





## AGENDA

- 1.0 INTRODUCTION
- **2.0** ABOUT G&T
- **3.0** DEFRA/APHA CASE STUDY
- 4.0 PROJECT CONTROLS
  - 4.1 PROJECT LEVEL
  - 4.2 PROGRAMME LEVEL
  - 4.3 PORTFOLIO LEVEL



#### INTRODUCTION | PROJECT CONTROLS

#### MEETTHETEAM



MARK MILLS Partner London



**ASHLEY REDFERN** Senior Associate London



ASH CHAMBERS Project Controls Executive London





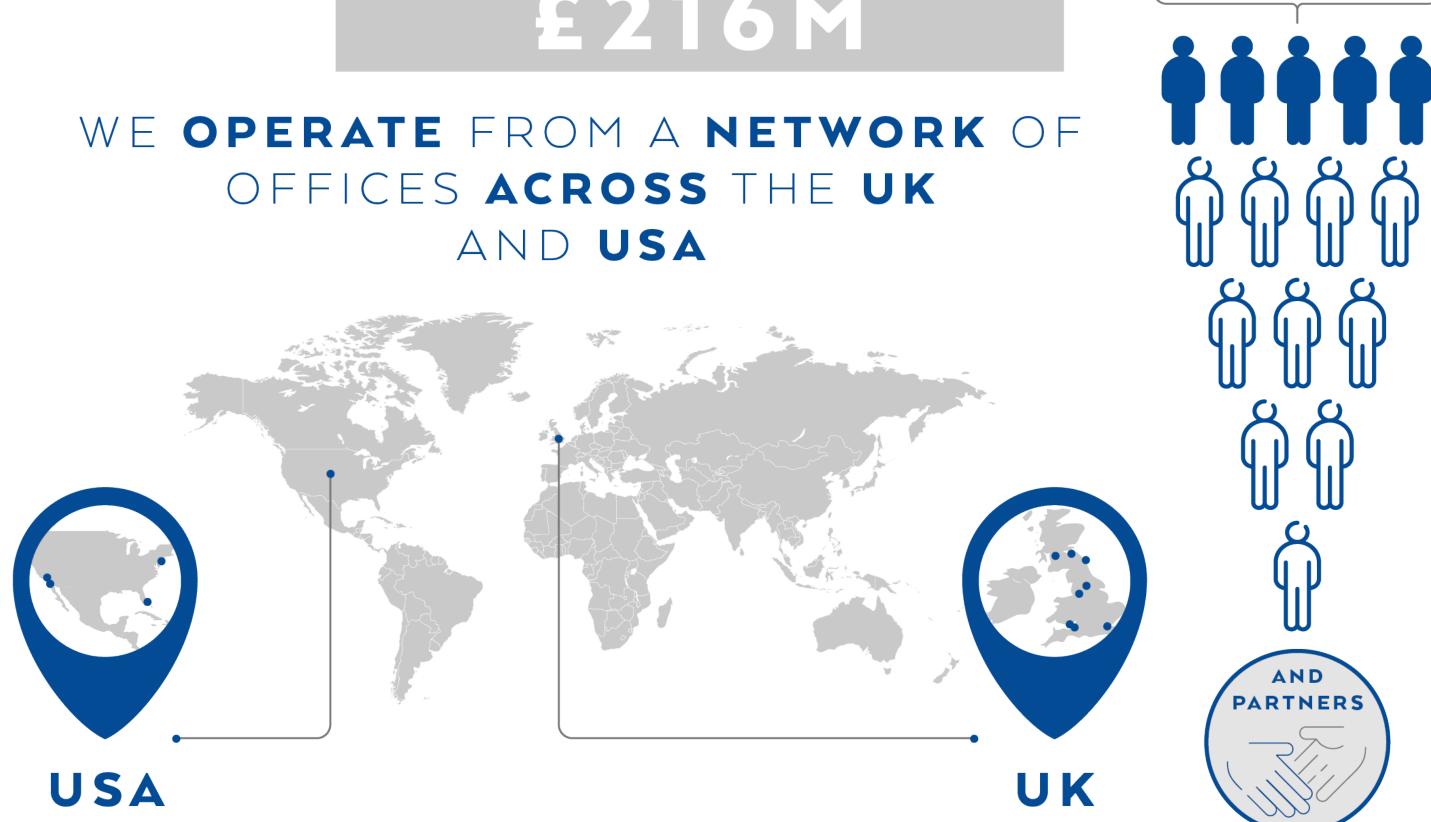
### WE WORK ACROSS ALL **SECTORS IN THE BUILT ENVIRONMENT**

### WE OFFER

Cost Management

**Project** Management

**Specialist** Consultancy



#### ABOUT G&T | **PROJECT CONTROLS**

2019/2020 WAS...

# £216M

#### WE HAVE OVER

1000

TALENTED EMPLOYEES





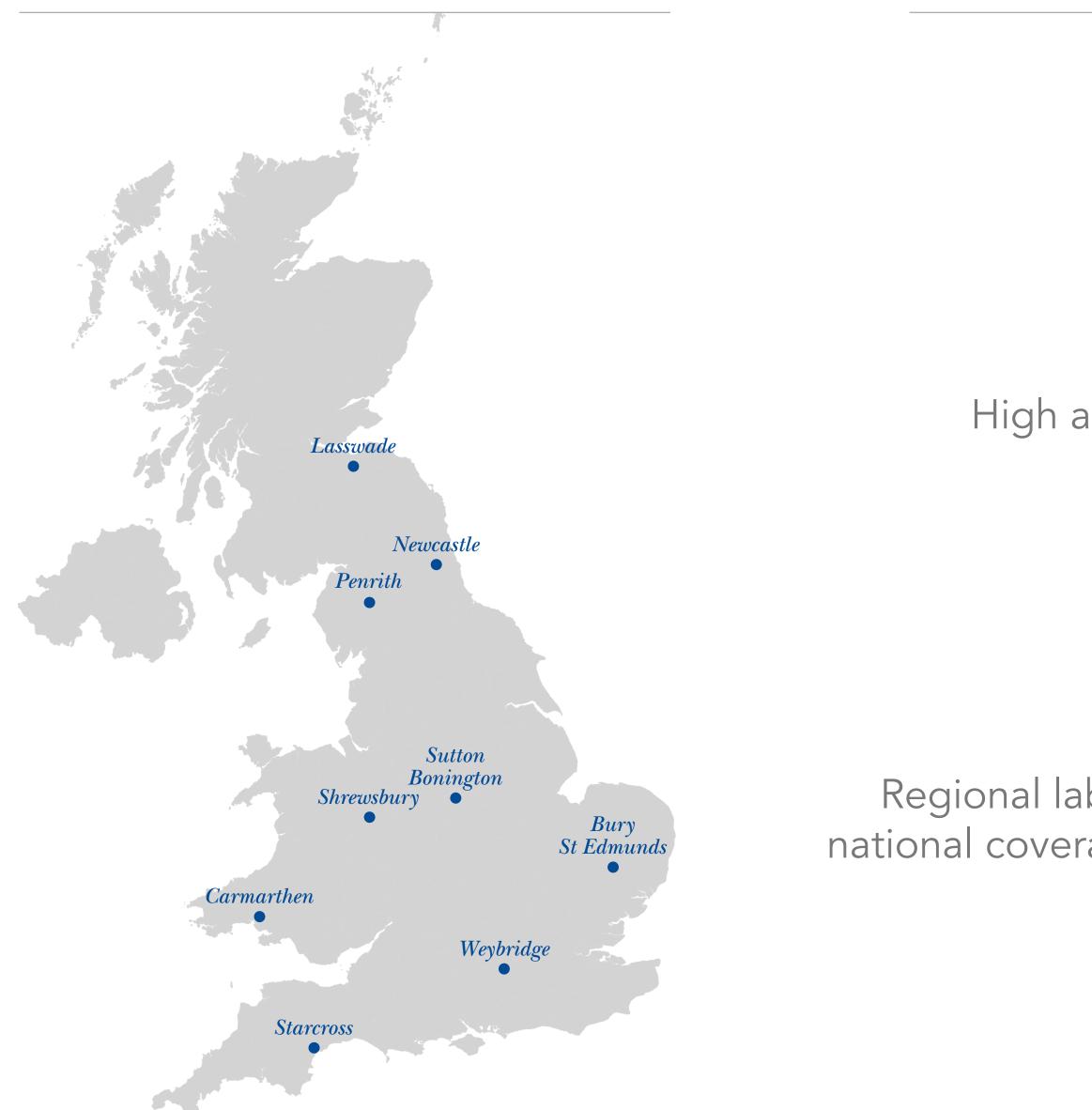
# PROJECT CONTROLS

Department for Environment, Food and Rural Affairs/ Animal Plant Health Agency

A Case Study







THE DEFRA PORTFOLIO | PROJECT CONTROLS

## **260** Acre main site consisting of:

High and low level biocontainment science assets

Support infrastructure

Utilities

Regional labs providing small scale, national coverage and local support





Animal & Plant Health Agency (APHA) uses the assets for the delivery of science

DEFRA Group Property ensures asset is available for APHA to use when required

Routine Maintenance

Asset life extension/upgrade

New Build assets

HSE regulates and ensures assets are safe to operate and operations are safe

#### THE DEFRA ORGANISATION | **PROJECT CONTROLS**







THE 'REAL WORLD' CHALLENGE | PROJECT CONTROLS

### 100 year old site that has developed tactically

Ageing and unreliable assets



operational requirement

Poor project delivery performance

Adversarial relationships





Improve project delivery performance Extend asset life and improve reliability Improve asset availability Improve relationships

#### THE 'REAL WORLD' OPPORTUNITY | **PROJECT CONTROLS**









#### WHAT WE DID | **PROJECT CONTROLS**



#### Introduced a standard delivery process

Introduced integrated governance and assurance

### Introduced Project Controls





### **PROJECT CONTROLS** DEFRA - A CASE STUDY

# PROJECT CONTROLS









Priority to get a Standard Delivery Process in place quickly

Reporting was light touch – more rigorous process needed

Need for efficiency and to identify and act upon 'quick wins'

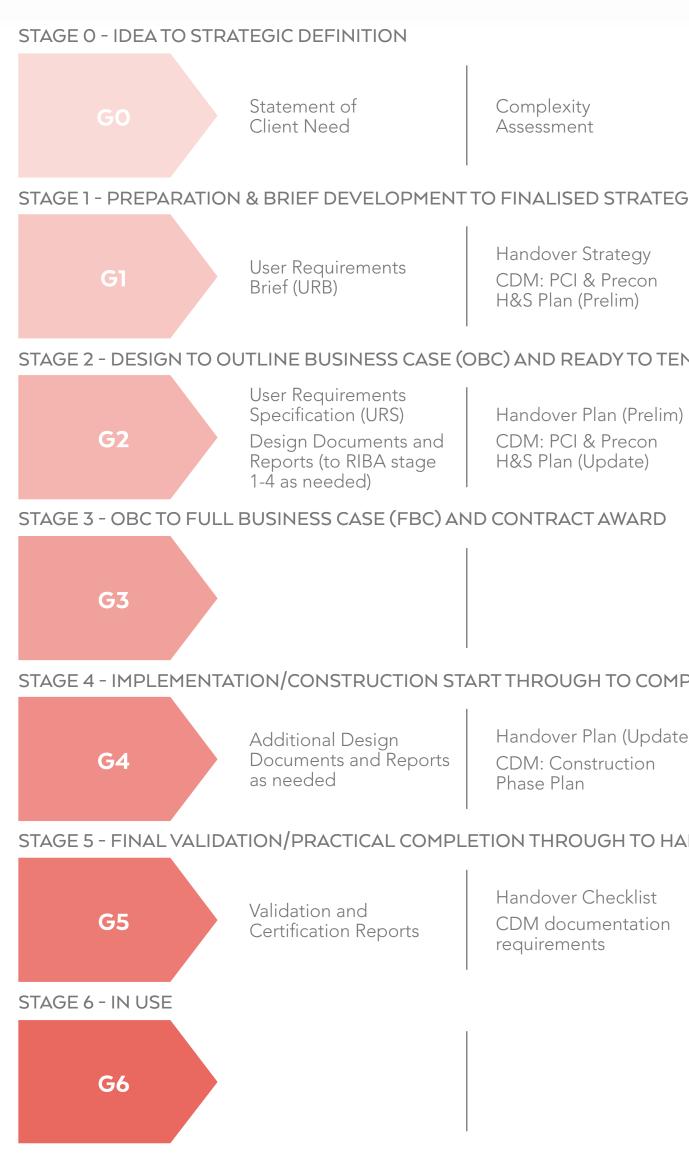
#### INITIAL APPROACH | PROJECT CONTROLS







INITIATE	
DEVELOP	
DESIGN	
<b>PROCURE</b> (MAIN CONTRACTOR)	
DELIVER, TEST AND CONTRIBUTE	
HANDOVER AND CLOSE	

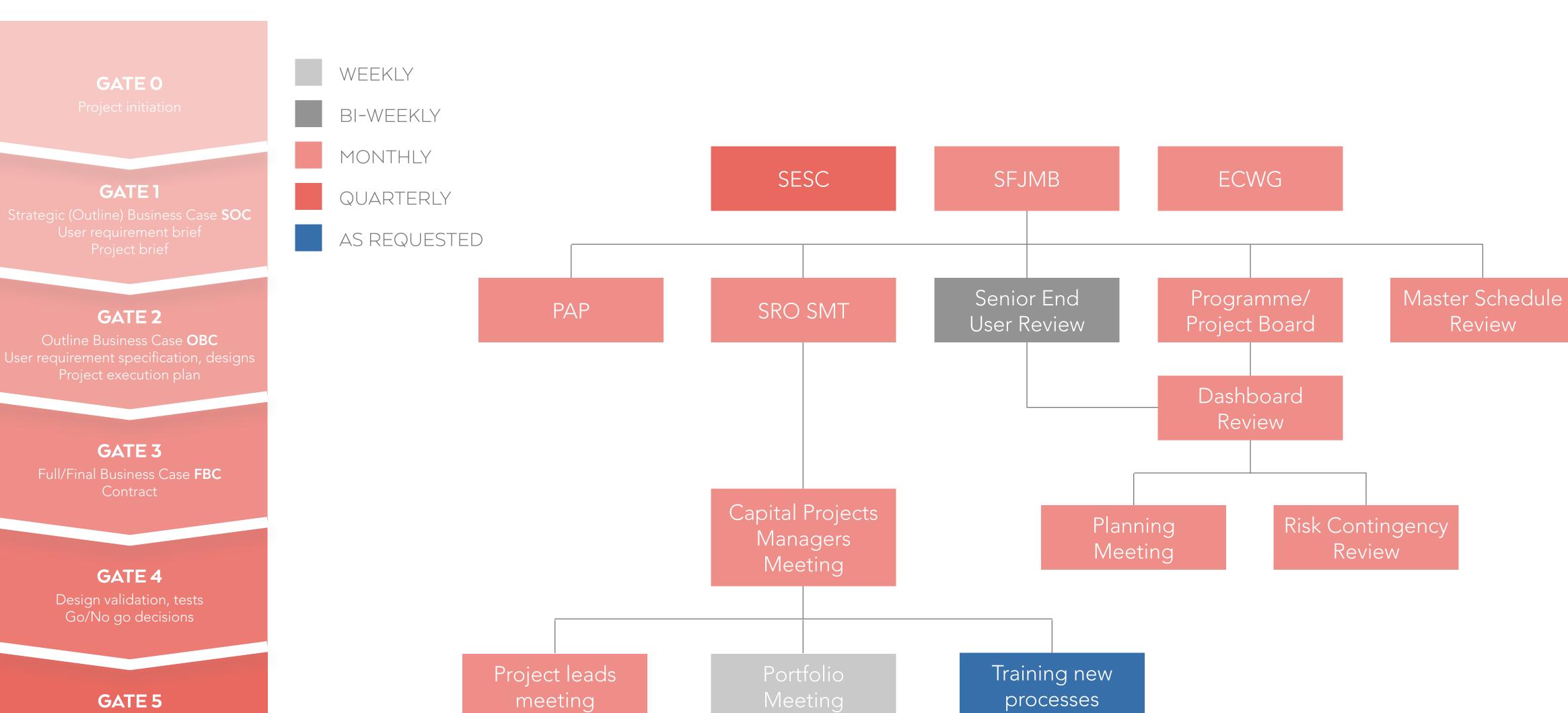


#### STANDARD DELIVERY PROCESS | PROJECT CONTROLS

	Cost Est, Plan & Sch (30%)	Risk Register	Strategic Outline Business Case (SOC) (Prelim)	Project Brief (Prelim)
EGIC	OUTLINE BUSINESS CASE (	SOC)		
	Cost Est, Plan & Sch (20%)	Risk Register (Update)	Quality Plan Strategic Outline Business Case (SOC) (Final)	Project Brief (Final) Procurement Strategy
TENDE	ER TO SUPPLIERS			
im)	Cost Est, Plan & Sch (20%) (Update) Functional Safety documentation as required	Risk Register (Update)	Quality Plan (Update) Outline Business Case (OBC)	Project Execution Plan Procurement Plan and Tender Pack
)				
	Cost Est, Plan & Sch (10%) Updated post- tender negotiations	Risk Register (Update)	Full Business Case (FBC) - OBC updated with Tender Result Tender (Contract Award) Report	Project Execution Plan (Update) updated post-tender negotiations
MPLE	TION AND COMMISSIONING	3		
date)	Cost Est, Plan & Sch Functional Safety documentation as required	Risk Register (Update)	Full Business Case (Update)	Project Execution (Update)
HAND	OVER AND CLOSEOUT			
'n	Project Closure Form Final Costs Report	Risk Register (Update) Asset Capitalisation Form	Full Business Case (Update)	Lessons Learned Report (Final)
	Post Implemer	ntation Review		







Project closure

meeting

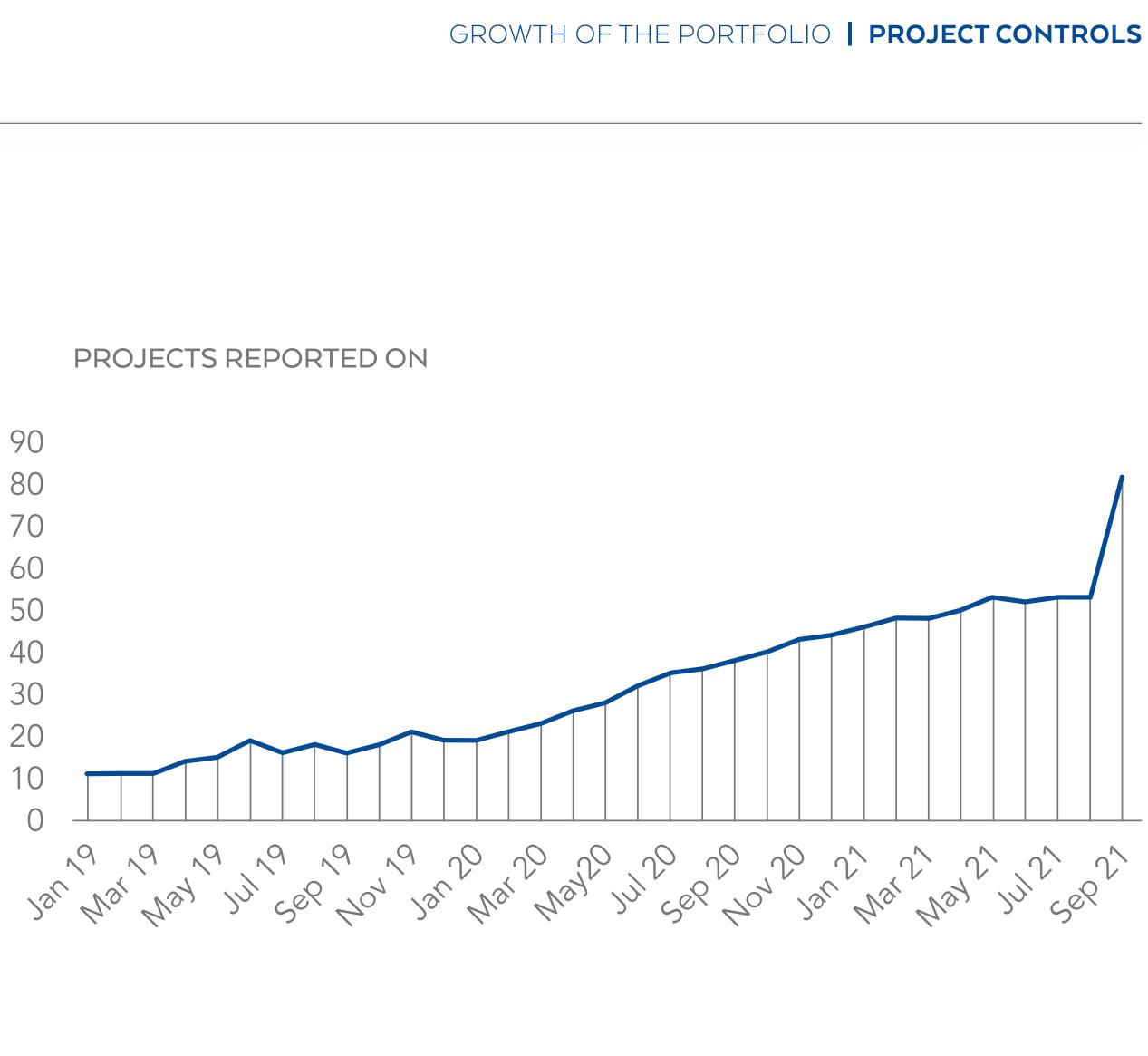
#### INTEGRATED GOVERNANCE AND ASSURANCE **PROJECT CONTROLS**



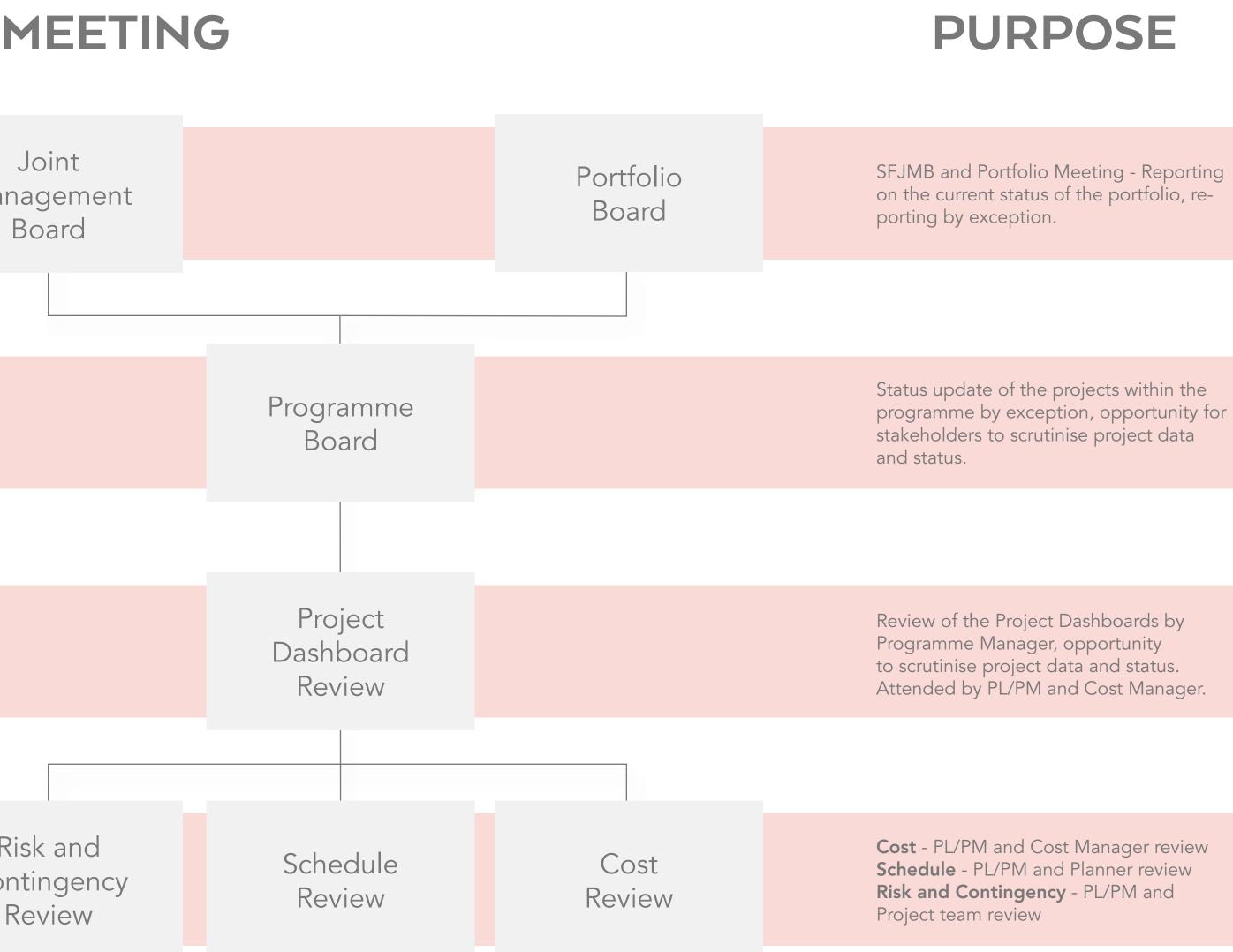


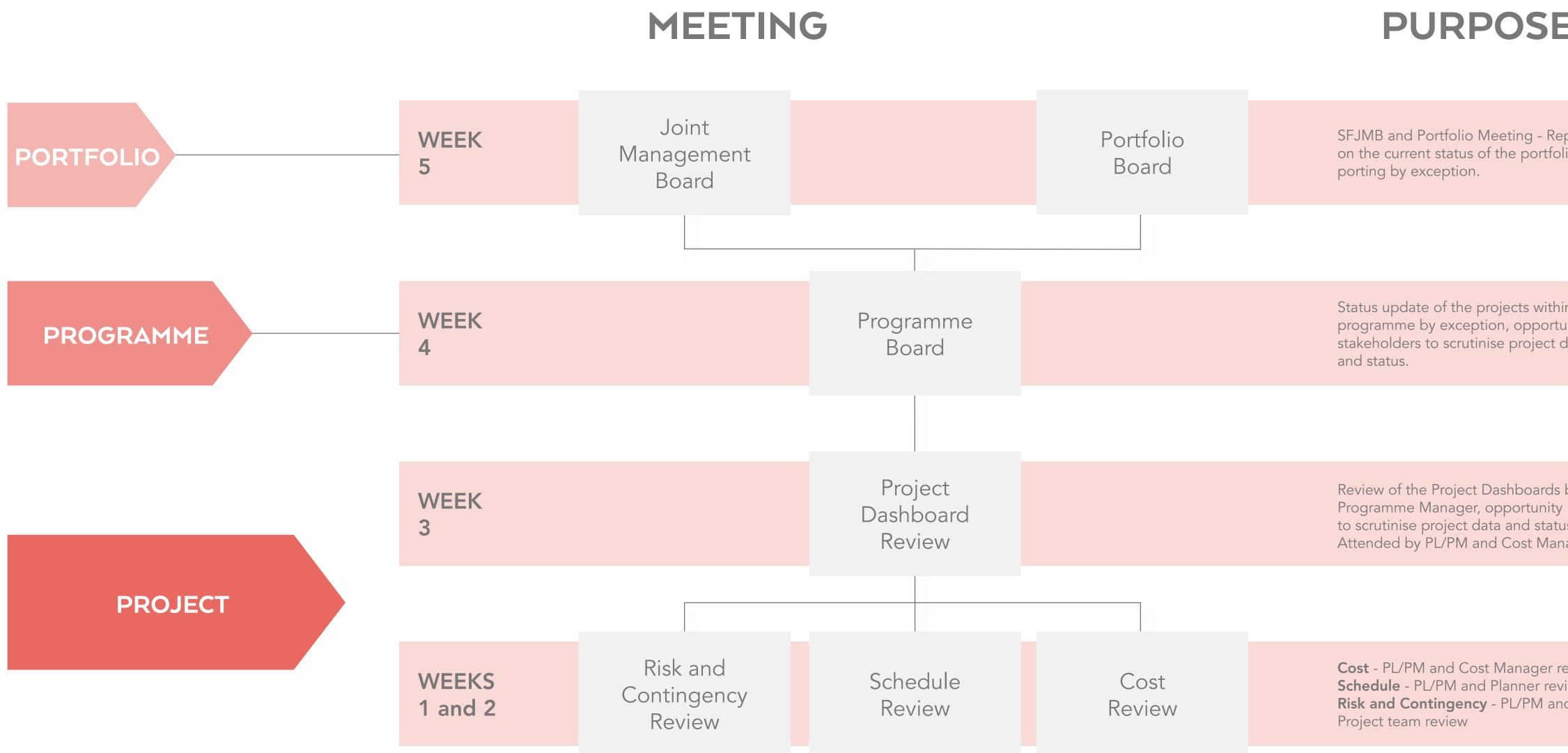










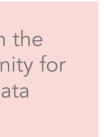


#### GROWTH OF PORTFOLIO | PROJECT CONTROLS

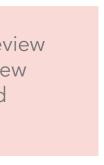




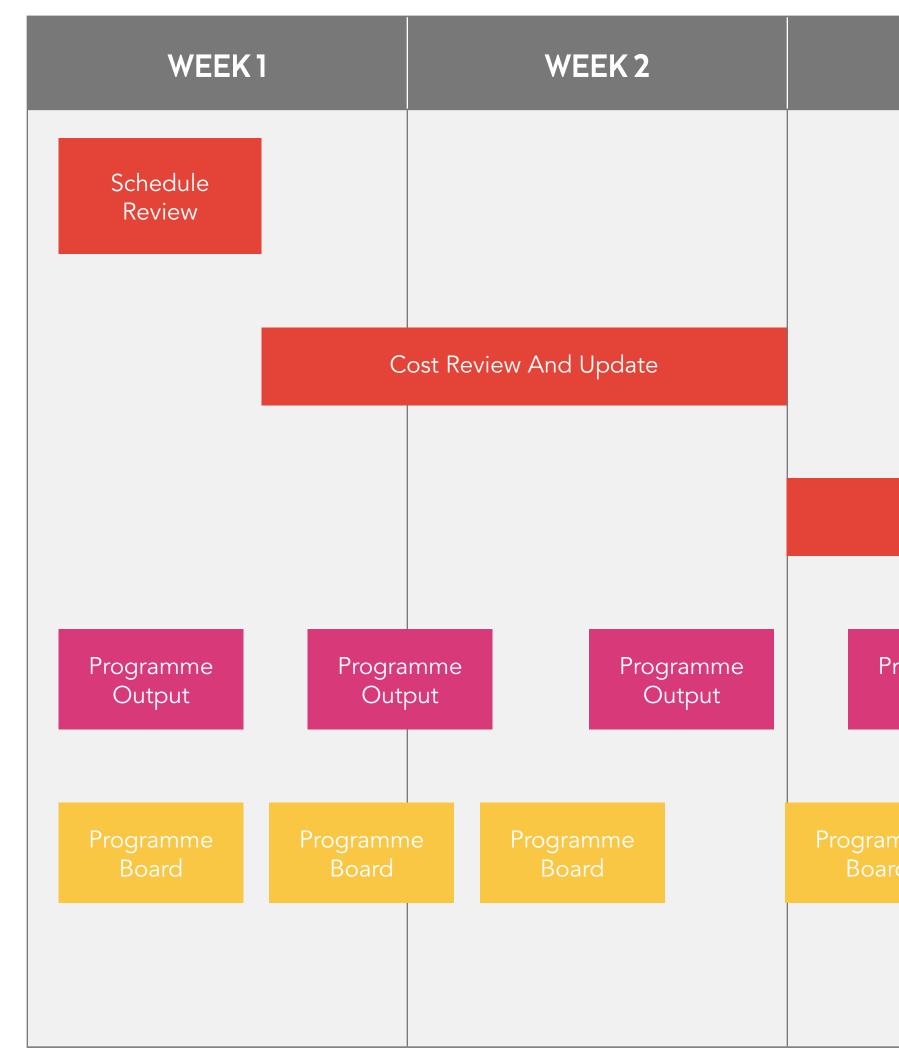












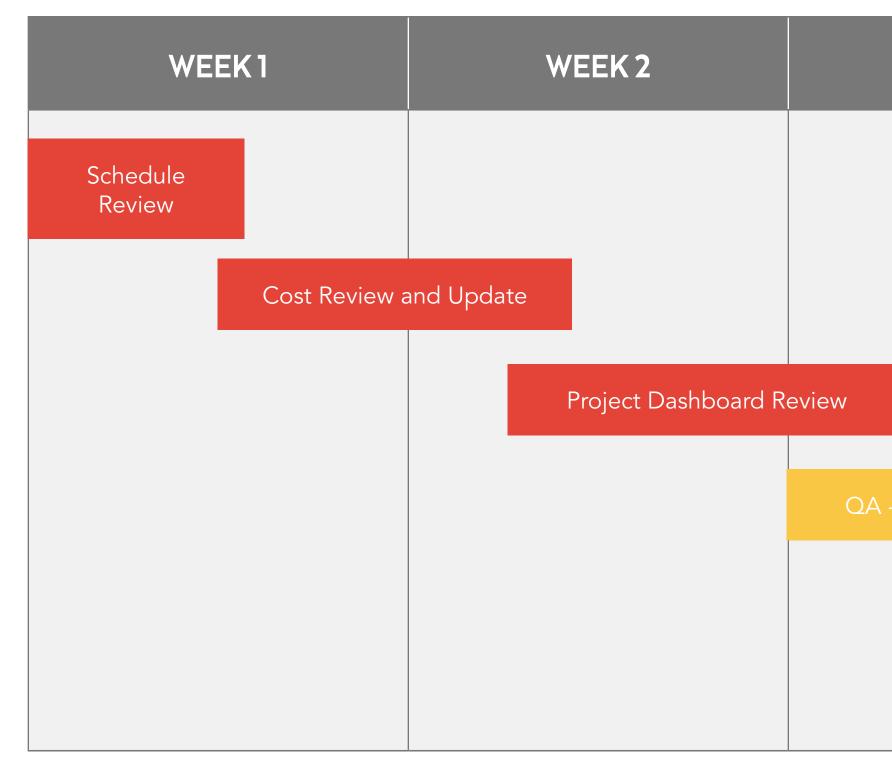
- Programme boards scheduled through the month issues with data flow
- Time available for QA and report production is limited, increasing risk of errors

#### PREVIOUS REPORTING CYCLE | PROJECT CONTROLS

WEEK 3	WEEK 4	WEEK 5
Project Dashboard Revie	2W	
rogramme	QA - Programme	
Output	Output	
mme Programme rd Board	Programme Board	
Doard	Doard	
		SFJMB and Portfolio Board







#### INFOR



#### NEW REPORTING CYCLE | PROJECT CONTROLS

WEEK 3	WEEK 4	WEEK 5
- Programme Output		
	Programme Boards	
		SFJMB and Portfolio Board
RMATION FLOW		
QUALITY SURANCE	PROGRAMME	PORTFOLIO



### PROJECT CONTROLS DEFRA - A CASE STUDY

# PROJECT LEVEL



			٦			
Defra Lead	Project Manager	SEU	Cost Manager	Design Ma		
Chris Lient	Earl E	Brian Ossman	Neil Umbers	Archie		
		Progress				
<ul> <li>Risk register update</li> </ul>	ateway with Green app ated h local authority, action	_				
	30	) Day Lookahea	ad			
<ul> <li>Process change co</li> <li>Schedule review v</li> <li>Commencement of</li> </ul>		ope				
	C	oncerns & Issu	es			
<ul> <li>Additional scope</li> <li>Lack of local auth</li> <li>Possible planning</li> </ul>		of project				

#### PROJECT DASHBOARD | PROJECT CONTROLS

Manager	Key Performance In	ndicators
e Tect	Safety	
	Project Cost	
	ticipated changes to scope could use m k budget	ore than allocated
	Schedule	
Cor	mpletion date at risk if additional scope	e is required
	Documents	
	Risk	
	Change	
	Design	
	Procurement	

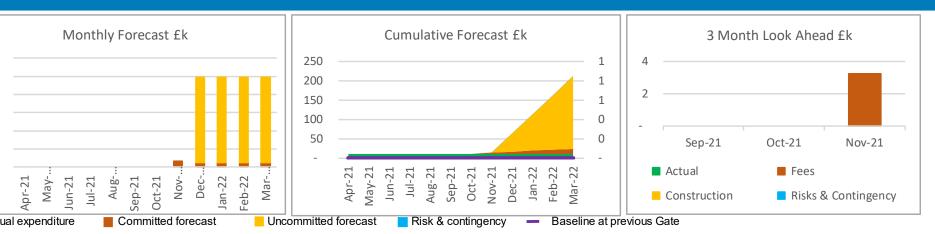


				(						
			Тс	op 3 Risk	S					
Current Rating	Risk ID	Description			Ν	Aitigation			Action Who	By When
16	1	Risk of late handover if project documentation is n't started within the next month	on Reg acti	ular meetings vity	with contra	er	AC	30 Nov 2021		
15	2	Availability of additional power impacting th operation of new facilities		understand th site and curre		e load requiren vailability.	nents as per th	e plan	AC	12 Dec 2021
12	3	Whether an extension to the building will no to be built to house equipment and whethe planning permission will be required	r equ	•	e contained	er to determine within the exis			AC 12 Dec 202 AC 31 Jan 202	
				Schedule						
Activity Name			Baseline (Last Gateway)	Last Month	Current	Var. BL Finish	Var. Last Mnth Finish	Comme	ents	
G0 - Idea to Strateg	gic Definition App	proved	04-Aug-21	04-Aug-21	04-Aug-21	0	0			
G1 - Preparation &	Brief Developm	ent to Finalised Strategic Outline Business	14-Dec-21	14-Dec-21	03-Mar-22	-79	-79			
G2 - Design to Out	tline Business Ca	ase (OBC) Approved	10-May-22	03-Aug-22	02-Nov-22	-176	-91			
G3 - OBC to Full B	usiness Case (F	BC ) & Contract Award Approved	05-Oct-22	01-Feb-23	03-May-23	-210	-91			
G4 - Implementatio	on / Construction	Complete	07-Aug-24	05-Mar-25	07-May-25	-273	-63			
G5 - Handover & C	Closeout Comple <sup>®</sup>	te	05-Sep-24	27-Mar-25	30-May-25	-267	-64			

				(6)								
				op 3 Risk	S							
Current Rating	Risk ID	Description			Ņ	Vitigation				Action Who	By When	
16	1	Risk of late handover if project documentation isn't started within the next month		egular meetings ctivity	; with contra	actors team to	initia	ate handove	er	AC	30 Nov 2021	
15	2	Availability of additional power impacting th operation of new facilities		o understand th or site and curre		•	ment	s as per the	e plan	AC	12 Dec 2021	
12	3	Whether an extension to the building will ne to be built to house equipment and whether planning permission will be required	r eo	•	e contained		to determine whether the new ithin the existing space for each AC 31 Jan 3					
				Schedule								
Activity Name			Baseline (Last Gateway	Last Month	Current	Var. BL Finish	Va	ar. Last Mnth Finish	Comme	ents		
G0 - Idea to Strate	gic Definition Apr	proved	04-Aug-2		04-Aug-21	0		0				
G1 - Preparation 8	Brief Developm	ent to Finalised Strategic Outline Business	14-Dec-2	21 14-Dec-21	03-Mar-22	-79		-79				
G2 - Design to Ou	tline Business C	ase (OBC) Approved	10-May-2	22 03-Aug-22	02-Nov-22	-176		-91				
G3 - OBC to Full B	usiness Case (F	BC) & Contract Award Approved	05-Oct-2	22 01-Feb-23	03-May-23	-210		-91				
G4 - Implementatio	on / Construction	I Complete	07-Aug-2	24 05-Mar-25	07-May-25	-273		-63				
G5 - Handover & C	loseout Comple	te	05-Sep-2	24 27-Mar-25	30-May-25	-267	•	-64				

Cost

Cost in £k	Project	FY 21/22 Previous Month	FY 21/22 Current Month	Change in Month
Approved Budget	26	0	0	0
Baseline at Gate X	0	0	0	0
Contractually Committed (POs Raised)	26	0	13	13
Actual Spend to Date	11	0	0	0
Spend to Go (Forecast)	3,381	257	201	(56)
Estimate at Completion	3,393	257	201	(56)
Variance	3,366	257	201	(56)
Risk & Contingency (Inc. in Spend to Go)	712	0	0	0



 Key: Committed expenditure = PO raised, Uncommitted forecast = Allowances for future works not yet
 Actual expenditure

 awarded, risk and contingency

Notes:

#### PROJECT DASHBOARD | PROJECT CONTROLS



### **PROJECT CONTROLS** DEFRA - A CASE STUDY

# PROGRAMME LEVEL



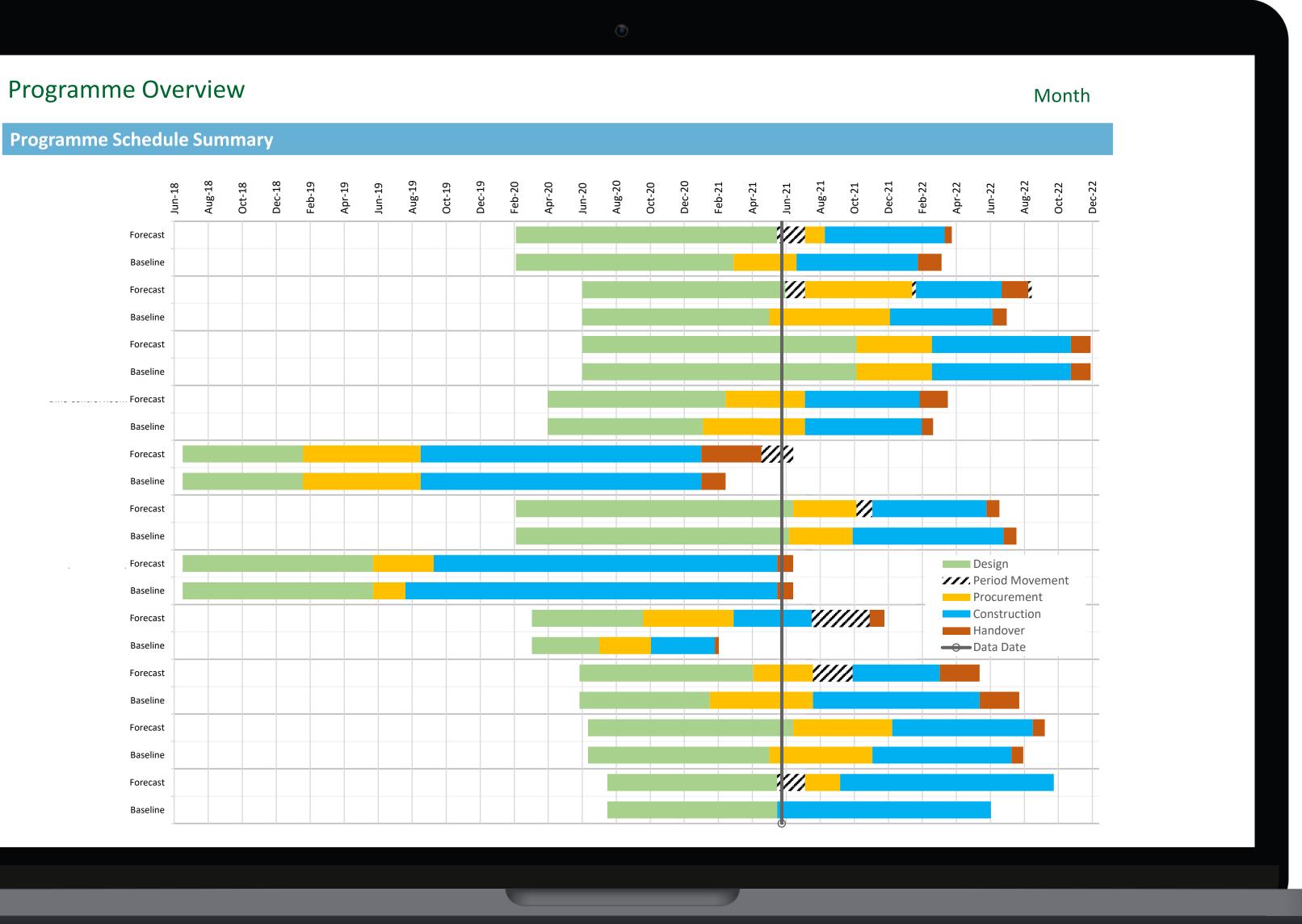


														(	n)												
Programme / F	Project	Defra Lead	PM	Cost Lead	Senior End User	Next Gateway	Cost Schedule	Risk Change Design Procurement	OVERALL	d Las Mor	t th t	ompletion over) rent Change in Period	- Comr	nentary	Programme / Project	Defra Lead	РМ	Cost S Lead	Senior End User	Next Gateway	Cost Schedule Documentation Risk Risk Change Design Procurement Safety OVERALL	Trend		ast Comple Handover) Current		Comm	ientary
Program	me 1														Programme 1												
Building Up A 4836		Chris Lient	Earl E	Neil Umbers	Brian Ossman	G4				О2 Ма	r 22 02 Mr	ar 22 Nil	Progress in Period • Progress continues on site, works substantially progressed, MEP progressing and changing rooms decs & 2nd fix activities complete, gas system install underway • Discussions regarding lighting performance levels are ongoing MITIE reactive maintenance repairs completed • Integrated Test & Inspection Plan issued for comment • Validation report & recommendations received • Design sign-off for electrical services • Design review session for Ventilation and Mechanical services held on	Lookahead for Next Period • Air calculations and project team review to assure performance • Close out discussion on lighting lux levels & potential requirement for additional survey (site meeting 13/10) • Review & agree updated programme of 24/09 • CR's to be signed off • Close out design submissions on validation, pipework mods & drainage	Building Upgrade A 4836	Chris Lient	Earl E	Neil Umbers	Brian Ossman	G1		V	TBC Following G1	TBC Following G1	NA	Progress in Period Progress continues on site, works substantially progressed, MEP progressing and changing rooms dees & 2nd fix activities complete, gas system install underway Discussions regarding lighting performance levels are ongoing MITIE reactive maintenance repairs completed Integrated Test & Inspection Plan issued for comment Validation report & recommendations received Design sign-off for electrical services Design review sesion for Ventilation and Mechanical services held on 24/9/21 and follow-up arranged	Lookahead for Next Period • Air calculations and project team review to assure performance • Close out discussion on lighting lux levels & potential requirement for additional survey (site meeting 13/10) • Review & agree updated programme of 24/09 • CR's to be signed off • Close out design submissions on validation, pipework mods & drainage
Building Up, A 4836		Chris Lient	Earl E	Neil Umbers	Brian Ossman	G4				) 06 Ju	22 06 Ju	<b>1 22</b> Nil	24/9/21 and follow-up arranged Progress in Period • Progress continues on site, works substantially progressed, MEP progressing and changing rooms decs & 2nd fix activities complete, gas system install underway • Discussions regarding lighting performance levels are ongoing MITIE reactive maintenance repairs completed • Integrated Test & Inspection Plan issued for comment • Validation report & recommendations	Air calculations and project team     review to assure performance     Close out discussion on lighting lux     levels & potential requirement for     additional survey (site meeting 13/10)     Besiew 6-screen under depersement of	Building Upgrade A 4836	Chris Lient	Earl E	Neil Umbers	Brian Ossman	G2		↓ ↓	13 Dec 22	20 Dec 22	+7	Progress in Period Progress continues on site, works substantially progressed, MEP progressing and changing rooms decs & 2nd fix activities complete, gas system install underway Discussions regarding lighting performance levels are ongoing MITE reactive maintenance repairs completed Integrated Test & Inspection Plan issued for comment Validation report & recommendations received Design sign-off for electrical services D esign review session for Ventilation and Mechanical services held on 24/9/21 and follow-up arranged	Lookahead for Next Period • Air calculations and project team review to assure performance • Close out discussion on lighting lux levels & potential requirement for additional survey (site meeting 13/10) • Review & agree updated programme of 24/09 • CR's to be signed off • Close out design submissions on validation, pipework mods & drainage
Building Up A 4836	grade	Chris Lient	Earl E	Neil Umbers	Brian Ossman	G3				→ 01 No	v 23 01 No	ov 23 Nil	received Design sign-off for electrical services Design review session for Ventilation and Mechanical services held on 24/9/21 and follow-up arranged Progress continues on site, works substantially progressed, MEP progressing and changing rooms decs & 2nd fra activities complete gas system install underway Discussions regarding lighting performance levels are ongoing MITIE reactive maintenance repairs completed Validation report & recommendations received Design sign-off for electrical services Design review session for Ventilation	validation, pipework mods & drainage	Building Upgrade A 4836	Chris Lient	Earl E	Neil Umbers	Brian Ossman	61		↓	TBC Following G1	TBC Following G1	NA P	Progress in Period Progress continues on site, works substantially progressed, MEP progressing and changing rooms decs & 2nd fix activities complete, gas system install underway Discussions regarding lighting performance levels are ongoing MITE reactive maintenance repairs completed Integrated Test & Inspection Plan issued for comment Validation report & recommendations received Design review session for Ventilation and Mechanical services held on 24/9/21 and follow-up arranged Progress in Period Progress continues on site, works substantially progressed, MEP	Lookahead for Next Period • Air calculations and project team review to assure performance · Crose out discussion on lighting lux levels & potential requirement for additional survey (site meeting 13/10) • Review & agree updated programme of 24/09 • CR's to be signed off • Close out design submissions on validation, pipework mods & drainage
Building Up, A	grade	Chris Lient	Earl E	Neil Umbers	Brian Ossman	G4				→ 02 No	v 22 02 No	ענ <b>ע 22</b> Nil	and Mechanical services held on 24/9/21 and follow-up arranged Progress in Period • Progress continues on site, works substantially progressed, MEP progressing and changing rooms decs & 2nd fix activities complete, gas system install underway • Discussions regarding lighting performance levels are ongoing MITIE reactive maintenance repairs completed	Lookahead for Next Period - Air calculations and project team review to assure performance - Close out discussion on upithing lux levels & potential requirement for additional survey (site meeting 13/10) - Review & agree updated programme of	Building Upgrade A 4836	Chris Lient	Earl E	Neil Umbers	Brian Ossman	G1		$\leftrightarrow$	TBC Following G1	TBC Following G1	NA	progressing and changing rooms dees & 2nd fix activities complete, gas system install underway Discussions regarding lighting performance levels are ongoing MITIE reactive maintenance repairs completed integrated Test & Inspection Plan issued for comment Validation report & recommendations received Design sign-off for electrical services Design review session for Ventilation and Mechanical services Hed on 24/9/21 and follow-up arranged	Lookahead for Next Period • Air calculations and project team review to assure performance • Close out discussion on lighting lux levels & potential requirement for additional survey (site meeting 13/10) • Review & agree updated programme of 24/09 • Cit's to be signed off • Close out design submissions on validation, pipework mods & drainage
4836													Integrated Test & Inspection Plan issued for comment     Validation report & recommendations received     Design sign-off for electrical services     Design review session for Ventilation and Mechanical services held on 24/9/21 and follow-up arranged     Progress in Period     Progress on site, works substantially progressed, MEP	24/09 • CR's to be signed off • Close out design submissions on validation, pipework mods & drainage	Building Upgrade A 4836	Chris Lient	Earl E	Neil Umbers	Brian Ossman	G1		$\leftrightarrow$	TBC Following G1	TBC Following G1		Progress in Period Progress continues on site, works substantially progressed, MEP progressing and changing rooms decs & 2nd fix activities complete, gas system install underway Discussions regarding lighting performance levels are ongoing MITIE reactive maintenance repairs completed Integrated Test & Inspection Plan issued for comment Validation report & recommentations	Lookahead for Next Period • Air Calculations and project team review to assure performance • Close out discussion on lighting lux levels & potential requirement for additional survey (site meeting 13/10) • Review & agree updated programme of 24/09 • CR's to be signed off • Close out design submissions on
Building Up	grade												progressing and changing rooms decs & 2nd fix activities complete, gas system install underway • Discussions regarding lighting	Lookahead for Next Period • Air calculations and project team review to assure performance • Close out discussion on lighting lux											:	received Design sign-off for electrical services Design review session for Ventilation and Mechanical services held on 24/9/21 and follow-up arranged	validation, pipework mods & drainage
A		Chris Lient	Earl E	Neil Umbers	Brian Ossman	G4			$\leftarrow$	→ 14 De	: 21 14 De	ec 21 Nil	performance levels are ongoing MITIE reactive maintenance repairs completed Integrated Test & Inspection Plan issued	levels & potential requirement for additional survey (site meeting 13/10) • Review & agree updated programme of 24/09	Low Value Lov	w Comp	lexity										
4836													for comment Validation report & recommendations received Design sign-off for electrical services Design review session for Ventilation and Mechanical services held on 24/9/21 and follow-up arranged	CR's to be signed off     Close out design submissions on     validation, pipework mods & drainage	Building Upgrade A	Chris Lient	Earl E	Neil Umbers	Brian Ossman	Project Close	-	$\checkmark$	26 Oct 21	Dec 21	Nil •	Progress in Period Works underway on site Site office setup complete	Lookahead for Next Period • To review the project specifications considering the temporary nature of the equipment
Building Up A 4836		Chris Lient	Earl E	Neil Umbers	Brian Ossman	G1				Follov G1	C TB ring Follor G	IC wing NA 1	Progress in Period • Progress continues on site, works substantially progressed, MEP progressing and changing rooms decs & 2nd fix activities complete, gas system instail underway • Discussions regarding lighting performance levels are ongoing MITIE reactive maintenance repairs completed • Integrated Test & Inspection Plan issued for comment • Validation report & recommendations	Lookahead for Next Period     Air calculations and project team     review to assure performance     Close out discussion on lighting lux     levels. & potential requirement for     additional survey (site meeting 13/10)     Review & agree updated programme of     24/09     CK's to be signed off     Close out design submissions on	4836												

#### PROGRAMME | PROJECT CONTROLS



#### Programme Overview



#### PROGRAMME OVERVIEW | PROJECT CONTROLS



Infrast	ructure		_												
Project Number	Project Name	Project Lead / Manager	Senior End User	Cost	Sched.	Docum.	Risk	Change	Design	Procur.	Safety	Forecast Handover	Trend	Highlights	Key Issues
4378	Project 1	Earl E	Brian Ossman									TBC after G2	↓	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval
4378	Project 2	Earl E	Brian Ossman									13 Jun 23	$\Leftrightarrow$	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval
4378	Project 3	Earl E	Brian Ossman									13 Jun 23	$\checkmark$	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval
4378	Project 4	Earl E	Brian Ossman									02 Jun 22	$\Leftrightarrow$	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval
4378	Project 5	Earl E	Brian Ossman									28 Oct 21	<b>1</b>	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval
4378	Project 6	Earl E	Brian Ossman									13 Jun 23	↓	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval
4378	Project 7	Earl E	Brian Ossman									03 Feb 22	$\checkmark$	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval
4378	Project 8	Earl E	Brian Ossman									22 Nov 22	$\Leftrightarrow$	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance
4378	Project 9	Earl E	Brian Ossman									15 Aug 23	↓	Cost Plan has been updated to incorporate Programme change	board approval
4378	Project 10	Earl E	Brian Ossman									Project to Split as G2 Progress	$\checkmark$	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval
4378	Project 11	Earl E	Brian Ossman									TBC after G2	$\Leftrightarrow$	Cost Plan has been updated to incorporate Programme change	Schedule slipped again to incorporate governance board approval

#### PROGRAMME OVERVIEW | PROJECT CONTROLS



		Chai	nge					
Total Number	r of Change Events	46			g Approval	proval		
New Cha	nges in Period	Outstanding Change Requests	Proje	ct	CR #	Cost	Time	
	0	1	Projec	t 1	CC001	ТВС	ТВС	
Total Value of	Change Processed	Outstanding Change Value						
£6.5m of which £4	4.9m from contingency	£24k						
		Approved	in Period					
Programme	Project	Change Title		Value £k (Exc. VAT)	Funding Source	Programme Impact (months)	Status	
		Со	st					
		Forecast for projects not yet	1,200,000		3 Month Look A	head		
1,200,000		commenced	1,000,000					
1,000,000		Risk and contingency on live projects	800,000 —					
800,000		Uncommitted expenditure on live projects (future allowances, works	600,000 — 400,000 —					
600,000		not yet awarded, etc.)	200,000					
400,000	/	on live projects (contracts placed)		Sep-21	Oct-21	Nov-21	Dec-21	
200,000		Actual expenditure to 30 June 2021	Actu					
	JUN AUE 2 SEP 2 OCT NOW DEC 2 JAN	Baseline at last Project Gate				· · · · · · · · · · · · · · · · · · ·		

#### PROGRAMME OVERVIEW | PROJECT CONTROLS



### PROJECT CONTROLS | DEFRA - A CASE STUDY

# PORTFOLIO LEVEL

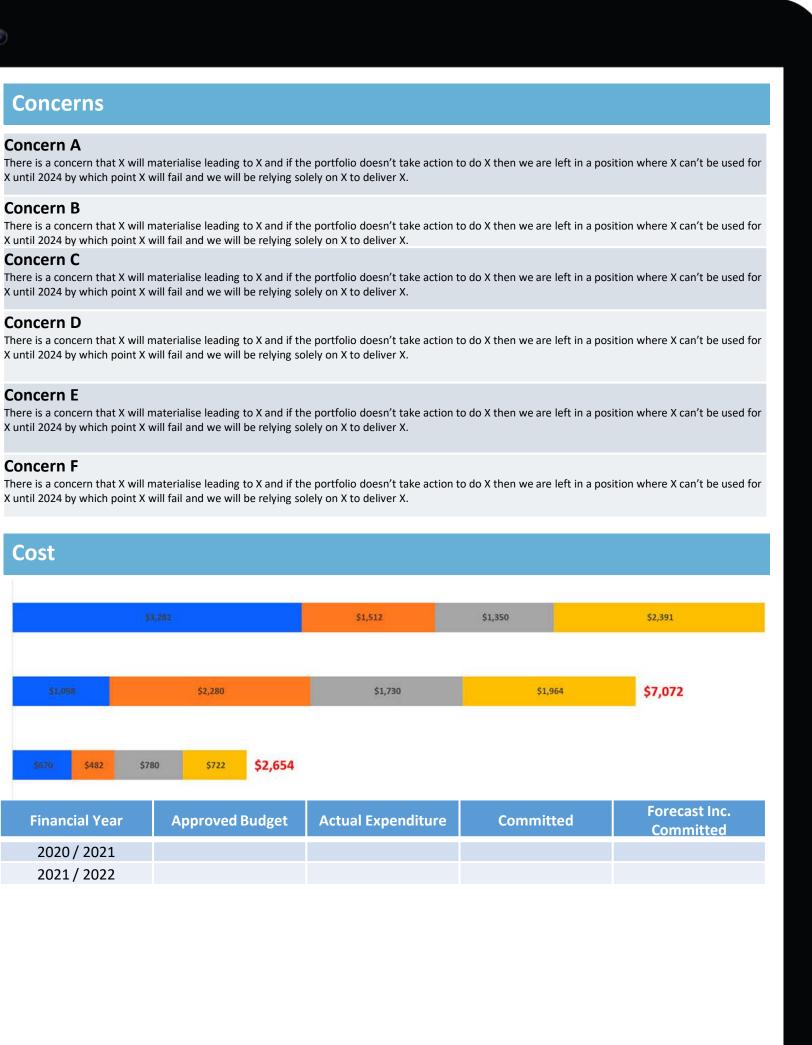




Headlines Concerns Health & Safety Concern A Health and Safety continues to improve, with X observations recorded across X site visits. Mitigation actions carried out and awards presented at contractor weekly meeting Concern B Early Works A number of projects are underway to provide enabling works for the site. Concern C Governance & Assurance Project A passed G2, Project B passed G3, Project C completed Team Updates Concern D Liam Eader, Programme Manager, started in Oct 21. 82 Projects In Delivery or In Development Concern E Portfolio Risk – Top 5 Concern F Cost

**Financial Year** 2020/2021 2021/2022

1	Risk 1	Last Month	New		16	This Month
<b>Descripti</b> There is a	on risk that	• Abc • Abc				
2	Risk 2	Last Month	15	$\rightarrow$	15	This Month
<b>Descripti</b> There is a	n risk that	Mitigation • Abc • Abc • Abc • Abc				
3	Risk 3	Last Month	12	$\rightarrow$	12	This Month
<b>Descripti</b> There is a	n risk that	Mitigation • Abc • Abc				
4	Risk 4	Last Month	12	$\rightarrow$	12	This Month
<b>Descripti</b> There is a	n risk that	Mitigation • Abc • Abc				
5	Risk 5	Last Month	12	$\rightarrow$	12	This Month
<b>Descripti</b> d There is a	n risk that	Mitigation • Abc • Abc				





Project Statu	JS				– Programme 4			
					Project 1	TBC after G2	<b>1</b>	Snags complete
Programme 1		70.0			Project 2	13 Jun 23	$\leftrightarrow$	Project completed
Project 1		TBC		Updated Risk Register	Project 1	13 Jun 23	↓	Updated design approved
Project 2 Programme 2		TBC	•	Options shortlisted	Project 2	02 Jun 22	$\leftrightarrow$	Lack of movement on documentation
Project 1		27 Jan 22	<b>1</b>	Snags complete	Project 1	28 Oct 21		Out for tender on 10/11/21
Project 2		12 Nov 21	$\checkmark$	Project completed	Project 2	13 Jun 23		Snags complete
Project 1		13 Dec 22	$\leftrightarrow$	Updated design approved	Project 1	03 Feb 22		Project completed
Project 2		26 May 22	$\checkmark$	Lack of movement on documentation				
Project 1		01 Nov 21	$\leftrightarrow$	Out for tender on 10/11/21	Project 2	22 Nov 22		Updated design approved
Project 2		23 Jun 22	$\checkmark$	Snags complete	Project 1	15 Aug 23		Lack of movement on documentation
Project 1		10 Jan 23	$\leftrightarrow$	Project completed	Project 2	NA		Out for tender on 10/11/21
Project 2		11 Oct 22	$\mathbf{V}$	Updated design approved	Project 1	TBC After G1	$\leftrightarrow$	Snags complete
Project 1		09 Aug 22	$\checkmark$	Lack of movement on documentation	Programme 5			
Project 2		Q4 2024	$\leftrightarrow$	Out for tender on 10/11/21	Project 1	09 Nov 21	$\leftrightarrow$	Snags complete
Project 1		TBC after G1	$\leftrightarrow$	Snags complete	Project 2	TBC after G1	$\leftrightarrow$	Project completed
Project 2		TBC after G1	$\leftrightarrow$	Project completed	Project 1	ТВС	NA	Updated design approved
Project 1		13 Sep 22		Updated design approved	Project 2	24 Mar 22	$\leftrightarrow$	Lack of movement on documentation
Project 2				Snags complete	Project 1	TBC		Out for tender on 10/11/21
Project 1		08 Mar 22		Project completed	Project 2	TBC after G3 TBC after G1		Snags complete
Project 2		ТВС		Updated design approved	Project 1 Project 2	TBC after G1		Project completed Updated design approved
Project 1				Lack of movement on documentation	Project 1	Complete	$\leftrightarrow$	Lack of movement on documentation
Project 2				Out for tender on 10/11/21	Project 2	Dec 21		Out for tender on 10/11/21
Programme 3					Project 1	31 Mar 22	$\leftrightarrow$	Snags complete
Project 1		02 Mar 22	$\leftrightarrow$	Snags complete	Project 2	31 Jan 22	$\leftrightarrow$	Project completed
Project 2				Project completed	Project 1	30 Jul 21	$\mathbf{V}$	Updated design approved
Project 1				Updated design approved	Project 2	твс	$\leftrightarrow$	Lack of movement on documentation
Project 2				Lack of movement on documentation	Project 1	31 Mar 22	$\leftrightarrow$	Out for tender on 10/11/21
Project 1				Out for tender on 10/11/21	Programme 6	12 Nov 21	1	Snags complete
Project 2				Snags complete	Project 1 Project 2			Project completed
Project 1				Project completed	Project 1	02 May 23		Updated design approved
Project 2				Updated design approved	Project 2	14 Dec 21	<b>↓</b>	Lack of movement on documentation
Project 1				Lack of movement on documentation				
Project 1				Out for tender on 10/11/21	Programme 7	TPC offer C1		Snars complete
Project 2				Snags complete	Project 1			Snags complete
Project 1				Project completed	Project 2	IBC after G1	$\leftrightarrow$	Project completed

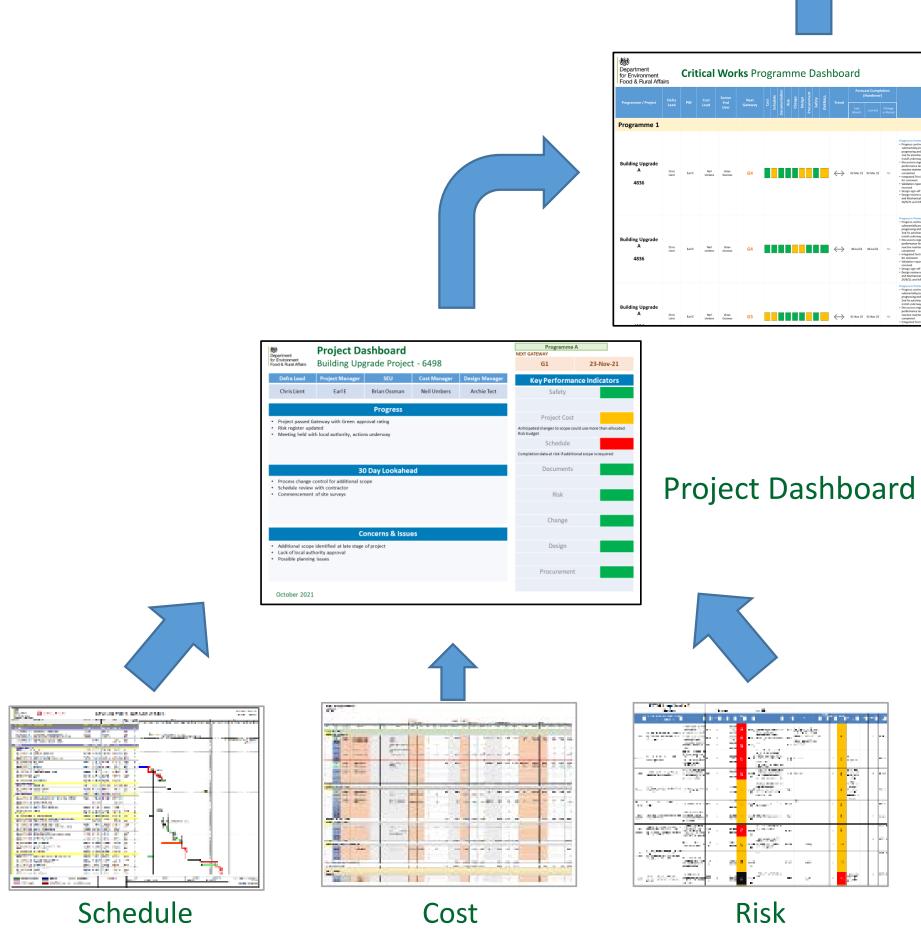


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Image: A       Observation       I	Project	Status	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
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#### **Reporting Structure**



#### REPORTING STRUCTURE | PROJECT CONTROLS

	Bit Description       Portfolio Report         Final Action       International Action         Final Action       International Actional Actionactional Actio		Portfolio Report
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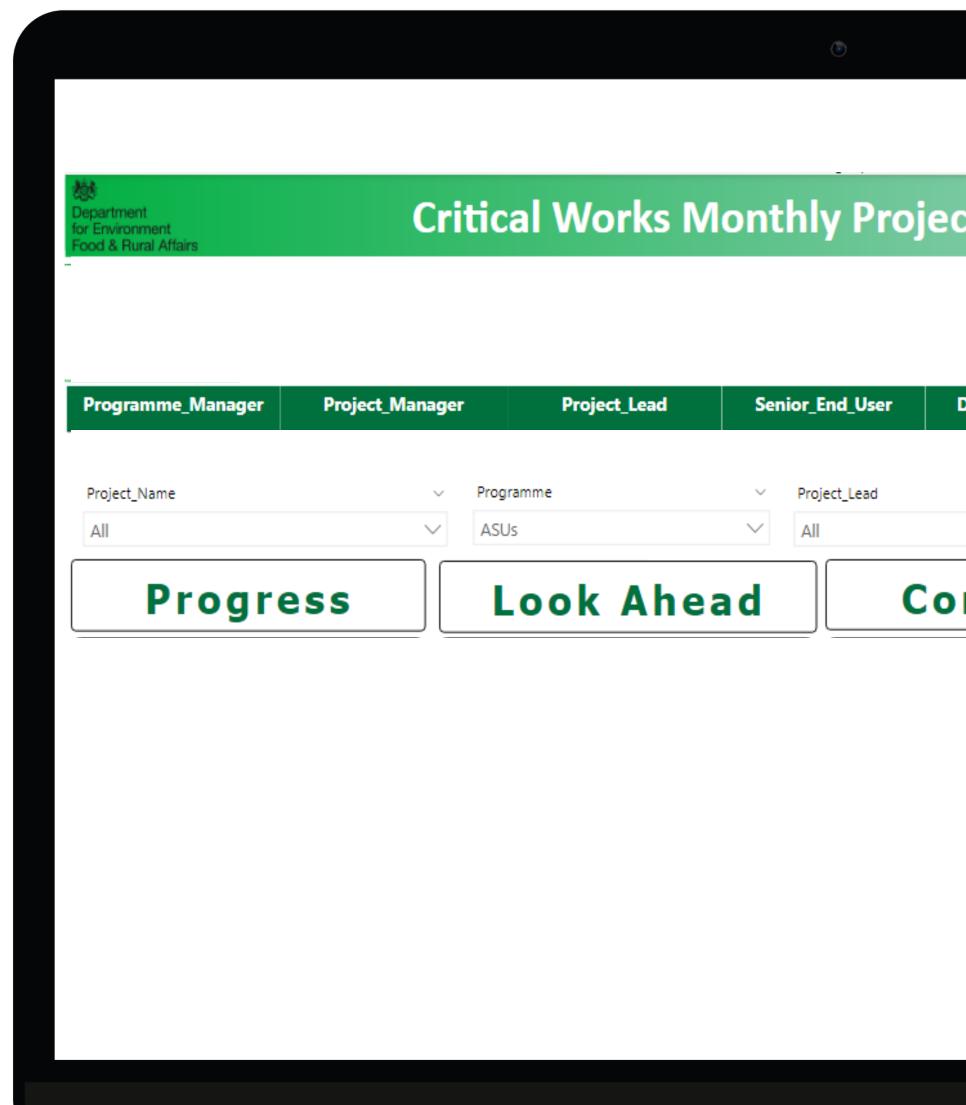


### PROJECT CONTROLS | DEFRA - A CASE STUDY

# POWER B





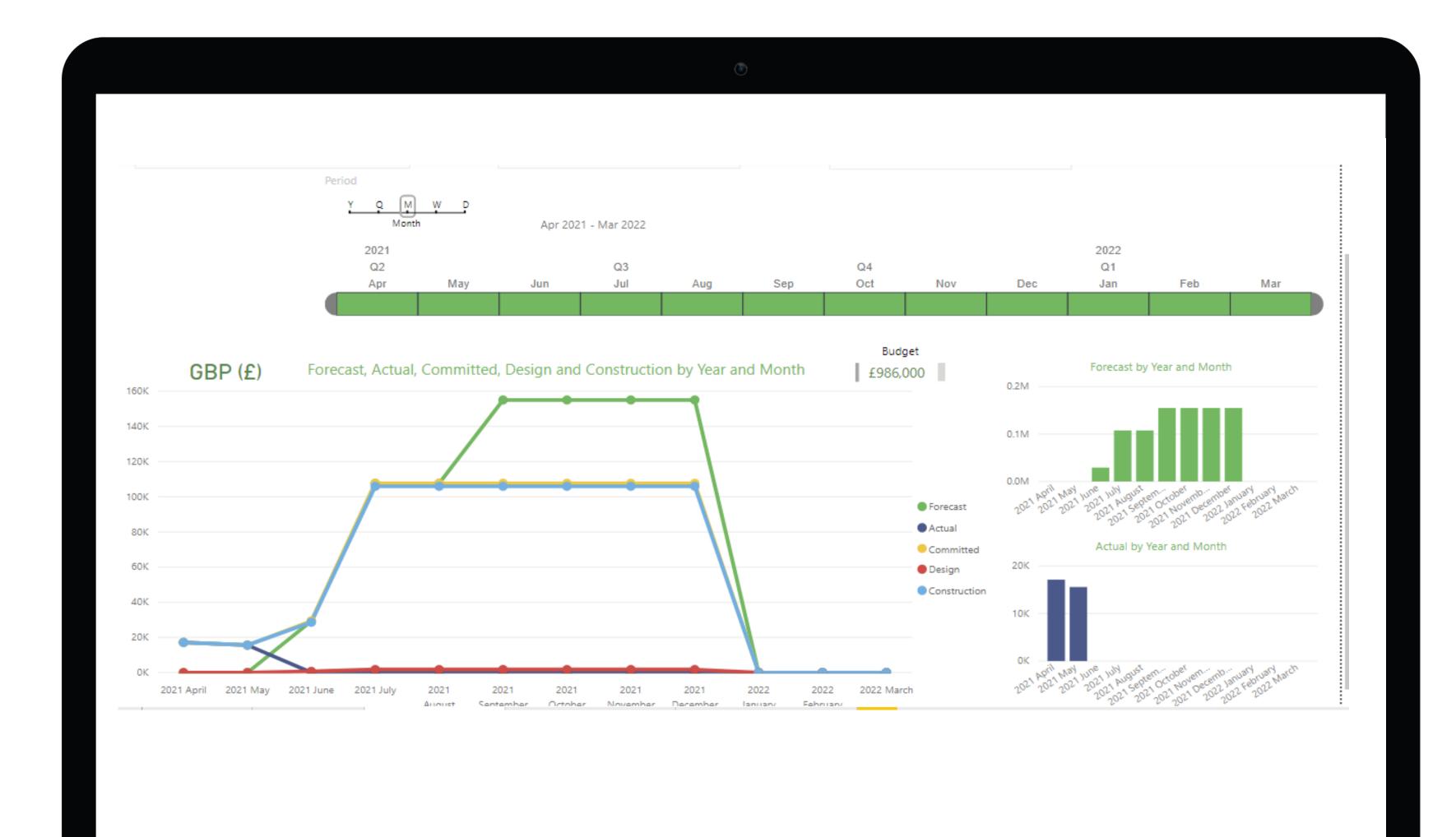


#### THE DEFRA PORTFOLIO | PROJECT CONTROLS

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									26/07/2022	27/09/2022	-63	





Our processes have created a common the same way

engagement

facilitated good Assurance and Governance

trusted to deliver

#### BENEFITS | **PROJECT CONTROLS**

# understanding and encourage us to do everything

- Our reporting has ensured that it's always clear where we are, what we're doing and how we're performing
- Our honest and open approach facilitates critical review, objective monitoring and collaborative
- The standard processes and transparent reporting has
- We have achieved higher levels of confidence and are











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