  
McGarrity

1.2 Review of current time and cost forecasts

Current forecast - time and cost  
Support for current forecast  
Problem resolution to date a future actions  
Analysis of variations from target  
Scope / quality change control

State of Play briefing note  
Current Project Forecast (with evaluated changes)  
Supporting briefing notes  
Change control log and analysis

EPB papers Sep 06 - Mar 07  
tie Ltd Board papers Sep 06 - Mar 07  
Reports to TS  
Summary of 3rd party agreements  
Alternative route options paper

Cross  
Diamond  
Haldane  
Prentice  
Somerville  
Bell  
Bissett  
McGarrity

OBJECTIVE

2. To determine whether appropriate management systems are place to promote successful completion of the project ?

2.1 Is project organisation in line with good practice

Project governance structure  
Delegation of Authority  
Advisor selection and competence

Governance paper in most recent form  
DARs  
Project Management Plan  
Summary of pre EPB decisions and process followed  
Advisor selection documents and appointment letters  
Project team org chart  
Project team CVs

EPB papers Sep 06 - Mar 07  
tie Ltd Board papers Sep 06 - Mar 07  
Gateway reviews and follow up action  
AS 2005 Report on governance  
Holyrood comparison  
Tender documents

Cross  
Diamond  
Haldane  
Prentice  
Bissett  
McLauchlan  
NXDs  
PUK  
Bell

2.2 Are proper risk management systems in place

Risk management strategy  
Risk management procedures

Documented risk management strategy  
Current risk register  
Top level risk summary and mitigation plan

EPB papers Sep 06 - Mar 07  
tie Ltd Board papers Sep 06 - Mar 07  
Gateway reviews and follow up action

Cross  
Diamond  
Haldane  
Prentice  
Bell  
Bissett

2.3 Evidence of effective financial control and programme management

BvA monitoring and control  
Programme monitoring and control  
Action on variances

Project cost reports  
Change control log and analysis

EPB papers Sep 06 - Mar 07  
tie Ltd Board papers Sep 06 - Mar 07  
Gateway reviews and follow up action  
Reports to TS  
2005-6 BvA Summary  
2006-7 BvA Summary  
Tie Business Plans FY07, FY08  
CEC Operating Agreement  
External audit management letters 2005, 2006  
Ditto draft 2007  
Internal audit reports / extracts relevant to project

Cross  
Diamond  
Haldane  
Prentice  
McGarrity  
Bell  
Bissett  
SM

2.4 Are forms of contract consistent with effective risk management and successful project delivery

Procurement strategy and option evaluation  
Approval process including any "unusual" or innovative approaches  
Market engagement  
Tender process, competition  
Contract approval processes

Detailed options analysis report  
External review and approval of strategy  
Market-testing documentation  
Tender documents  
Approval documents  
BAA agreements - summary  
Summary of principal contract terms

EPB papers Sep 06 - Mar 07  
tie Ltd Board papers Sep 06 - Mar 07

Cross  
Diamond  
Haldane  
Prentice  
McCourt  
Bourke  
DLA  
PUK  
Bell  
Bissett

*TS says*  
*Secret*  
*development agreement - has an indemnity to BAA*