

**POST COMPLETION REVIEWS – CAPITAL PROJECTS**

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**1 SUMMARY**

- 1.1 This report sets out the arrangements for reporting on post completion reviews for capital projects.

**2 RECOMMENDATION**

- 2.1 The Audit Committee note the terms of this report.

**3 DETAIL**

- 3.1 The Audit Committee in June 2013 asked for a report to be brought forward that sets out how the Council could report openly and transparently on the outcome of capital projects without compromising commercial sensitivity. The report was requested for December 2013 but subsequently deferred to March 2014.
- 3.2 Carrying out a review following implementation of a project to establish lessons learned is a key part of the Councils project management methodology. In relation to capital projects these are referred to as post completion reviews. A post completion review is required on all capital projects but this is tailored to scope/scale of the project. The following paragraphs set out an outline of the reporting line for post completion reviews.
- 3.3 Post completion reviews for asset sustainability projects are reported to each DMT and the Asset Management Board. Given the nature of asset sustainability projects these are relatively straight forward covering the following:
- Was the project delivered on time?
  - Was the project delivered within budget?
  - Is the completed project in line with agreed scope?
  - What are the key lessons learned (good practice or areas for improvement) for this project?
- 3.4 In order to support organisation learning and understanding of performance on capital projects the Asset Management Board will prepare a summary report on post completion reviews and lessons learned for asset sustainability projects. An annual summary of this will be submitted to PRS Committee in August each year.
- 3.5 In relation to service development projects then post completion reviews will be submitted to DMTs, Asset Management Board and SMT. The report is not expected to exceed 2-3 pages and will set out

- The project objectives and the extent to which these have been achieved with comments.
- A comparison of planned and actual completion date with comments.
- A comparison of budget and actual expenditure with comments.
- Any outstanding issues or risks with comments.
- Lessons learned
  - What went well
  - Areas for improvement

3.6 The post completion reviews for service development projects will not be submitted to members but a summary of all post completion reviews will be prepared each year setting down the key points arising. This will be reported to PRS Committee in August each year.

3.7 A post completion review for each strategic change project will be prepared. This will be submitted to DMTs, Asset Management Board, SMT and PRS Committee. The report will cover the same matters as the post completion review for service development projects but may be more detailed due to the nature of the projects. The report will also set out a timescale for a second review to assess the impact of the project over the longer term.

3.8 These reviews for strategic change projects will be submitted to PRS Committee in detail for review. PRS will identify any issues it wishes to highlight to the Council, other committees and officers.

## **4 CONCLUSION**

4.1 It is good practice to carry out post completion reviews of projects, to reflect on lessons learned and identify potential future improvements. This report sets out the approach to preparation of post completion reviews on capital projects. The approach is tailored to meet the different nature of asset sustainability, service development and strategic change projects.

## **5. IMPLICATIONS**

- 5.1 Legal – None. Report for noting
- 5.2 Finance – None. Report for noting
- 5.3 HR – None. Report for noting
- 5.4 Policy – None. Report for noting
- 5.5 Risk – None. Report for noting
- 5.6 Equalities – None. Report for noting
- 5.7 Customer Services – None. Report for noting

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