



Infrastructure
and Projects
Authority

Integrated Assurance

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Reporting to HM Treasury
and Cabinet Office



Objectives

- Principles of Integrated Assurance
- Value to your organisation
- What can Integrated Assurance deliver?
- What are the visible parts of the integration process
- How to implement in your organisation



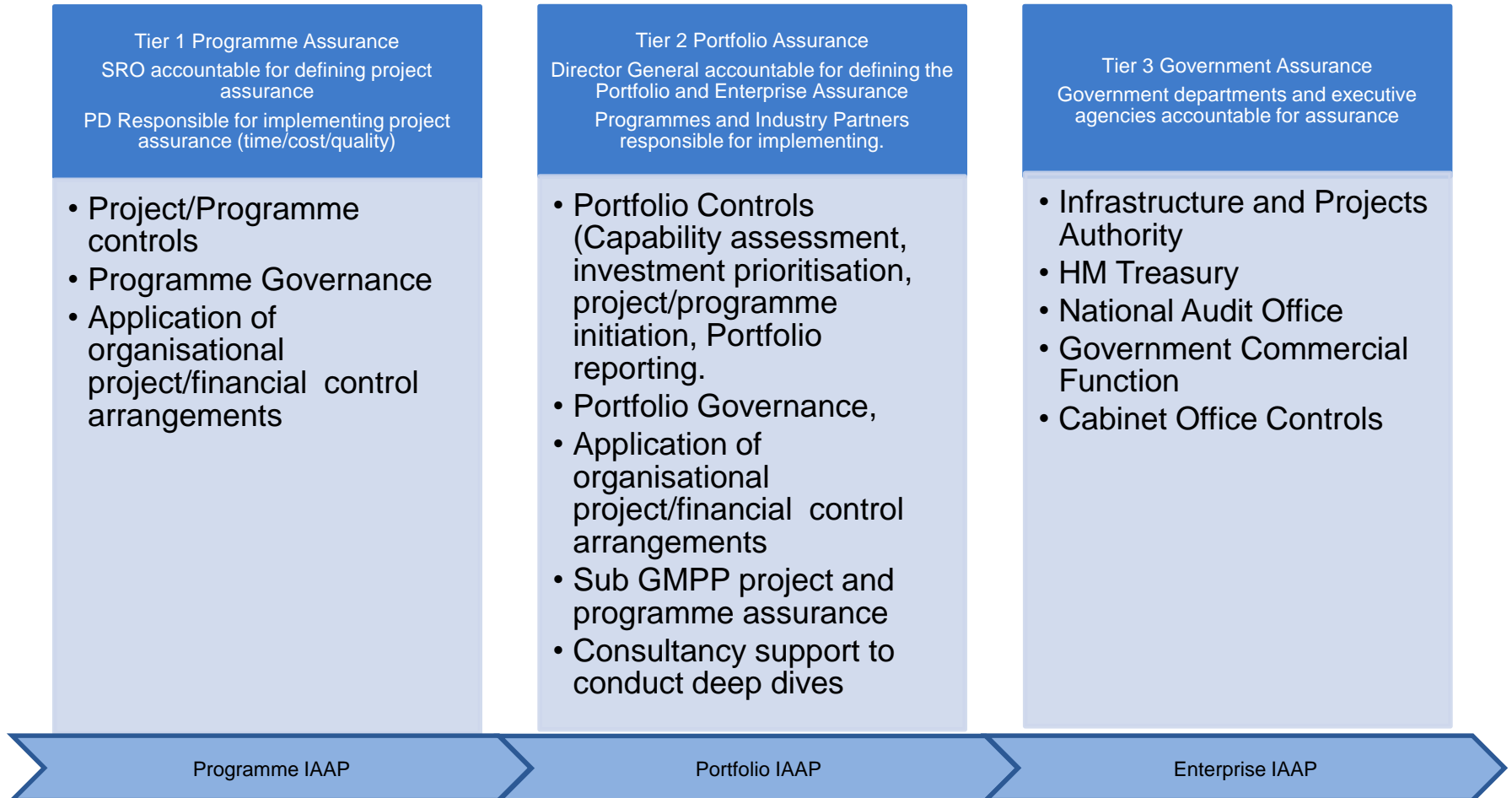
Principles of Integrated assurance

- Independent and objective view
- Accountability, assurance being owned by the sponsor
- Planning and coordination, through an integrated assurance strategy and plan
- Proportionate, by tailoring and avoiding duplication of effort
- Risk-based, assurance effort being agreed with stakeholders
- Impact, follow up and escalation by providing a single view of assurance



Three Line of Defence Assurance Model

The model for integrated assurance relying on effective framework of assurance at project, programme, portfolio level.





Value of Integrated assurance

- **Key financial decisions are assured and earlier action is taken to mitigate the risk of project failure**
- Creates a mechanism to challenge group think
- It test that project team and there sponsors have common assumptions, for example around risks and risk appetite.
- Builds stakeholder confidence
- Allows individuals to bring risks and issues to the surface in a safe environment
- It facilitates portfolio/organisation risk management highlighting systemic risk to organisational performance.
- It facilitates the exchange of good/best practice
- People who review are exposed to multiple projects each year so develop more quickly as project delivery professionals.



My life in Assurance

Programme Manager

Independent evidence my programme is on track

The authority to spend money and place contracts

Advice from Project delivery professionals on my tough issues

An opportunity to develop my project managers

An opportunity to share what we do well and learn

Assurance Review Team Leader

The opportunity to work with some of the best project leaders in government

The opportunity to influence delivery of key government programmes

The opportunity to develop my skills as a programme leader.

The chance to have very tough discussions with senior leaders

The opportunity to take responsibility for improving government project delivery

IPA Strategic Delivery Adviser

Deliver high quality assurance to a £75+bn portfolio

Use assurance to identify and address cross portfolio issues

Use the results of assurance to reshape the project delivery environment

Advise and effect UK Industry policy

Develop the government project delivery profession



Observations on the objectives

What can Integrated Assurance deliver?

Independent evidence my programme is on track, I took over a programme which had lost stakeholder support and had to be reset, A clear integrated assurance plan allowed me to engage, HM Treasury, Cabinet Office Digital Controls and the resulting independent assurance convinced stakeholders the proposed reset could be delivered.

What are the visible parts of the integration process?

The typical answer is the IAAP, my personal view is a programme culture where very tough discussions with senior leaders and across the programme team are accepted and seen as normal and teams value assurance.

How to implement in your organisation

The process of setting up assurance is well documented it is only ever effectively implemented when the results of assurance visibly change the way the organisation acts when risks are identified, for example systemic lack of P3M and commercial skills.



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QUESTIONS



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