

Commonwealth Games 2014: Progress report on planning for the delivery of the XXth Games

Summary impact report (3 months)

The report findings and recommendations

1. Audit Scotland published *Commonwealth Games 2014: Progress report on planning for the delivery of the XXth Games* on 19 November 2009. This was a joint report for the Auditor General and the Accounts Commission.
2. The report is the first in a series of reports on planning arrangements for the Games. It provides an early assessment of the overall governance, risk management, financial management and programme management arrangements that the four strategic partners have put in place. The four strategic partners are the Scottish Government, Glasgow City Council, Glasgow 2014 Ltd (known as the Organising Committee), and Commonwealth Games Scotland. The first three are also the main delivery partners. We carried out this early assessment to provide public assurance on the progress being made and to identify any areas for improvement so that the partners could address these as early as possible.
3. The report highlighted five key messages:
 - There is a clear high-level governance structure and the strategic partners understand their responsibilities and they are working together to deliver the Games. The strategic partners have set up several joint working groups at operational level, although the status and lines of accountability of these are not always clear.
 - Strategic partners are learning from the experience built up in other Commonwealth and Olympic Games. A key lesson is that there is a high risk of staff changes and a subsequent loss of knowledge in the lead up to the Games. The strategic partners are at different stages of planning to manage this risk.
 - The strategic partners are developing independent programme plans to manage their responsibilities for the Games and all are at different stages of completing their plans. There is not yet an overall Games programme plan across all of the partners which includes all of the key milestones and interdependencies, although the Scottish Government intends to do this once all of the individual plans are complete.
 - The strategic partners are adopting a structured approach to risk management for delivering the Games. They have still to refine their overall Games risk register, cost

their agreed actions to manage each risk and fully implement their arrangements for managing the risks across the programme.

- The estimated cost of delivering the Games is £373 million. A further £269 million had already been committed towards developing venues before the bid. These estimates have not been updated since 2007 and may not be sufficient to deliver the current plans.

4. The report contained 12 key recommendations covering each of the key areas reviewed: governance, programme management, risk management and financial management.

Media interest in the report

5. Media coverage was in line with the number of items expected for a high profile report (30+) and higher than the average for this category. Coverage in the three months following publication is detailed in the table below.

6. A lot of the media coverage focused on the delivery of the Games infrastructure, including venues and transport systems. A number of media articles highlighted that there had already been slippage against the original timetable for some key projects but all were still expected to be delivered in time for the Games. Other coverage mainly focused on the cost of the Games and the recent £81 million budget increase, which the partners had announced earlier in the same week that the report was published. The earlier budget announcement received a lot of media coverage, which may have impacted on the level of coverage the report received.

Coverage (November 2009 January 2010)		Number of references
Print		39
Radio		12
TV		9
Internet		28
Total		88

7. Web downloads from the Audit Scotland website in the three months following publication were lower than average for a high profile report. These were:

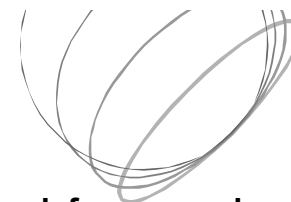
Product	Downloads		3 month average
	(November 2009	January 2010)	
Main report PDF	677	1243	
Main report RTF	69	213	
KM paper	180	257	
Podcast	85	126	
Total	1011	1839	

Parliamentary scrutiny

8. The Deputy Auditor General briefed the Parliament's Public Audit Committee (PAC) on 2 December 2009. The Committee discussion covered a range of issues highlighted in the report. The Committee was particularly concerned about the Games budget and other costs and how the partners are managing the key risks to the Games, and it decided to take evidence from the four strategic partners.
9. The oral evidence session took place at the PAC meeting on 27 January 2010. There was significant probing by the Committee on the budget for the Games, to what extent inflation costs are actually covered in the approved budget and the potential for costs to rise further. After taking evidence, the Committee wrote to the Scottish Government asking for further supplementary evidence from the partners, which was received on 22 February 2010. The partners have also agreed to submit the Organising Committee's business plan and spending profile for the remaining years until the Games to the Committee when these are completed, which should be by April 2010. The PAC will then consider all of the evidence and prepare its own report on this inquiry.
10. Since the report was published, MSPs have raised eight parliamentary questions about the Commonwealth Games. The questions have covered a range of issues, including the four partners' respective responsibilities, the Games budget and spend to date, legacy planning and the partners' planned attendance at the Delhi Games.

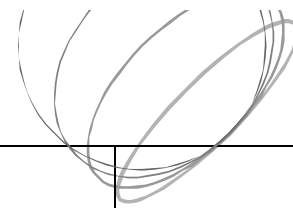
Reviewing the longer-term impact

11. We will monitor progress in planning for the Games and the impact of our report through quarterly meetings with each of the three delivery partners, starting in April 2010, and through liaising with Glasgow City Council and the Scottish Government's local auditors. We have also stated that this is the first in a series of reports, and we plan to carry out our next study in 2011.
12. **Appendix 1** lists the recommendations in the report against Audit Scotland's impact framework and highlights how we plan to follow them up one year after publication.

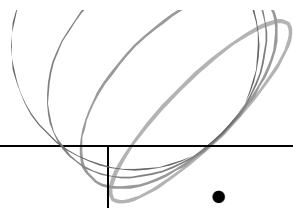


Appendix 1 – Summary of anticipated report impact by Audit Scotland’s framework for measuring impact

Rec	Audit Scotland recommendation	Assessing impact/plans for follow-up work	Assurance & accountability	Planning & management	Economy & efficiency	Quality & effectiveness
1	Strategic partners should document the purpose, responsibilities, membership, and lines of reporting for all cross-partner working groups to ensure all partners have a consistent understanding and that the accountability of the groups is clear	Updates from each of the partners and review of sample joint groups’ terms of reference (based on risk)	•	•		•
2	Strategic partners should develop and continue to review plans for managing staff continuity and ensuring that knowledge is retained in the organisation following any changes in key staff	Update from each of the partners and review of plans.	•	•	•	•
3	Strategic partners should review and update the overall Games risk register to ensure similar and related risks are scored consistently	Update from each of the partners and an annual review of the risk register	•	•		
4	Strategic partners should fully assess the potential consequences associated with the private sector contribution to, and investment in, the Games, including the potential impact on public sector funding	Update from the Organising Committee on the Games budget and Glasgow City Council on the Athletes Village contract.	•	•	•	
5	Strategic partners should estimate the cost of their plans to manage risks to	Update from each of the partners.	•	•	•	



	ensure these are realistic and affordable					
6	Delivery partners should agree the required tasks to deliver on areas of joint responsibility and develop formal agreements to ensure these are allocated and managed appropriately.	Update from each of the partners. Review of a sample of formal agreements.	•	•		
7	The Scottish Government should complete its programme plan to manage its responsibilities for the Games across its directorates by December 2009	Update from the Scottish Government and review of plan when completed.	•	•		
8	The Scottish Government should collate the key milestones from all partners' plans into an overall Games programme plan to ensure it has appropriate oversight as the principal guarantor for the Games by March 2010	Update from each of the partners and review of the overall programme plan.	•	•		
9	The Scottish Government should coordinate its risk management approach, including aligning its risk registers and reporting systems for managing its own risks in relation to the Games across the Scottish Government.	Update from the Scottish Government.	•	•		
10	Glasgow City Council should estimate the cost of its plans to manage risks to its Games-related infrastructure programme to ensure these are realistic and affordable.	Update from Glasgow City Council.	•	•	•	



11	The Organising Committee should review the underlying budget assumptions that are subject to uncertainty, at least annually, to determine whether these have changed materially and make recommendations to the Strategic Group on the budget accordingly	Update from the Organising Committee.	•	•	•	•
12	The Organising Committee should continue to explore opportunities for making savings and increasing income, while delivering the Games to a good standard and fulfilling its obligations in the host contract with the Commonwealth Games Federation.	Update from the Organising Committee.	•	•	•	•