

Other significant issues that have been identified by officers involved in project delivery include:

- Ambiguity regarding governance in early stages for potential major projects with limited established governance for feasibility and business case development.

The Markets Co-location Programme (MCP)

The MCP's initiation phase ran for five years until it was approved as a Major Programme in October 2022. During that period c. £164m was spent on the programme, of which c. £133m was for the acquisition of the Dagenham Dock site and associated expenses.

In 2017, a team was established to produce a Strategic Outline Case and subsequently the Outline Business Case. This team consisted of the Programme Director and three contractors leading on the existing sites, the future market and communications, respectively. The small team needed to work very quickly and flexibly and decisions had to be made fast. There was no clear established governance framework for dealing with this type of large conceptual endeavour. Reports were however submitted to P&R on a regular basis. The success of the early stages of the programme also relied on direct communication with the Chairs of relevant Committees. The programme needed to design its own governance structures for smaller decisions by setting up the MCP Officers' Programme Board, Member-led informal working groups as well as regular updates to respective Chairs.

Since there was no PMO function available, programme management support was initially contracted through external consultants, which did not offer good value for money. From 2019, the programme recruited a dedicated internal programme management resource and was supported by the newly-established Major Programmes Office. Since the MCP business case was approved in October 2022, recruitment has been underway to develop an in-house resource model and the programme has now moved under the remit of the Capital Buildings Board.

- Focus on capital delivery with limited view of wider project outcomes and interdependencies

Future Police Estate Portfolio (FPEP)

The FPEP is comprised of six construction projects that will constitute the future police estate. This includes the new Police HQ at the Salisbury Square Development as well as several CoLP enabling workstreams and projects, with numerous interdependencies between them. The interdependencies cover budget, resource, risks, timelines and scheduling as well as scope and change request management.

Formerly the portfolio has been managed without taking a strategic portfolio-wide approach and it has been recognised that this has at times resulted in the programmes/projects/workstreams being managed independently of each other,

without full appreciation of the dependencies the constituent parts of the portfolio have on each other. However, the Commissioner and City Surveyor have been working over the past year to establish a portfolio approach at officer level. However, it is important that corporate governance also develops to take a more strategic portfolio management approach.

- Concerns regarding resourcing of projects, insufficient capacity included as part of project initiation process.

A recurring issue that has arisen during conversations with both officers and Members, is the insufficient assessment of required capacity as part of the project initiation process including, not only, dedicated project delivery resources but capacity required from key corporate services such as finance, procurement and legal services. A strengthened focus on business case development will help to address this issue.