# 

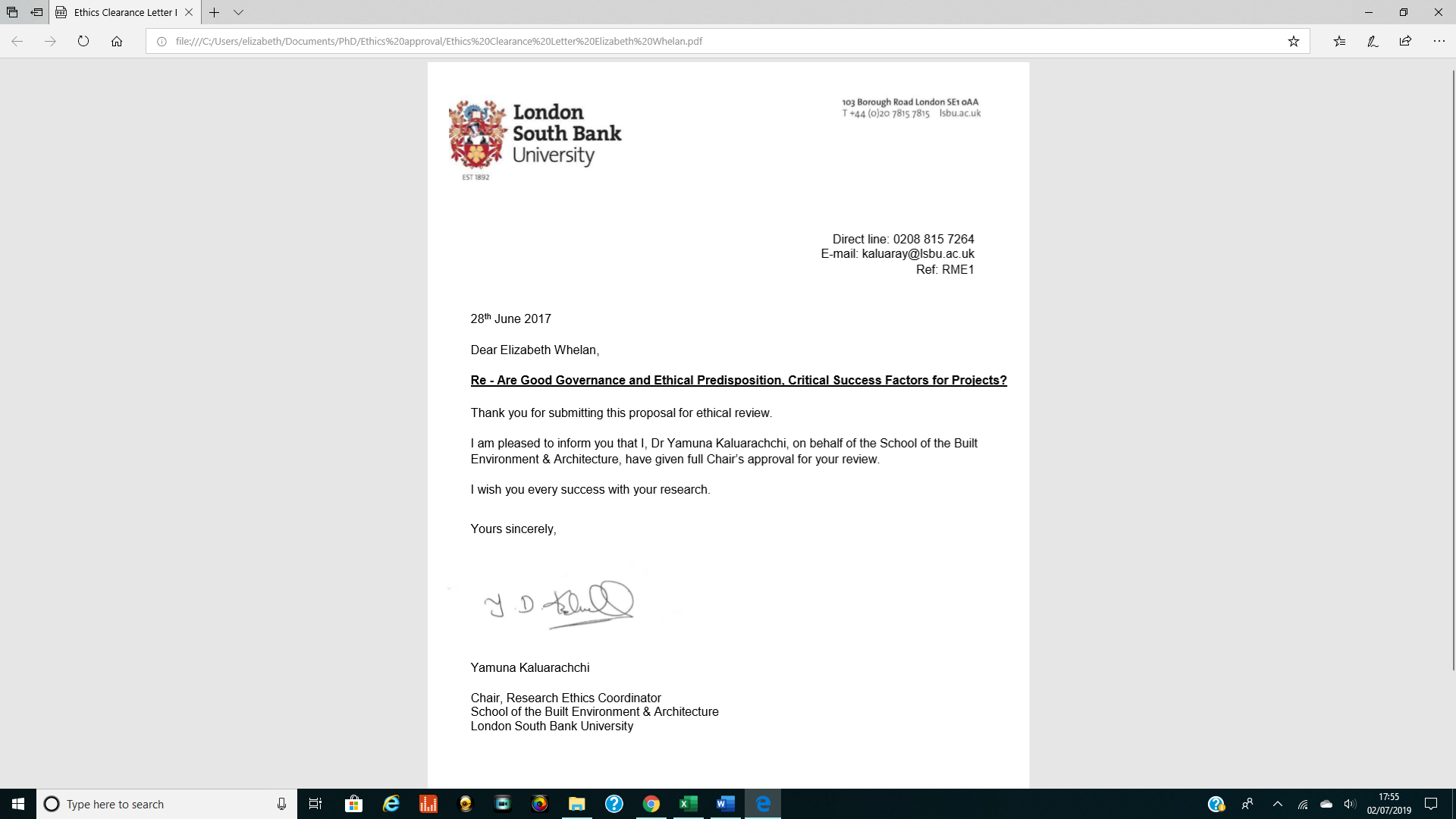
# Appendices

## Appendix A Optimism Bias calculation example

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Optimism Bias - Upper Bound Calculation for Build** | | |  |  |
|  |  |  |  |  |
| **Lowest % Upper Bound** |  | **13%** |  |  |
| **Mid %** |  | **40%** |  |  |
| **Upper %** |  | **80%** |  |  |
| **Actual % Upper Bound for this project** | | **39%** | mid risk | |
|  |  |  |  |  |
| **Build complexity** |  |  |  |  |
|  |  |  |  |  |
| *Choose 1 category* |  | **X** |  |  |
| *Length of Build* | < 2 years |  | 0.50% | 0 |
|  | 2 to 4 years | x | 2.00% | 2.00% |
|  | Over 4 years |  | 5.00% | 0 |
|  |  |  |  |  |
| *Choose 1 category* |  |  |  |  |
| *Number of phases* | 1 or 2 Phases | x | 0.50% | 0.50% |
|  | 3 or 4 Phases |  | 2.00% | 0 |
|  | More than 4 Phases |  | 5.00% | 0 |
|  |  |  |  |  |
| *Choose 1 Category* |  |  |  |  |
| *Number of sites involved (i.e. before and after change)* | Single site\* | x | 2.00% | 2.00% |
| 2 Site |  | 2.00% | 0 |
| More than 2 site |  | 5.00% | 0 |
| \* Single site means new build is on same site as existing facilities | | | |  |
|  |  |  |  |  |
| **Location** |  |  |  |  |
|  |  |  |  |  |
| *Choose 1 Category* |  |  |  |  |
| *New site - Green field* | New build |  | 3% | 0 |
| *New site - Brown Field* | New Build | x | 8% | 8.00% |
| *Existing site* | New Build |  | 5% | 0 |
|  | *or* |  |  |  |
| *Existing site* | Less than 15% refurb |  | 6% | 0 |
| *Existing site* | 15% - 50% refurb |  | 10% | 0 |
| *Existing site* | Over 50% refurb |  | 16% | 0 |
|  |  |  |  |  |
|  |  |  |  | **12.50%** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Scope of scheme** |  |  |  |  |
|  |  |  |  |  |
| *Choose 1 category* |  | **X** |  |  |
| Facilities Management | Hard FM only or no FM | N/A | 0.00% | 0 |
|  | Hard and soft FM | N/A | 2.00% |  |
|  |  |  |  | 0 |
| *Choose 1 category* |  |  |  |  |
| Equipment | Group 1 & 2 only | x | 0.50% | 0.50% |
|  | major Medical equipment |  | 1.50% | 0 |
|  | All equipment included |  | 5.00% | 0 |
|  |  |  |  |  |
| *Choose 1 category* |  |  |  |  |
| IT | No IT implications |  | 0.00% | 0 |
|  | Infrastructure | x | 1.50% | 1.50% |
|  | Infrastructure & systems |  | 5.00% | 0 |
|  |  |  |  |  |
| *Choose more than 1 category if applicable* | |  |  |  |
| External Stakeholders | 1 or 2 local NHS organisations |  | 1.00% | 0 |
|  | 3 or more NHS organisations | x | 4.00% | 4.00% |
|  | Universities/Private/Voluntary sector/Local government |  | 8.00% | 0 |
|  |  |  |  |  |
| **Service changes - relates to service delivery e.g NSF's** | | |  |  |
|  |  |  |  |  |
| *Choose 1 category* |  |  |  |  |
| Stable environment, i.e. no change to service | |  | 5% | 0 |
| Identified changes not quantified | |  | 10% | 0 |
| Longer time frame service changes | | x | 20% | 20.00% |
|  |  |  |  |  |
|  |  |  |  |  |
| **Gateway** |  |  |  |  |
|  |  |  |  |  |
| *Choose 1 category* |  |  |  |  |
| RPA Score | Low |  | 0% | 0 |
|  | Medium |  | 2% | 0 |
|  | High |  | 5% | 0 |
|  |  |  |  |  |
|  |  |  |  | **26.00%** |

## Appendix B: Ethics committee approval



## Appendix C:Questionnaires and consent form

**Title: Are good governance and the ethical predisposition of project managers critical success factors for projects?**

You are being invited to take part in Phase 1 of a research study. It is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully’.

**The purpose of the study:** To find out if governance and/ or project managers’ ethical predisposition are related to project success. Ethical predisposition does not mean whether people are good or bad but rather how people decide what is the right or wrong thing to do.

**Background**

The UK construction industry accounts for approximately 7% of the country’s GDP (Cabinet Office, 2011). Poor project outcome introduces waste by increasing costs to clients, contractors and their supply chains both in the short and long term. There have been many attempts to understand what needs to be in place to increase the chance of project success and these critical success factors have been available to project teams since the 1980s. Governance, a relatively new concept, in relation to project management has been gaining more currency recently. Good project governance is said to increase the chances for successful project completion (APM, 2015). However, the evidence to support this idea is not yet strong.

The other factor necessary for project success is said to be the capable project manager. (Locke, 1984) (Geoghegan & Dulewicz, 2008). Some research supports this idea. Researchers have not investigated the underpinning philosophical reasons that project managers take their decisions and whether this has an impact on project success. This research has been done amongst other groups, such as business students.

Thirdly the study seeks to understand if clients in the field are using time, cost and quality as measures of success or whether they are using other measures. Results from the field will be examined to see if theory needs to change.

The survey and interviews will be completed by the beginning of May 2018. The research will be completed by September 2019.

**Why have you been asked to participate?**

You have been asked to take part because you have been a project manager, leader or director for an NHS client in a construct project.

**You are a volunteer**

It is up to you to decide whether or not to take part. If you do decide to take part you will be asked to sign a consent form. You are still free to withdraw at any time and without giving a reason*.*

If you would like to withdraw you can email me on [whelane@lsbu.ac.uk](mailto:whelane@lsbu.ac.uk).

**What happens now?**

After you have completed the consent form you will be presented with an e-electronic survey which I am asking you to complete.

**Possible disadvantages/risks to participation**

You will be giving up about 30 minutes of your time to complete the survey

**Possible benefits to participation**

This research will contribute to understanding about how to make projects successful. It may also indicate whether the project management industry needs to revisit the usefulness of the time/ cost/ quality triangle as measures of project success.

**Outline data collection and confidentiality**

All the information collected about you and other participants will be kept strictly confidential (subject to legal limitations).

Data generated by this study must be retained in accordance with the University's Code of Practice. All data generated in the course of the research must be kept securely in paper or electronic form for a period of 10 years after the completion of a research project.

Your answers will be non-attributable and no project will be mentioned by name. Data about projects will be aggregated. This research is looking at correlations rather than individuals. Non-attributable quotes may be used. If you would prefer your name to be used then please indicate this on the consent form. Electronic data will be stored on a non-networked PC that is password protected and which has up to date virus protection software installed.

**What will happen to the results of the research study on completion**

The survey data will be analysed using quantitative techniques.

The data will be used in MPhil/ PhD thesis. If the data is good enough it may be used to write academic journal articles and in other publications.

All PhDs are kept in the British Library and will be available on line. If you would like a copy then a pdf can be provided on request.

**Who is organising and funding the research**

I am a self-funding student at London South Bank University in the Department of the Built Environment

**Who has reviewed the study**

The research has been approved by the School of the Built Environment at London South Bank University.

**Who to contact for further information**

If you need to contact me or my supervisor our email addresses are

Liz Whelan e: whelane@lsbu.ac.uk

Professor Herbert Robinson (MPhil/ PhD supervisor) e: robinsh4@lsbu.ac.uk

If you have any concerns about the way in which the study has been conducted, you should contact the Built Environment’s Director of Post Graduate Research:

Dr Yamuna Kaluarachchi at kaluaray@lsbu.ac.uk

**Concluding the participant information sheet by**

Please may I say a big thank you to you for taking the time to read this information sheet, whether you decide to take part or not.

Liz Whelan

Signature

Date



**Research Project Consent Form**

**Full title of Project: Are good governance and the ethical predisposition of project managers critical for project success?**

**Ethics approval registration Number:**

**Name: Elizabeth Whelan**

**Researcher Position: MPhil/ PhD student at LSBU**

**Contact details of Researcher: whelan@lsbu.ac.uk**

|  |  |  |  |
| --- | --- | --- | --- |
| **Taking part (please tick the box that applies)** | **Yes** | | **No** |
| I confirm that I have read and understood the information sheet/project brief and/or the student has explained the above study. I have had the opportunity to ask questions. | ☐ | | ☐ |
| I understand that my participation is voluntary and that I am free to withdraw at any time, without providing a reason. | ☐ | | ☐ |
| I agree to take part in the above study. | ☐ | | ☐ |
|  |  | |  |
| **Use of my information (please tick the box that applies)** | **Yes** | | **No** |
| I understand my personal details such as phone number and address will not be revealed to people outside the project. | ☐ | | ☐ |
| I understand that my data/words may be quoted in publications, reports, posters, web pages, and other research outputs. | ☐ | | ☐ |
| I would like my real name to be used in the above. | ☐ | | ☐ |
| I agree for the data I provide to be stored (after it has been anonymised) in a specialist data centre and I understand it may be used for future research. | ☐ | | ☐ |
| **Note for Principal Investigator/Supervisory team:** Include statements below if appropriate, **or delete from the consent form**: | | | |
| I agree to the interview/….being audio recorded. | ☐ | ☐ | |
| I agree to the interview/… being video recorded. | ☐ | ☐ | |
| I agree to the use of anonymised quotes in publications. | ☐ | ☐ | |
| I agree to assign the copyright I hold in any materials related to this project to Elizabeth Whelan | ☐ | ☐ | |

|  |  |  |
| --- | --- | --- |
| Name of Participant | \_\_\_\_\_\_\_\_  Date | \_\_\_\_\_\_\_\_  Signature |
| Name of Researcher | \_\_\_\_\_\_\_\_  Date | \_\_\_\_\_\_\_\_  Signature |

**Project contact details for further information:**

Project Supervisor/ Head of Division name: Professor Herbert Robinson

Phone:

Email address: robinsh4@lsbu.ac.uk

**About you**

**1) What is your name?**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**2) Please indicate what age range you are in**

( ) 39 years old or less

( ) 40 years old or more

**3) What is your gender?\***

( ) Male

( ) Female

**4) Please can you indicate the relative importance to you of each of the following traits are to you?    
1 = least important  
2 = most important\***

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| Innovative | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Principled | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Benevolent | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Dependable | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Resourceful | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Trustworthy | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Effective | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Honest | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Influential | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Dutiful | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Independent | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Dedicated to cause | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Results orientated | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Good-intentioned | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Productive | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Noted for integrity | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Compassionate | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Financially secure | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Law-abiding | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| A winner | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |

Brady, N. F., & Wheeler, G. E. (1996). An Empirical Study of Ethical Predispositions. *Journal of Business Ethics, 15*(9), 927-940. With permission of Springer

**About the completed project you worked on the client (NHS) side**

**Thinking about the last completed NHS project you worked on for the client (NHS) please can you answer the following questions**

**5) What is/ was the name of the NHS organisation which 'owned' the project?**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**6) What was the purpose of the project?**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**7) What was your role in the project? You can tick more than one option**

[ ] Project director

[ ] Project manager

[ ] Project officer

[ ] Project team member

[ ] User representative

[ ] Estates representative

[ ] Facilities management representative

[ ] Other - Write In: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**8) When did the project finish?**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Project characteristics**

**9) Please choose 1 category that best describes the length of build**

( ) Less than 2 years

( ) 2-4 years

( ) Over 4 years

**10) Please choose 1 category that best describes the number of phases**

( ) 1 or 2 phases

( ) 3 or 4 phases

( ) More than 4 phases

**11) Please choose 1 category that best describes the number of sites involved (i.e. before and after change.  Single site means new build is on same site as existing facilities)**

( ) Single site

( ) 2 sites

( ) More than 2 sites

**12) Please choose 1 category that best describes the type and location of the project**

( ) New site - green field, new build

( ) New site - brown field, new build

( ) Existing site - new build

( ) Existing site - less than 15% refurb

( ) Existing site - 15% - 50% refurb

( ) Existing site - over 50% refurb

**13) Please can you indicate which of the following apply in terms of facilities management**

( ) Hard FM only or no FM

( ) Hard and soft FM

**14) Please can you indicate which 1 category of equipment was included in the project? The definitions being used are from the Capital Investment Manual 1994 and are:  
  
Group 1: these items are mainly fixed pieces of equipment; they will be supplied and put in place by the contractor.  
  
Group 2: these are items of fixed equipment purchased by the health care provider and put in place by the contractor as part of the contract - examples are x-ray viewers, soap dispensers etc.**

( ) Group 1& 2 only

( ) Major medical equipment

( ) All equipment included

**15) Please can you indicate which 1 category best describes the IT included in the project**

( ) No IT implications

( ) Infrastructure

( ) Infrastructure and systems

**16) Please can you indicate which of the categories applied to the project regarding stakeholders?  You can select more than one category**

[ ] 1 or 2 local NHS organisations

[ ] 3 or more NHS organisations

[ ] Universities/ Private/ Voluntary sector/ Local government

**17) Which category of service change best fits with the project you are thinking about?**

( ) Stable environment i.e. no change to service

( ) Identified changes not quantified

( ) Longer time frame service change

**Corporate and Project Governance**

**18) Who was the project sponsor/ owner**

( ) Chief executive

( ) Finance director

( ) Project director

( ) Estates director

( ) Other - Write In: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**19) In your opinion how effective were these people or groups in the project?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Not at all effective** | **Not very effective** | **Quite effective** | **Very effective** | **Heard of them but don't know their role in the project** | **Not heard of them** |
| Trust Board | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Chairperson | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Non executive directors | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Chief Executive | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Executive directors | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Trust Risk Committee | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Trust Remuneration committee | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Trust Audit Committee | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Project sponsor | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Project Board | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Project Risk Management | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Project Quality assurance | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Project financial control | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Project user groups | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Project stakeholder groups | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |

**Project management characteristics**

**20) How effective were the following factors in the project you are thinking about**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Very effective** | **Quite effective** | **Not very effective** | **Not at all effective** | **Don't know/ can't say** | **Not part of the project** |
| Project Mission – initial clarity of goals and general directions | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Top management support – willingness of top management to provide the necessary resource and authority/ power for project | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Project schedule/ plan – a detailed specification of the individual action steps required for project implementation | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Client consultation – Communication, consultation and active listening to all impacted parties | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Personnel – Selection, recruitment and training of necessary personnel for the project team | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Technical tasks – Availability of the required technology and expertise to accomplish the specific technical action steps | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Client acceptance – the act of ‘selling’ the final project to its ultimate users | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Monitoring and feedback – timely provision of comprehensive control information at each stage in the implementation process | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Communication – the provision of an appropriate network and necessary data to all key actors in the project implementation | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Trouble shooting – The ability to handle unexpected crises and deviations from plan | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |

**Project Outcome - this final section asks you about the outcome of the project.**

**21) Do you consider the project to be successful**

( ) Yes

( ) No

( ) Don't know

( ) Other - Write In (Required): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\*

**22) Did the project meet its targets at the end of the project phase?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Entirely** | **Partly** | **Hardly** | **Not at all** | **Don't know** | **Not applicable** |
| Time | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Cost | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Quality | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |

**23) Has the project met its targets in the operational phase**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Entirely** | **Partly** | **Hardly** | **Not at all** | **Don't know** | **Not applicable** |
| Time | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Cost | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |
| Quality | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |

**Would you be willing to take part in a follow-up interview which will help me to get a fuller understanding of your experience of project governance and the client’s view of project success in the project you have been thinking of. If you would be happy for me to contact you again please could you provide your email address? Thank you very much for your help.**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Once again thank you for your help.**

**Part 2**



**Title: Are good governance and the ethical predisposition of project managers critical for project success?**

*You are being invited to take part in Phase 2 of a research study. You have indicated in Phase 1 that you would be willing to participate but before you decide to commit to this further it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully’.*

**The purpose of the study:** To find out if governance and/ or project managers’ ethical predisposition are related to project success. Ethical predisposition does not mean whether people are good or bad but rather how people decide what is the right or wrong thing to do.

**Background**

The UK construction industry accounts for approximately 7% of the country’s GDP (Cabinet Office, 2011). Poor project outcome introduces waste by increasing costs to clients, contractors and their supply chains both in the short and long term. There have been many attempts to understand what needs to be in place to increase the chance of project success and these critical success factors have been available to project teams since the 1980s. Governance, a relatively new concept, in relation to project management has been gaining more currency recently. Good project governance is said to increase the chances for successful project completion (APM, 2015). However, the evidence to support this idea is not yet strong.

The other factor necessary for project success is said to be the capable project manager. (Locke, 1984; Geoghegan & Dulewicz, 2008). Some research supports this idea. Researchers have not investigated the underpinning philosophical reasons that project managers take their decisions and whether this has an impact on project success. This research has been done amongst other groups, such as business students.

Thirdly the study seeks to understand if clients in the field are using time, cost and quality as measures of success or whether they are using other measures. Results from the field will be examined to see if theory needs to change.

The survey and interviews will be completed by the beginning of May 2018. The research will be completed by September 2019.

**Why have you been asked to participate?**

You have been asked to take part because you have been a project manager, leader or director for an NHS client and you have indicated in Phase 1 that you would be willing to take part.

**You are a volunteer**

*It is up to you to decide whether or not to take part. If you do decide to take part you will be asked to sign a consent form. You are still free to withdraw at any time and without giving a reason.*

If you would like to withdraw you can email me on [whelane@lsbu.ac.uk](mailto:whelane@lsbu.ac.uk).

**What happens now?**

After you have completed the consent form and returned it to me I will contact you to arrange a face to face interview at a time and place convenient to you.

If you take part in the face-to-face interviews you will have the opportunity to review my notes and to correct any errors or misunderstandings

**Possible disadvantages/risks to participation**

You will be giving up about 1 hour of your time to complete the survey

**Possible benefits to participation**

This research will contribute to understanding about how to make projects successful. It may also indicate whether the project management industry needs to revisit the usefulness of the time/ cost/ quality triangle as measures of project success.

**Outline data collection and confidentiality**

All the information collected about you and other participants will be kept strictly confidential (subject to legal limitations).

Data generated by this study must be retained in accordance with the University's Code of Practice. All data generated in the course of the research must be kept securely in paper or electronic form for a period of 10 years after the completion of a research project.

Your answers will be non-attributable and no project will be mentioned by name. Data about projects will be aggregated. This research is looking at correlations rather than individuals. Non-attributable quotes may be used. If you would prefer your name to be used then please indicate this on the consent form. Electronic data will be stored on a non-networked PC that is password protected and which has up to date virus protection software installed.

**What will happen to the results of the research study on completion**

The interview data will be analysed to understand the views on project success and its relationship to governance.

The data will be used in MPhil/ PhD thesis. If the data is good enough it may be used to write academic journal articles and in other publications.

All PhDs are kept in the British Library and will be available on line. If you would like a copy then a pdf can be provided on request.

**Who is organising and funding the research**

I am a self-funding student at London South Bank University in the Department of the Built Environment

**Who has reviewed the study**

The research has been approved by the School of the Built Environment at London South Bank University.

**Who to contact for further information**

If you need to contact me or my supervisor we are

Liz Whelan e: whelane@lsbu.ac.uk

Professor Herbert Robinson (MPhil/ PhD supervisor) e: robinsh4@lsbu.ac.uk

If you have any concerns about the way in which the study has been conducted, you should contact the Head of Division and/or School Ethics Coordinator /University Ethics Panel on (contact details – phone number and/or email address).

**Concluding the participant information sheet by**

Please may I say a big thank you to you for taking the time to read this information sheet, whether you decide to take part or not.

Liz Whelan

Signature

Date



**Research Project Consent Form**

**Full title of Project: Are good governance and the ethical predisposition of project managers critical for project success?**

**Ethics approval registration Number:**

**Name: Elizabeth Whelan**

**Researcher Position: MPhil/ PhD student at LSBU**

**Contact details of Researcher: whelan@lsbu.ac.uk**

|  |  |  |  |
| --- | --- | --- | --- |
| **Taking part (please tick the box that applies)** | **Yes** | | **No** |
| I confirm that I have read and understood the information sheet/project brief and/or the student has explained the above study. I have had the opportunity to ask questions. | ☐ | | ☐ |
| I understand that my participation is voluntary and that I am free to withdraw at any time, without providing a reason. | ☐ | | ☐ |
| I agree to take part in the above study. | ☐ | | ☐ |
|  |  | |  |
| **Use of my information (please tick the box that applies)** | **Yes** | | **No** |
| I understand my personal details such as phone number and address will not be revealed to people outside the project. | ☐ | | ☐ |
| I understand that my data/words may be quoted in publications, reports, posters, web pages, and other research outputs. | ☐ | | ☐ |
| I would like my real name to be used in the above. | ☐ | | ☐ |
| I agree for the data I provide to be stored (after it has been anonymised) in a specialist data centre and I understand it may be used for future research. | ☐ | | ☐ |
| **Note for Principal Investigator/Supervisory team:** Include statements below if appropriate, **or delete from the consent form**: | | | |
| I agree to the interview/….being audio recorded. | ☐ | ☐ | |
| I agree to the interview/… being video recorded. | ☐ | ☐ | |
| I agree to the use of anonymised quotes in publications. | ☐ | ☐ | |
| I agree to assign the copyright I hold in any materials related to this project to **[*Name of researcher]*** | ☐ | ☐ | |

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| --- | --- | --- |
| Name of Participant | \_\_\_\_\_\_\_\_  Date | \_\_\_\_\_\_\_\_  Signature |
| Name of Researcher | \_\_\_\_\_\_\_\_  Date | \_\_\_\_\_\_\_\_  Signature |

**Project contact details for further information:**

Project Supervisor/ Head of Division name: Professor Herbert Robinson

Phone:

Email address: robinsh4@lsbu.ac.uk

**Qualitative Survey**

Why do you think that most people regardless of age and gender were rule followers in NHS capital projects?

The literature predicts a relationship between corporate and project governance, but the results seemed to indicate that protect team members were not as aware of corporate governance as they were of project governance. Why do you think that this is the case?

Project team members often considered their project to have been successful even though it missed some or all of the time/ cost/ quality targets. What do you think people are measuring when they say that their project has been successful?

## Appendix D: List of NHS Trusts in England by Health Authority, name, organisation code and organisation type, from NHS Digital

|  |  |  |
| --- | --- | --- |
| **Organisation Name** | **Organisation Code** | **Organisation Type 1** |
| Chesterfield Royal Hospital NHS Foundation Trust | RFS | Acute |
| Derby Teaching Hospitals NHS Foundation Trust | RTG | Acute |
| Derbyshire Community Health Services NHS Foundation Trust | RY8 | Community Provider Trust |
| Derbyshire Healthcare NHS Foundation Trust | RXM | Mental Health |
| East Midlands Ambulance Service NHS Trust | RX9 | Ambulance |
| Kettering General Hospital NHS Foundation Trust | RNQ | Acute |
| Leicestershire Partnership NHS Trust | RT5 | Mental Health |
| Lincolnshire Community Health Services NHS Trust | RY5 | Community Provider Trust |
| Lincolnshire Partnership NHS Foundation Trust | RP7 | Mental Health |
| NHS Corby CCG | 03V | Clinical Commissioning Group |
| NHS East Leicestershire and Rutland CCG | 03W | Clinical Commissioning Group |
| NHS Erewash CCG | 03X | Clinical Commissioning Group |
| NHS Hardwick CCG | 03Y | Clinical Commissioning Group |
| NHS Leicester City CCG | 04C | Clinical Commissioning Group |
| NHS Lincolnshire East CCG | 03T | Clinical Commissioning Group |
| NHS Lincolnshire West CCG | 04D | Clinical Commissioning Group |
| NHS Mansfield and Ashfield CCG | 04E | Clinical Commissioning Group |
| NHS Nene CCG | 04G | Clinical Commissioning Group |
| NHS Newark and Sherwood CCG | 04H | Clinical Commissioning Group |
| NHS North Derbyshire CCG | 04J | Clinical Commissioning Group |
| NHS Nottingham City CCG | 04K | Clinical Commissioning Group |
| NHS Nottingham North and East CCG | 04L | Clinical Commissioning Group |
| NHS Nottingham West CCG | 04M | Clinical Commissioning Group |
| NHS Rushcliffe CCG | 04N | Clinical Commissioning Group |
| NHS South Lincolnshire CCG | 99D | Clinical Commissioning Group |  |
| NHS South West Lincolnshire CCG | 04Q | Clinical Commissioning Group |  |
| NHS Southern Derbyshire CCG | 04R | Clinical Commissioning Group |  |
| NHS West Leicestershire CCG | 04V | Clinical Commissioning Group |  |
| Northampton General Hospital NHS Trust | RNS | Acute |  |
| Northamptonshire Healthcare NHS Foundation Trust | RP1 | Mental Health |  |
| Nottingham University Hospitals NHS Trust | RX1 | Acute |  |
| Nottinghamshire Healthcare NHS Foundation Trust | RHA | Mental Health |  |
| Sherwood Forest Hospitals NHS Foundation Trust | RK5 | Acute |  |
| United Lincolnshire Hospitals NHS Trust | RWD | Acute |  |
| University Hospitals of Leicester NHS Trust | RWE | Acute |  |
|  |  |  |  |
|  |  |  |  |
| Basildon and Thurrock University Hospitals NHS Foundation Trust | RDD | Acute |  |
| Bedford Hospital NHS Trust | RC1 | Acute |  |
| Cambridge University Hospitals NHS Foundation Trust | RGT | Acute |  |
| Cambridgeshire and Peterborough NHS Foundation Trust | RT1 | Mental Health |  |
|  |  |  |  |
| Cambridgeshire Community Services NHS Trust | RYV | Community Provider Trust |  |
| Colchester Hospital University NHS Foundation Trust | RDE | Acute |  |
| East and North Hertfordshire NHS Trust | RWH | Acute |  |
| East of England Ambulance Service NHS Trust | RYC | Ambulance |  |
| Hertfordshire Community NHS Trust | RY4 | Community Provider Trust |  |
| Hertfordshire Partnership University NHS Foundation Trust | RWR | Mental Health |  |
| Hinchingbrooke Health Care NHS Trust | RQQ | Acute |  |
| Ipswich Hospital NHS Trust | RGQ | Acute |  |
| James Paget University Hospitals NHS Foundation Trust | RGP | Acute |  |
| Luton and Dunstable University Hospital NHS Foundation Trust | RC9 | Acute |  |
| Mid Essex Hospital Services NHS Trust | RQ8 | Acute |  |
| NHS Basildon and Brentwood CCG | 99E | Clinical Commissioning Group |  |
| NHS Bedfordshire CCG | 06F | Clinical Commissioning Group |  |
| NHS Cambridgeshire and Peterborough CCG | 06H | Clinical Commissioning Group |  |
| NHS Castle Point and Rochford CCG | 99F | Clinical Commissioning Group |  |
| NHS East and North Hertfordshire CCG | 06K | Clinical Commissioning Group |  |
| NHS Great Yarmouth and Waveney CCG | 06M | Clinical Commissioning Group |  |
| NHS Herts Valleys CCG | 06N | Clinical Commissioning Group |  |
| NHS Luton CCG | 06P | Clinical Commissioning Group |  |
| NHS Mid Essex CCG | 06Q | Clinical Commissioning Group |  |
| NHS North East Essex CCG | 06T | Clinical Commissioning Group |  |
| NHS North Norfolk CCG | 06V | Clinical Commissioning Group |  |
| NHS Norwich CCG | 06W | Clinical Commissioning Group |  |
| NHS South Norfolk CCG | 06Y | Clinical Commissioning Group |  |
| NHS Southend CCG | 99G | Clinical Commissioning Group |  |
| NHS Thurrock CCG | 07G | Clinical Commissioning Group |  |
| NHS West Essex CCG | 07H | Clinical Commissioning Group |  |
| NHS West Norfolk CCG | 07J | Clinical Commissioning Group |  |
| NHS West Suffolk CCG | 07K | Clinical Commissioning Group |  |
| Norfolk and Norwich University Hospitals NHS Foundation Trust | RM1 | Acute |  |
| Norfolk and Suffolk NHS Foundation Trust | RMY | Mental Health |  |
| Norfolk Community Health and Care NHS Trust | RY3 | Community Provider Trust |  |
| Essex Partnership University Foundation Trust | RRD | Mental Health |  |
| Papworth Hospital NHS Foundation Trust | RGM | Acute |  |
| Peterborough and Stamford Hospitals NHS Foundation Trust | RGN | Acute |  |
| Princess Alexandra Hospital NHS Trust | RQW | Acute |  |
| Queen Elizabeth Hospital King's Lynn NHS Foundation Trust | RCX | Acute |  |
| Southend University Hospital NHS Foundation Trust | RAJ | Acute |  |
| West Hertfordshire Hospitals NHS Trust | RWG | Acute |  |
| West Suffolk NHS Foundation Trust | RGR | Acute |  |
|  |  |  |  |
|  |  |  |  |
| Airedale NHS Foundation Trust | RCF | Acute |  |
| Barnsley Hospital NHS Foundation Trust | RFF | Acute |  |
| Bradford District Care NHS Foundation Trust | TAD | Mental Health |  |
| Bradford Teaching Hospitals NHS Foundation Trust | RAE | Acute |  |
| Calderdale and Huddersfield NHS Foundation Trust | RWY | Acute |  |
| Doncaster and Bassetlaw Hospitals NHS Foundation Trust | RP5 | Acute |  |
| Harrogate and District NHS Foundation Trust | RCD | Acute |  |
| Hull and East Yorkshire Hospitals NHS Trust (Hull Royal) | RWA | Acute |  |
| Humber NHS Foundation Trust | RV9 | Mental Health |  |
| Leeds and York Partnership NHS Foundation Trust | RGD | Mental Health |  |
| Leeds Community Healthcare NHS Trust | RY6 | Community Provider Trust |  |
| Leeds Teaching Hospitals NHS Trust | RR8 | Acute |  |
| Mid Yorkshire Hospitals NHS Trust | RXF | Acute |  |
| NHS Airedale, Wharfedale and Craven CCG | 02N | Clinical Commissioning Group |  |
| NHS Barnsley CCG | 02P | Clinical Commissioning Group |  |
| NHS Bassetlaw CCG | 02Q | Clinical Commissioning Group |  |
| NHS Bradford City CCG | 02W | Clinical Commissioning Group |  |
| NHS Bradford Districts CCG | 02R | Clinical Commissioning Group |  |
| NHS Calderdale CCG | 02T | Clinical Commissioning Group |  |
| NHS Doncaster CCG | 02X | Clinical Commissioning Group |  |
| NHS East Riding of Yorkshire CCG | 02Y | Clinical Commissioning Group |  |
| NHS Greater Huddersfield CCG | 03A | Clinical Commissioning Group |  |
| NHS Hambleton, Richmondshire and Whitby CCG | 03D | Clinical Commissioning Group |  |
| NHS Harrogate and Rural District CCG | 03E | Clinical Commissioning Group |  |
| NHS Hull CCG | 03F | Clinical Commissioning Group |  |
| NHS Leeds North CCG | 02V | Clinical Commissioning Group |  |
| NHS Leeds South and East CCG | 03G | Clinical Commissioning Group |  |
| NHS Leeds West CCG | 03C | Clinical Commissioning Group |  |
| NHS North East Lincolnshire CCG | 03H | Clinical Commissioning Group |  |
| NHS North Kirklees CCG | 03J | Clinical Commissioning Group |  |
| NHS North Lincolnshire CCG | 03K | Clinical Commissioning Group |  |
| NHS Rotherham CCG | 03L | Clinical Commissioning Group |  |
| NHS Scarborough and Ryedale CCG | 03M | Clinical Commissioning Group |  |
| NHS Sheffield CCG | 03N | Clinical Commissioning Group |  |
| NHS Vale of York CCG | 03Q | Clinical Commissioning Group |  |
| NHS Wakefield CCG | 03R | Clinical Commissioning Group |  |
| Northern Lincolnshire and Goole NHS Foundation Trust | RJL | Acute |  |
| Rotherham Doncaster and South Humber NHS Foundation Trust | RXE | Mental Health |  |
| Rotherham NHS Foundation Trust | RFR | Acute |  |
| Sheffield Children's NHS Foundation Trust | RCU | Acute |  |
| Sheffield Health and Social Care NHS Foundation Trust | TAH | Mental Health |  |
| Sheffield Teaching Hospitals NHS Foundation Trust | RHQ | Acute |  |
| South West Yorkshire Partnership NHS Foundation Trust | RXG | Mental Health |  |
| York Teaching Hospital NHS Foundation Trust | RCB | Acute |  |
| Yorkshire Ambulance Service NHS Trust | RX8 | Ambulance |  |
|  |  |  |  |
|  |  |  |  |
| Dorset County Hospital NHS Foundation Trust | RBD | Acute |  |
| Dorset Healthcare University NHS Foundation Trust | RDY | Mental Health |  |
| Hampshire Hospitals NHS Foundation Trust | RN5 | Acute |  |
| Isle of Wight NHS Trust | R1F | Community Provider Trust |  |
| NHS Dorset CCG | 11J | Clinical Commissioning Group |  |
| NHS Fareham and Gosport CCG | 10K | Clinical Commissioning Group |  |
| NHS Isle of Wight CCG | 10L | Clinical Commissioning Group |  |
| NHS North East Hampshire and Farnham CCG | 99M | Clinical Commissioning Group |  |
| NHS North Hampshire CCG | 10J | Clinical Commissioning Group |  |
| NHS Portsmouth CCG | 10R | Clinical Commissioning Group |  |
| NHS South Eastern Hampshire CCG | 10V | Clinical Commissioning Group |  |
| NHS Southampton CCG | 10X | Clinical Commissioning Group |  |
| NHS West Hampshire CCG | 11A | Clinical Commissioning Group |  |
| Poole Hospital NHS Foundation Trust | RD3 | Acute |  |
| Portsmouth Hospitals NHS Trust | RHU | Acute |  |
| Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust | RDZ | Acute |  |
| Salisbury NHS Foundation Trust | RNZ | Acute |  |
| Solent NHS Trust | R1C | Community Provider Trust |  |
| Southern Health NHS Foundation Trust | RW1 | Mental Health |  |
| University Hospital Southampton NHS Foundation Trust | RHM | Acute |  |
|  |  |  |  |
|  |  |  |  |
| Berkshire Healthcare NHS Foundation Trust | RWX | Mental Health |  |
| Buckinghamshire Healthcare NHS Trust | RXQ | Acute |  |
| Milton Keynes University Hospital NHS Foundation Trust | RD8 | Acute |  |
| NHS Aylesbury Vale CCG | 10Y | Clinical Commissioning Group |  |
| NHS Bracknell and Ascot CCG | 10G | Clinical Commissioning Group |  |
| NHS Chiltern CCG | 10H | Clinical Commissioning Group |  |
| NHS Milton Keynes CCG | 04F | Clinical Commissioning Group |  |
| NHS Newbury and District CCG | 10M | Clinical Commissioning Group |  |
| NHS North and West Reading CCG | 10N | Clinical Commissioning Group |  |
| NHS Oxfordshire CCG | 10Q | Clinical Commissioning Group |  |
| NHS Slough CCG | 10T | Clinical Commissioning Group |  |
| NHS South Reading CCG | 10W | Clinical Commissioning Group |  |
| NHS Windsor, Ascot and Maidenhead CCG | 11C | Clinical Commissioning Group |  |
| NHS Wokingham CCG | 11D | Clinical Commissioning Group |  |
| Oxford Health NHS Foundation Trust | RNU | Mental Health |  |
| Oxford University Hospitals NHS Foundation Trust | RTH | Acute |  |
| Royal Berkshire NHS Foundation Trust | RHW | Acute |  |
| South Central Ambulance Service NHS Foundation Trust | RYE | Ambulance |  |
|  |  |  |  |
|  |  |  |  |
| Central and North West London NHS Foundation Trust | RV3 | Mental Health |  |
| Central London Community Healthcare NHS Trust | RYX | Community Provider Trust |  |
| Chelsea and Westminster Hospital NHS Foundation Trust | RQM | Acute |  |
| Hillingdon Hospitals NHS Foundation Trust | RAS | Acute |  |
| Hounslow and Richmond Community Healthcare NHS Trust | RY9 | Community Provider Trust |  |
| Imperial College Healthcare NHS Trust | RYJ | Acute |  |
| London Ambulance Service NHS Trust | RRU | Ambulance |  |
| London North West Healthcare NHS Trust | R1K | Acute |  |
| NHS Brent CCG | 07P | Clinical Commissioning Group |  |
| NHS Central London (Westminster) CCG | 09A | Clinical Commissioning Group |  |
| NHS Ealing CCG | 07W | Clinical Commissioning Group |  |
| NHS Hammersmith and Fulham CCG | 08C | Clinical Commissioning Group |  |
| NHS Harrow CCG | 08E | Clinical Commissioning Group |  |
| NHS Hillingdon CCG | 08G | Clinical Commissioning Group |  |
| NHS Hounslow CCG | 07Y | Clinical Commissioning Group |  |
| NHS West London CCG | 08Y | Clinical Commissioning Group |  |
| Royal Brompton and Harefield NHS Foundation Trust | RT3 | Acute |  |
| Royal Marsden NHS Foundation Trust | RPY | Acute |  |
| West London Mental Health NHS Trust | RKL | Mental Health |  |
|  |  |  |  |
|  |  |  |  |
| Croydon Health Services NHS Trust | RJ6 | Acute |  |
| Epsom and St Helier University Hospitals NHS Trust | RVR | Acute |  |
| Guy's and St Thomas' NHS Foundation Trust | RJ1 | Acute |  |
| King's College Hospital NHS Foundation Trust | RJZ | Acute |  |
| Kingston Hospital NHS Foundation Trust | RAX | Acute |  |
| Lewisham and Greenwich NHS Trust | RJ2 | Acute |  |
| NHS Bexley CCG | 07N | Clinical Commissioning Group |  |
| NHS Bromley CCG | 07Q | Clinical Commissioning Group |  |
| NHS Croydon CCG | 07V | Clinical Commissioning Group |  |
| NHS Greenwich CCG | 08A | Clinical Commissioning Group |  |
| NHS Kingston CCG | 08J | Clinical Commissioning Group |  |
| NHS Lambeth CCG | 08K | Clinical Commissioning Group |  |
| NHS Lewisham CCG | 08L | Clinical Commissioning Group |  |
| NHS Merton CCG | 08R | Clinical Commissioning Group |  |
| NHS Richmond CCG | 08P | Clinical Commissioning Group |  |
| NHS Southwark CCG | 08Q | Clinical Commissioning Group |  |
| NHS Sutton CCG | 08T | Clinical Commissioning Group |  |
| NHS Wandsworth CCG | 08X | Clinical Commissioning Group |  |
| Oxleas NHS Foundation Trust | RPG | Mental Health |  |
| South London and Maudsley NHS Foundation Trust | RV5 | Mental Health |  |
| South West London and St George's Mental Health NHS Trust | RQY | Mental Health |  |
| St George's University Hospitals NHS Foundation Trust | RJ7 | Acute |  |
|  |  |  |  |
|  |  |  |  |
| Barking, Havering and Redbridge University Hospitals NHS Trust | RF4 | Acute |  |
| Barnet, Enfield and Haringey Mental Health NHS Trust | RRP | Mental Health |  |
| Barts Health NHS Trust | R1H | Acute |  |
| Camden and Islington NHS Foundation Trust | TAF | Mental Health |  |
| East London NHS Foundation Trust | RWK | Mental Health |  |
| Great Ormond Street Hospital For Children NHS Foundation Trust | RP4 | Acute |  |
| Homerton University Hospital NHS Foundation Trust | RQX | Acute |  |
| Moorfields Eye Hospital NHS Foundation Trust | RP6 | Acute |  |
| NHS Barking and Dagenham CCG | 07L | Clinical Commissioning Group |  |
| NHS Barnet CCG | 07M | Clinical Commissioning Group |  |
| NHS Camden CCG | 07R | Clinical Commissioning Group |  |
| NHS City and Hackney CCG | 07T | Clinical Commissioning Group |  |
| NHS Enfield CCG | 07X | Clinical Commissioning Group |  |
| NHS Haringey CCG | 08D | Clinical Commissioning Group |  |
| NHS Havering CCG | 08F | Clinical Commissioning Group |  |
| NHS Islington CCG | 08H | Clinical Commissioning Group |  |
| NHS Newham CCG | 08M | Clinical Commissioning Group |  |
| NHS Redbridge CCG | 08N | Clinical Commissioning Group |  |
| NHS Tower Hamlets CCG | 08V | Clinical Commissioning Group |  |
| NHS Waltham Forest CCG | 08W | Clinical Commissioning Group |  |
| North East London NHS Foundation Trust | RAT | Mental Health |  |
| North Middlesex University Hospital NHS Trust | RAP | Acute |  |
| Royal Free London NHS Foundation Trust | RAL | Acute |  |
| Royal National Orthopaedic Hospital NHS Trust | RAN | Acute |  |
| Tavistock and Portman NHS Foundation Trust | RNK | Mental Health |  |
| University College London Hospitals NHS Foundation Trust | RRV | Acute |  |
| Whittington Hospital NHS Trust | RKE | Acute |  |
|  |  |  |  |
|  |  |  |  |
| Ashford and St. Peter's Hospitals NHS Foundation Trust | RTK | Acute |  |
| Brighton and Sussex University Hospitals NHS Trust | RXH | Acute |  |
| Dartford and Gravesham NHS Trust | RN7 | Acute |  |
| East Kent Hospitals University NHS Foundation Trust | RVV | Acute |  |
| East Sussex Healthcare NHS Trust | RXC | Acute |  |
| Frimley Health NHS Foundation Trust | RDU | Acute |  |
| Kent and Medway NHS and Social Care Partnership Trust | RXY | Mental Health |  |
| Kent Community Health NHS Foundation Trust | RYY | Community Provider Trust |  |
| Maidstone and Tunbridge Wells NHS Trust | RWF | Acute |  |
| Medway NHS Foundation Trust | RPA | Acute |  |
| NHS Ashford CCG | 09C | Clinical Commissioning Group |  |
| NHS Brighton and Hove CCG | 09D | Clinical Commissioning Group |  |
| NHS Canterbury and Coastal CCG | 09E | Clinical Commissioning Group |  |
| NHS Coastal West Sussex CCG | 09G | Clinical Commissioning Group |  |
| NHS Dartford, Gravesham and Swanley CCG | 09J | Clinical Commissioning Group |  |
| NHS East Surrey CCG | 09L | Clinical Commissioning Group |  |
| NHS Eastbourne, Hailsham and Seaford CCG | 09F | Clinical Commissioning Group |  |
| NHS Guildford and Waverley CCG | 09N | Clinical Commissioning Group |  |
| NHS Hastings and Rother CCG | 09P | Clinical Commissioning Group |  |
| NHS High Weald Lewes Havens CCG | 99K | Clinical Commissioning Group |  |
| NHS Horsham and Mid Sussex CCG | 09X | Clinical Commissioning Group |  |
| NHS Medway CCG | 09W | Clinical Commissioning Group |  |
| NHS North West Surrey CCG | 09Y | Clinical Commissioning Group |  |
| NHS South Kent Coast CCG | 10A | Clinical Commissioning Group |  |
| NHS Surrey Downs CCG | 99H | Clinical Commissioning Group |  |
| NHS Surrey Heath CCG | 10C | Clinical Commissioning Group |  |
| NHS Swale CCG | 10D | Clinical Commissioning Group |  |
| NHS Thanet CCG | 10E | Clinical Commissioning Group |  |
| NHS West Kent CCG | 99J | Clinical Commissioning Group |  |
| Queen Victoria Hospital NHS Foundation Trust | RPC | Acute |  |
| Royal Surrey County Hospital NHS Foundation Trust | RA2 | Acute |  |
| South East Coast Ambulance Service NHS Foundation Trust | RYD | Ambulance |  |
| Surrey and Borders Partnership NHS Foundation Trust | RXX | Mental Health |  |
| Surrey and Sussex Healthcare NHS Trust | RTP | Acute |  |
| Sussex Community NHS Foundation Trust | RDR | Community Provider Trust |  |
| Sussex Partnership NHS Foundation Trust | RX2 | Mental Health |  |
| Western Sussex Hospitals NHS Foundation Trust | RYR | Acute |  |
|  |  |  |  |
|  |  |  |  |
| City Hospitals Sunderland NHS Foundation Trust | RLN | Acute |  |
| County Durham and Darlington NHS Foundation Trust | RXP | Acute |  |
| Gateshead Health NHS Foundation Trust | RR7 | Acute |  |
| Newcastle Upon Tyne Hospitals NHS Foundation Trust | RTD | Acute |  |
| NHS Darlington CCG | 00C | Clinical Commissioning Group |  |
| NHS Durham Dales, Easington and Sedgefield CCG | 00D | Clinical Commissioning Group |  |
| NHS North Durham CCG | 00J | Clinical Commissioning Group |  |
| NHS South Tees CCG | 00M | Clinical Commissioning Group |  |
| NHS Sunderland CCG | 00P | Clinical Commissioning Group |  |
| North East Ambulance Service NHS Foundation Trust | RX6 | Ambulance |  |
| North Tees and Hartlepool NHS Foundation Trust | RVW | Acute |  |
| Northumberland, Tyne and Wear NHS Foundation Trust | RX4 | Mental Health |  |
| Northumbria Healthcare NHS Foundation Trust | RTF | Acute |  |
| South Tees Hospitals NHS Foundation Trust | RTR | Acute |  |
| South Tyneside NHS Foundation Trust | RE9 | Acute |  |
| Tees, Esk and Wear Valleys NHS Foundation Trust | RX3 | Mental Health |  |
|  |  |  |  |
|  |  |  |  |
| 5 Boroughs Partnership NHS Foundation Trust | RTV | Mental Health |  |
| Aintree University Hospital NHS Foundation Trust | REM | Acute |  |
| Alder Hey Children's NHS Foundation Trust | RBS | Acute |  |
| Blackpool Teaching Hospitals NHS Foundation Trust | RXL | Acute |  |
| Bolton NHS Foundation Trust | RMC | Acute |  |
| Bridgewater Community Healthcare NHS Foundation Trust | RY2 | Community Provider Trust |  |
| Central Manchester University Hospitals NHS Foundation Trust | RW3 | Acute |  |
| Cheshire and Wirral Partnership NHS Foundation Trust | RXA | Mental Health |  |
| Christie NHS Foundation Trust | RBV | Acute |  |
| Clatterbridge Cancer Centre NHS Foundation Trust | REN | Acute |  |
| Countess of Chester Hospital NHS Foundation Trust | RJR | Acute |  |
| Cumbria Partnership NHS Foundation Trust | RNN | Mental Health |  |
| East Cheshire NHS Trust | RJN | Acute |  |
| East Lancashire Hospitals NHS Trust | RXR | Acute |  |
| Greater Manchester West Mental Health NHS Foundation Trust | RXV | Mental Health |  |
| Lancashire Care NHS Foundation Trust | RW5 | Mental Health |  |
| Lancashire Teaching Hospitals NHS Foundation Trust | RXN | Acute |  |
| Liverpool Community Health NHS Trust | RY1 | Community Provider Trust |  |
| Liverpool Heart and Chest Hospital NHS Foundation Trust | RBQ | Acute |  |
| Liverpool Women's NHS Foundation Trust | REP | Acute |  |
| Manchester Mental Health and Social Care Trust | TAE | Mental Health |  |
| Mersey Care NHS Foundation Trust | RW4 | Mental Health |  |
| Mid Cheshire Hospitals NHS Foundation Trust | RBT | Acute |  |
| NHS Blackburn with Darwen CCG | 00Q | Clinical Commissioning Group |  |
| NHS Blackpool CCG | 00R | Clinical Commissioning Group |  |
| NHS Bolton CCG | 00T | Clinical Commissioning Group |  |
| NHS Bury CCG | 00V | Clinical Commissioning Group |  |
| NHS Central Manchester CCG | 00W | Clinical Commissioning Group |  |
| NHS Chorley and South Ribble CCG | 00X | Clinical Commissioning Group |  |
| NHS Cumbria CCG | 01H | Clinical Commissioning Group |  |
| NHS East Lancashire CCG | 01A | Clinical Commissioning Group |  |
| NHS Eastern Cheshire CCG | 01C | Clinical Commissioning Group |  |
| NHS Fylde and Wyre CCG | 02M | Clinical Commissioning Group |  |
| NHS Greater Preston CCG | 01E | Clinical Commissioning Group |  |
| NHS Halton CCG | 01F | Clinical Commissioning Group |  |
| NHS Heywood, Middleton and Rochdale CCG | 01D | Clinical Commissioning Group |  |
| NHS Knowsley CCG | 01J | Clinical Commissioning Group |  |
| NHS Lancashire North CCG | 01K | Clinical Commissioning Group |  |
| NHS Liverpool CCG | 99A | Clinical Commissioning Group |  |
| NHS North Manchester CCG | 01M | Clinical Commissioning Group |  |
| NHS Oldham CCG | 00Y | Clinical Commissioning Group |  |
| NHS Salford CCG | 01G | Clinical Commissioning Group |  |
| NHS South Cheshire CCG | 01R | Clinical Commissioning Group |  |
| NHS South Manchester CCG | 01N | Clinical Commissioning Group |  |
| NHS South Sefton CCG | 01T | Clinical Commissioning Group |  |
| NHS St Helens CCG | 01X | Clinical Commissioning Group |  |
| NHS Stockport CCG | 01W | Clinical Commissioning Group |  |
| NHS Tameside and Glossop CCG | 01Y | Clinical Commissioning Group |  |
| NHS Trafford CCG | 02A | Clinical Commissioning Group |  |
| NHS Vale Royal CCG | 02D | Clinical Commissioning Group |  |
| NHS Warrington CCG | 02E | Clinical Commissioning Group |  |
| NHS West Cheshire CCG | 02F | Clinical Commissioning Group |  |
| NHS West Lancashire CCG | 02G | Clinical Commissioning Group |  |
| NHS Wigan Borough CCG | 02H | Clinical Commissioning Group |  |
| NHS Wirral CCG | 12F | Clinical Commissioning Group |  |
| North Cumbria University Hospitals NHS Trust | RNL | Acute |  |
| North West Ambulance Service NHS Trust | RX7 | Ambulance |  |
| Pennine Acute Hospitals NHS Trust | RW6 | Acute |  |
| Pennine Care NHS Foundation Trust | RT2 | Mental Health |  |
| Royal Liverpool and Broadgreen University Hospitals NHS Trust | RQ6 | Acute |  |
| Salford Royal NHS Foundation Trust | RM3 | Acute |  |
| Southport and Ormskirk Hospital NHS Trust | RVY | Acute |  |
| St Helens and Knowsley Hospitals NHS Trust | RBN | Acute |  |
| Stockport NHS Foundation Trust | RWJ | Acute |  |
| Tameside Hospital NHS Foundation Trust | RMP | Acute |  |
| University Hospital of South Manchester NHS Foundation Trust | RM2 | Acute |  |
| University Hospitals of Morecambe Bay NHS Foundation Trust | RTX | Acute |  |
| Walton Centre NHS Foundation Trust | RET | Acute |  |
| Warrington and Halton Hospitals NHS Foundation Trust | RWW | Acute |  |
| Wirral Community NHS Foundation Trust | RY7 | Community Provider Trust |  |
| Wirral University Teaching Hospital NHS Foundation Trust | RBL | Acute |  |
| Wrightington, Wigan and Leigh NHS Foundation Trust | RRF | Acute |  |
|  |  |  |  |
|  |  |  |  |
| Birmingham and Solihull Mental Health NHS Foundation Trust | RXT | Mental Health |  |
| Birmingham Children's Hospital NHS Foundation Trust | RQ3 | Acute |  |
| Birmingham Community Healthcare NHS Foundation Trust | RYW | Community Provider Trust |  |
| Birmingham Women's NHS Foundation Trust | RLU | Acute |  |
| Black Country Partnership NHS Foundation Trust | TAJ | Mental Health |  |
| Burton Hospitals NHS Foundation Trust | RJF | Acute |  |
| Coventry and Warwickshire Partnership NHS Trust | RYG | Mental Health |  |
| Dudley and Walsall Mental Health Partnership NHS Trust | RYK | Mental Health |  |
| Dudley Group NHS Foundation Trust | RNA | Acute |  |
| George Eliot Hospital NHS Trust | RLT | Acute |  |
| Heart of England NHS Foundation Trust | RR1 | Acute |  |
| NHS Birmingham CrossCity CCG | 13P | Clinical Commissioning Group |  |
| NHS Birmingham South and Central CCG | 04X | Clinical Commissioning Group |  |
| NHS Cannock Chase CCG | 04Y | Clinical Commissioning Group |  |
| NHS Coventry and Rugby CCG | 05A | Clinical Commissioning Group |  |
| NHS Dudley CCG | 05C | Clinical Commissioning Group |  |
| NHS East Staffordshire CCG | 05D | Clinical Commissioning Group |  |
| NHS Herefordshire CCG | 05F | Clinical Commissioning Group |  |
| NHS North Staffordshire CCG | 05G | Clinical Commissioning Group |  |
| NHS Redditch and Bromsgrove CCG | 05J | Clinical Commissioning Group |  |
| NHS Sandwell and West Birmingham CCG | 05L | Clinical Commissioning Group |  |
| NHS Shropshire CCG | 05N | Clinical Commissioning Group |  |
| NHS Solihull CCG | 05P | Clinical Commissioning Group |  |
| NHS South East Staffordshire and Seisdon Peninsula CCG | 05Q | Clinical Commissioning Group |  |
| NHS South Warwickshire CCG | 05R | Clinical Commissioning Group |  |
| NHS South Worcestershire CCG | 05T | Clinical Commissioning Group |  |
| NHS Stafford and Surrounds CCG | 05V | Clinical Commissioning Group |  |
| NHS Stoke on Trent CCG | 05W | Clinical Commissioning Group |  |
| NHS Telford and Wrekin CCG | 05X | Clinical Commissioning Group |  |
| NHS Walsall CCG | 05Y | Clinical Commissioning Group |  |
| NHS Warwickshire North CCG | 05H | Clinical Commissioning Group |  |
| NHS Wolverhampton CCG | 06A | Clinical Commissioning Group |  |
| NHS Wyre Forest CCG | 06D | Clinical Commissioning Group |  |
| North Staffordshire Combined Healthcare NHS Trust | RLY | Mental Health |  |
| Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust | RL1 | Acute |  |
| Royal Orthopaedic Hospital NHS Foundation Trust | RRJ | Acute |  |
| Royal Wolverhampton NHS Trust | RL4 | Acute |  |
| Sandwell and West Birmingham Hospitals NHS Trust | RXK | Acute |  |
| Shrewsbury and Telford Hospital NHS Trust | RXW | Acute |  |
| Shropshire Community Health NHS Trust | R1D | Community Provider Trust |  |
| South Staffordshire and Shropshire Healthcare NHS Foundation Trust | RRE | Mental Health |  |
| South Warwickshire NHS Foundation Trust | RJC | Acute |  |
| Staffordshire and Stoke on Trent Partnership NHS Trust | R1E | Community Provider Trust |  |
| University Hospitals Birmingham NHS Foundation Trust | RRK | Acute |  |
| University Hospitals Coventry and Warwickshire NHS Trust | RKB | Acute |  |
| University Hospitals of North Midlands NHS Trust | RJE | Acute |  |
| Walsall Healthcare NHS Trust | RBK | Acute |  |
| West Midlands Ambulance Service NHS Foundation Trust | RYA | Ambulance |  |
| Worcestershire Acute Hospitals NHS Trust | RWP | Acute |  |
| Worcestershire Health and Care NHS Trust | R1A | Community Provider Trust |  |
| Wye Valley NHS Trust | RLQ | Acute |  |
|  |  |  |  |
|  |  |  |  |
| 2Gether NHS Foundation Trust | RTQ | Mental Health |  |
| Avon and Wiltshire Mental Health Partnership NHS Trust | RVN | Mental Health |  |
| Cornwall Partnership NHS Foundation Trust | RJ8 | Mental Health |  |
| Devon Partnership NHS Trust | RWV | Mental Health |  |
| Gloucestershire Care Services NHS Trust | R1J | Community Provider Trust |  |
| Gloucestershire Hospitals NHS Foundation Trust | RTE | Acute |  |
| Great Western Hospitals NHS Foundation Trust | RN3 | Acute |  |
| NHS Bath and North East Somerset CCG | 11E | Clinical Commissioning Group |  |
| NHS Bristol CCG | 11H | Clinical Commissioning Group |  |
| NHS Gloucestershire CCG | 11M | Clinical Commissioning Group |  |
| NHS Kernow CCG | 11N | Clinical Commissioning Group |  |
| NHS North Somerset CCG | 11T | Clinical Commissioning Group |  |
| NHS Northern, Eastern and Western Devon CCG | 99P | Clinical Commissioning Group |  |
| NHS Somerset CCG | 11X | Clinical Commissioning Group |  |
| NHS South Devon and Torbay CCG | 99Q | Clinical Commissioning Group |  |
| NHS South Gloucestershire CCG | 12A | Clinical Commissioning Group |  |
| NHS Swindon CCG | 12D | Clinical Commissioning Group |  |
| NHS Wiltshire CCG | 99N | Clinical Commissioning Group |  |
| North Bristol NHS Trust | RVJ | Acute |  |
| Northern Devon Healthcare NHS Trust | RBZ | Acute |  |
| Plymouth Hospitals NHS Trust | RK9 | Acute |  |
| Royal Cornwall Hospitals NHS Trust | REF | Acute |  |
| Royal Devon and Exeter NHS Foundation Trust | RH8 | Acute |  |
| Royal United Hospitals Bath NHS Foundation Trust | RD1 | Acute |  |
| Somerset Partnership NHS Foundation Trust | RH5 | Mental Health |  |
| South Western Ambulance Service NHS Foundation Trust | RYF | Ambulance |  |
| Taunton and Somerset NHS Foundation Trust | RBA | Acute |  |
| Torbay and South Devon NHS Foundation Trust | RA9 | Acute |  |
| University Hospitals Bristol NHS Foundation Trust | RA7 | Acute |  |
| Weston Area Health NHS Trust | RA3 | Acute |  |
| Yeovil District Hospital NHS Foundation Trust | RA4 | Acute |  |
|  |  |  |  |
|  |  |  |  |
|  |  | | | |
| 1 Organisation type is set by NHS Digital with feedback from individual organisations. They are a best estimate based on factors such as size, annual income and function. They do not have a rigid statistically valid definition, but provide useful groupings for broad comparisons of organisations. |
|  |  |  |  |
| Source: NHS Digital |  |  |  |
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|  |  |
| --- | --- |
| Summary table | Total |
| Acute Trusts | 153 |
| Community provider Trusts | 20 |
| Mental Health Trusts | 53 |
| Ambulance Trusts | 10 |
| Clinical Commissioning Group | 201 |
| **Total** | **437** |

## Appendix E Project success scores (all projects)

Sample size n=51

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Unique id | Time score | Cost score | Quality score | **Project success score** |
| 1 | 67 | 3 | 3 | 3 | **9** |
| 2 | 70 | 2 | 2 | 2 | **6** |
| 3 | 74 | 3 | 4 | 2 | **9** |
| 4 | 75 | 2 | 3 | 3 | **8** |
| 5 | 76 | 3 | 1 | 3 | **7** |
| 6 | 77 | 3 | 2 | 4 | **9** |
| 7 | 83 | 1 | 2 | 3 | **6** |
| 8 | 84 | 3 | 4 | 3 | **10** |
| 9 | 85 | 2 | 3 | 3 | **8** |
| 10 | 86 | 1 | 1 | 1 | **3** |
| 11 | 87 | 3 | 3 | 3 | **9** |
| 12 | 88 | 3 | 3 | 2 | **8** |
| 13 | 93 | 3 | 3 | 3 | **9** |
| 14 | 95 | 1 | 2 | 3 | **6** |
| 15 | 99 | 2 | 2 | 3 | **7** |
| 16 | 102 | 2 | 3 | 3 | **8** |
| 17 | 103 | 3 | 3 | 4 | **10** |
| 18 | 105 | 3 | 3 | 3 | **9** |
| 19 | 106 | 3 | 2 | 3 | **8** |
| 20 | 108 | 3 | 2 | 2 | **7** |
| 21 | 109 | 2 | 2 | 4 | **8** |
| 22 | 110 | 2 | 2 | 3 | **7** |
| 23 | 111 | 2 | 4 | 3 | **9** |
| 24 | 112 | 3 | 4 | 1 | **8** |
| 25 | 114 | 3 | 3 | 3 | **9** |
| 26 | 116 | 3 | 3 | 3 | **9** |
| 27 | 118 | 1 | 1 | 4 | **6** |
| 28 | 123 | 2 | 2 | 3 | **7** |
| 29 | 124 | 2 | 2 | 2 | **6** |
| 30 | 126 | 3 | 2 | 3 | **8** |
| 31 | 128 | 2 | 4 | 3 | **9** |
| 32 | 132 | 3 | 2 | 0 | **5** |
| 33 | 136 | 2 | 3 | 3 | **8** |
| 34 | 138 | 2 | 2 | 3 | **7** |
| 35 | 139 | 2 | 4 | 4 | **10** |
| 36 | 140 | 2 | 1 | 5 | **8** |
| 37 | 141 | 3 | 3 | 3 | **9** |
| 38 | 144 | 2 | 2 | 3 | **7** |
| 39 | 145 | 3 | 4 | 3 | **10** |
| 40 | 147 | 2 | 1 | 5 | **8** |
| 41 | 148 | 1 | 2 | 3 | **6** |
| 42 | 149 | 2 | 1 | 5 | **8** |
| 43 | 151 | 2 | 2 | 3 | **7** |
| 44 | 155 | 1 | 2 | 5 | **8** |
| 45 | 157 | 2 | 4 | 5 | **11** |
| 46 | 159 | 3 | 2 | 3 | **8** |
| 47 | 162 | 3 | 3 | 4 | **10** |
| 48 | 164 | 2 | 1 | 2 | **5** |
| 49 | 166 | 2 | 2 | 3 | **7** |
| 50 | 167 | 3 | 3 | 2 | **8** |
| 51 | 169 | 2 | 4 | 4 | **10** |

## Appendix F: Project governance effectiveness scores (all projects)

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Unique ID | Project sponsor | project board | project risk management | project quality | project finance | project user groups | project stakeholder | **Project Governance score** |
| 1 | 67 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | **25** |
| 2 | 70 | 0 | 0 | 3 | 0 | 3 | 4 | 4 | **14** |
| 3 | 74 | 3 | 3 | 3 | 2 | 4 | 4 | 3 | **22** |
| 4 | 75 | 3 | 3 | 2 | 2 | 3 | 4 | 4 | **21** |
| 5 | 76 | 3 | 1 | 0 | 0 | 2 | 2 | 2 | **10** |
| 6 | 77 | 4 | 4 | 2 | 2 | 2 | 3 | 3 | **20** |
| 7 | 83 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | **24** |
| 8 | 84 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | **23** |
| 9 | 85 | 2 | 3 | 0 | 0 | 4 | 4 | 3 | **16** |
| 10 | 86 | 2 | 3 | 3 | 3 | 2 | 2 | 1 | **16** |
| 11 | 87 | 3 | 3 | 2 | 3 | 4 | 4 | 4 | **23** |
| 12 | 88 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | **25** |
| 13 | 93 | 4 | 3 | 3 | 3 | 2 | 3 | 3 | **21** |
| 14 | 95 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | **22** |
| 15 | 99 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | **26** |
| 16 | 102 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | **23** |
| 17 | 103 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | **25** |
| 18 | 105 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | **24** |
| 19 | 106 | 3 | 3 | 2 | 3 | 4 | 4 | 3 | **22** |
| 20 | 108 | 4 | 4 | 4 | 2 | 4 | 4 | 4 | **26** |
| 21 | 109 | 4 | 4 | 3 | 4 | 3 | 3 | 3 | **24** |
| 22 | 110 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | **21** |
| 23 | 111 | 4 | 3 | 3 | 3 | 2 | 3 | 2 | **20** |
| 24 | 112 | 1 | 3 | 3 | 3 | 3 | 4 | 2 | **19** |
| 25 | 114 | 2 | 4 | 4 | 3 | 4 | 3 | 3 | **23** |
| 26 | 116 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | **19** |
| 27 | 118 | 3 | 4 | 4 | 3 | 2 | 3 | 3 | **22** |
| 28 | 123 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | **25** |
| 29 | 124 | 2 | 3 | 2 | 2 | 2 | 2 | 1 | **14** |
| 30 | 126 | 3 | 4 | 3 | 2 | 4 | 4 | 4 | **24** |
| 31 | 128 | 4 | 2 | 0 | 0 | 2 | 4 | 2 | **14** |
| 32 | 132 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | **26** |
| 33 | 136 | 4 | 3 | 3 | 3 | 3 | 3 | 2 | **21** |
| 34 | 138 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **28** |
| 35 | 139 | 3 | 4 | 4 | 4 | 4 | 3 | 3 | **25** |
| 36 | 140 | 3 | 3 | 4 | 4 | 2 | 4 | 4 | **24** |
| 37 | 141 | 4 | 2 | 3 | 3 | 3 | 1 | 1 | **17** |
| 38 | 144 | 2 | 3 | 1 | 3 | 3 | 3 | 4 | **19** |
| 39 | 145 | 3 | 2 | 4 | 4 | 4 | 3 | 3 | **23** |
| 40 | 147 | 3 | 0 | 0 | 0 | 4 | 3 | 4 | **14** |
| 41 | 148 | 4 | 4 | 2 | 4 | 3 | 4 | 4 | **25** |
| 42 | 149 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | **26** |
| 43 | 151 | 4 | 3 | 3 | 2 | 3 | 4 | 4 | **23** |
| 44 | 155 | 2 | 2 | 4 | 3 | 3 | 3 | 3 | **20** |
| 45 | 157 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | **24** |
| 46 | 159 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | **28** |
| 47 | 162 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | **21** |
| 48 | 164 | 4 | 4 | 3 | 3 | 2 | 4 | 4 | **24** |
| 49 | 166 | 3 | 2 | 1 | 4 | 4 | 4 | 4 | **22** |
| 50 | 167 | 2 | 4 | 3 | 0 | 4 | 3 | 3 | **19** |
| 51 | 169 | 3 | 3 | 2 | 2 | 3 | 4 | 4 | **21** |
| Total | | **159** | **160** | **144** | **139** | **164** | **174** | **163** | **1103** |

## Appendix G: Corporate governance effectiveness scores (all projects)

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Unique ID | Trust Board | Chair | Non-executive directors | CEO | Exec directors | Trust risk committee | Trust remuneration | Trust audit committee | **Corporate Governance score** |
| 1 | 67 | 3 | 4 | 0 | 3 | 3 | 0 | 0 | 3 | **16** |
| 2 | 70 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | **0** |
| 3 | 74 | 0 | 2 | 2 | 2 | 2 | 0 | 0 | 0 | **8** |
| 4 | 75 | 3 | 3 | 2 | 4 | 3 | 2 | 2 | 2 | **21** |
| 5 | 76 | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | **6** |
| 6 | 77 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | **16** |
| 7 | 83 | 2 | 3 | 2 | 4 | 2 | 1 | 1 | 1 | **16** |
| 8 | 84 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | **25** |
| 9 | 85 | 3 | 3 | 3 | 2 | 4 | 0 | 0 | 3 | **18** |
| 10 | 86 | 2 | 3 | 1 | 3 | 1 | 2 | 0 | 1 | **13** |
| 11 | 87 | 1 | 1 | 1 | 2 | 2 | 1 | 1 | 1 | **10** |
| 12 | 88 | 3 | 4 | 4 | 3 | 3 | 0 | 0 | 0 | **17** |
| 13 | 93 | 3 | 3 | 2 | 4 | 3 | 0 | 0 | 2 | **17** |
| 14 | 95 | 3 | 4 | 4 | 3 | 3 | 3 | 2 | 3 | **25** |
| 15 | 99 | 3 | 0 | 0 | 4 | 4 | 3 | 0 | 0 | **14** |
| 16 | 102 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | **24** |
| 17 | 103 | 3 | 3 | 4 | 4 | 2 | 3 | 3 | 2 | **24** |
| 18 | 105 | 3 | 3 | 3 | 4 | 4 | 3 | 2 | 2 | **24** |
| 19 | 106 | 1 | 3 | 1 | 1 | 3 | 1 | 1 | 1 | **12** |
| 20 | 108 | 3 | 1 | 1 | 2 | 4 | 2 | 2 | 1 | **16** |
| 21 | 109 | 4 | 4 | 2 | 4 | 3 | 4 | 1 | 1 | **23** |
| 22 | 110 | 3 | 3 | 3 | 3 | 3 | 3 | 0 | 3 | **21** |
| 23 | 111 | 3 | 4 | 2 | 2 | 3 | 2 | 2 | 2 | **20** |
| 24 | 112 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | **9** |
| 25 | 114 | 3 | 2 | 2 | 3 | 3 | 2 | 1 | 1 | **17** |
| 26 | 116 | 3 | 4 | 3 | 2 | 3 | 2 | 1 | 3 | **21** |
| 27 | 118 | 3 | 3 | 1 | 3 | 3 | 3 | 0 | 0 | **16** |
| 28 | 123 | 3 | 2 | 2 | 4 | 4 | 0 | 0 | 3 | **18** |
| 29 | 124 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | **8** |
| 30 | 126 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 3 | **18** |
| 31 | 128 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | **0** |
| 32 | 132 | 4 | 3 | 3 | 3 | 3 | 3 | 1 | 1 | **21** |
| 33 | 136 | 3 | 3 | 4 | 4 | 3 | 3 | 0 | 3 | **23** |
| 34 | 138 | 4 | 4 | 4 | 4 | 4 | 2 | 2 | 2 | **26** |
| 35 | 139 | 3 | 1 | 1 | 1 | 3 | 2 | 0 | 3 | **14** |
| 36 | 140 | 3 | 2 | 2 | 3 | 4 | 4 | 1 | 1 | **20** |
| 37 | 141 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | **0** |
| 38 | 144 | 2 | 3 | 2 | 3 | 2 | 1 | 0 | 0 | **13** |
| 39 | 145 | 3 | 2 | 3 | 3 | 3 | 2 | 0 | 0 | **16** |
| 40 | 147 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | **5** |
| 41 | 148 | 3 | 2 | 2 | 4 | 4 | 0 | 0 | 2 | **17** |
| 42 | 149 | 1 | 1 | 1 | 1 | 2 | 4 | 1 | 1 | **12** |
| 43 | 151 | 3 | 3 | 2 | 4 | 3 | 2 | 1 | 2 | **20** |
| 44 | 155 | 1 | 1 | 1 | 1 | 1 | 3 | 0 | 0 | **8** |
| 45 | 157 | 4 | 4 | 2 | 4 | 3 | 3 | 1 | 1 | **22** |
| 46 | 159 | 1 | 1 | 1 | 1 | 4 | 1 | 1 | 1 | **11** |
| 47 | 162 | 3 | 3 | 3 | 3 | 3 | 4 | 0 | 0 | **19** |
| 48 | 164 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | **24** |
| 49 | 166 | 2 | 1 | 1 | 4 | 3 | 1 | 1 | 1 | **14** |
| 50 | 167 | 1 | 1 | 1 | 2 | 1 | 2 | 2 | 2 | **12** |
| 51 | 169 | 1 | 3 | 2 | 2 | 3 | 2 | 1 | 2 | **16** |
| Total |  | **120** | **120** | **96** | **130** | **131** | **91** | **45** | **73** | **806** |

## Appendix H: Summary: project success, project governance, corporate governance, RPA and CSF scores

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Unique ID | Predisposition | Claimed success  Y/N | Achieved success (Iron triangle)  Y/N | Achieved score of 9 or above  Y/N | Weighted Time, Cost, Quality  Success  Y/N | RPA | CSF score | Corporate governance score | Project Governance score |
| 1 | 67 | Formalist | Y | Y | Y | Y | 39% | 35 | 16 | 25 |
| 2 | 70 | Formalist | Caveated answer | N | N | N | 31% | 35 | 0 | 14 |
| 3 | 74 | Formalist | Y | N | Y | N | 25% | 30 | 8 | 22 |
| 4 | 75 | Formalist | Y | N | N | N | 29% | 14 | 21 | 21 |
| 5 | 76 | Formalist | Y | N | N | N | 31% | 26 | 6 | 10 |
| 6 | 77 | Formalist | Y | N | Y | Y | 40% | 29 | 16 | 20 |
| 7 | 83 | Formalist | Y | N | N | N | 41% | 34 | 16 | 24 |
| 8 | 84 | Formalist | Y | Y | Y | Y | 34% | 30 | 25 | 23 |
| 9 | 85 | Neither | Y | N | N | N | 52% | 28 | 18 | 16 |
| 10 | 86 | Formalist | Caveated answer | N | N | N | 49% | 34 | 13 | 16 |
| 11 | 87 | Formalist | Y | Y | Y | Y | 34% | 28 | 10 | 23 |
| 12 | 88 | Formalist | Y | N | N | N | 39% | 27 | 17 | 25 |
| 13 | 93 | Formalist | Y | Y | Y | Y | 36% | 22 | 17 | 21 |
| 14 | 95 | Formalist | Y | N | N | N | 40% | 32 | 25 | 22 |
| 15 | 99 | Formalist | Y | N | N | N | 42% | 39 | 14 | 26 |
| 16 | 102 | Formalist | Y | N | N | N | 34% | 33 | 24 | 23 |
| 17 | 103 | Neither | Y | Y | Y | Y | 43% | 25 | 24 | 25 |
| 18 | 105 | Formalist | Y | Y | Y | Y | 24% | 31 | 24 | 24 |
| 19 | 106 | Formalist | Y | N | N | N | 26% | 35 | 12 | 22 |
| 20 | 108 | Formalist | Y | N | N | N | 32% | 30 | 16 | 26 |
| 21 | 109 | Formalist | Y | N | N | Y | 32% | 29 | 23 | 24 |
| 22 | 110 | Formalist | Y | N | N | N | 20% | 31 | 21 | 21 |
| 23 | 111 | Utilitarian | Y | N | Y | Y | 16% | 27 | 20 | 20 |
| 24 | 112 | Formalist | Caveated answer | N | N | N | 39% | 33 | 9 | 19 |
| 25 | 114 | Formalist | Y | Y | Y | Y | 36% | 31 | 17 | 23 |
| 26 | 116 | Formalist | Y | Y | Y | Y | 55% | 21 | 21 | 19 |
| 27 | 118 | Formalist | Y | N | N | N | 35% | 34 | 16 | 22 |
| 28 | 123 | Formalist | Y | N | N | N | 30% | 27 | 18 | 25 |
| 29 | 124 | Formalist | Y | N | N | N | 36% | 33 | 8 | 14 |
| 30 | 126 | Utilitarian | Y | N | N | N | 46% | 31 | 18 | 24 |
| 31 | 128 | Formalist | Y | N | Y | Y | 43% | 37 | 0 | 14 |
| 32 | 132 | Formalist | Caveated answer | N | N | N | 34% | 31 | 21 | 26 |
| 33 | 136 | Formalist | Y | N | N | N | 55% | 29 | 23 | 21 |
| 34 | 138 | Formalist | Did not respond | N | N | N | 45% | 32 | 26 | 28 |
| 35 | 139 | Formalist | Y | N | Y | Y | 36% | 36 | 14 | 25 |
| 36 | 140 | Utilitarian | Y | N | N | Y | 36% | 36 | 20 | 24 |
| 37 | 141 | Formalist | Y | Y | Y | Y | 17% | 31 | 0 | 17 |
| 38 | 144 | Formalist | Y | N | N | N | 42% | 26 | 13 | 19 |
| 39 | 145 | Formalist | Y | Y | Y | Y | 28% | 31 | 16 | 23 |
| 40 | 147 | Formalist | Y | N | N | Y | 41% | 26 | 5 | 14 |
| 41 | 148 | Formalist | Caveated answer | N | N | N | 46% | 35 | 17 | 25 |
| 42 | 149 | Formalist | Y | N | N | Y | 44% | 29 | 12 | 26 |
| 43 | 151 | Formalist | Y | N | N | N | 35% | 38 | 20 | 23 |
| 44 | 155 | Formalist | Y | N | N | Y | 59% | 27 | 8 | 20 |
| 45 | 157 | Formalist | Y | N | Y | Y | 38% | 28 | 22 | 24 |
| 46 | 159 | Formalist | Y | N | N | N | 42% | 35 | 11 | 28 |
| 47 | 162 | Formalist | Y | Y | Y | Y | 27% | 35 | 19 | 21 |
| 48 | 164 | Formalist | Y | N | N | N | 33% | 30 | 24 | 24 |
| 49 | 166 | Formalist | Y | N | N | N | 46% | 14 | 14 | 22 |
| 50 | 167 | Formalist | Y | N | N | N | 24% | 26 | 12 | 19 |
| 51 | 169 | Utilitarian | Y | N | Y | Y | 27% | 29 | 16 | 21 |
|  |  |  | 45 (90%) success | 11 (22%) success | 18 (34%) success | 22 (43%) success |  |  |  |  |

## Appendix I: Might & Fishers’ (1985) weighting applied to all projects

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Time  (weight 22%) | cost score  (weight 23%) | Technical/ quality  (weight 54%) | total |
| 67 | 0.66 | 0.69 | 1.62 | 2.97 |
| 70 | 0.44 | 0.46 | 1.08 | 1.98 |
| 74 | 0.66 | 0.92 | 1.08 | 2.66 |
| 75 | 0.44 | 0.69 | 1.62 | 2.75 |
| 76 | 0.66 | 0.23 | 1.62 | 2.51 |
| 77 | 0.66 | 0.46 | 2.16 | 3.28 |
| 83 | 0.22 | 0.46 | 1.62 | 2.3 |
| 84 | 0.66 | 0.92 | 1.62 | 3.2 |
| 85 | 0.44 | 0.69 | 1.62 | 2.75 |
| 86 | 0.22 | 0.23 | 0.54 | 0.99 |
| 87 | 0.66 | 0.69 | 1.62 | 2.97 |
| 88 | 0.66 | 0.69 | 1.08 | 2.43 |
| 93 | 0.66 | 0.69 | 1.62 | 2.97 |
| 95 | 0.22 | 0.46 | 1.62 | 2.3 |
| 99 | 0.44 | 0.46 | 1.62 | 2.52 |
| 102 | 0.44 | 0.69 | 1.62 | 2.75 |
| 103 | 0.66 | 0.69 | 2.16 | 3.51 |
| 105 | 0.66 | 0.69 | 1.62 | 2.97 |
| 106 | 0.66 | 0.46 | 1.62 | 2.74 |
| 108 | 0.66 | 0.46 | 1.08 | 2.2 |
| 109 | 0.44 | 0.46 | 2.16 | 3.06 |
| 110 | 0.44 | 0.46 | 1.62 | 2.52 |
| 111 | 0.44 | 0.92 | 1.62 | 2.98 |
| 112 | 0.66 | 0.92 | 0.54 | 2.12 |
| 114 | 0.66 | 0.69 | 1.62 | 2.97 |
| 116 | 0.66 | 0.69 | 1.62 | 2.97 |
| 118 | 0.22 | 0.23 | 2.16 | 2.61 |
| 123 | 0.44 | 0.46 | 1.62 | 2.52 |
| 124 | 0.44 | 0.46 | 1.08 | 1.98 |
| 126 | 0.66 | 0.46 | 1.62 | 2.74 |
| 128 | 0.44 | 0.92 | 1.62 | 2.98 |
| 132 | 0.66 | 0.46 | 0 | 1.12 |
| 136 | 0.44 | 0.69 | 1.62 | 2.75 |
| 138 | 0.44 | 0.46 | 1.62 | 2.52 |
| 139 | 0.44 | 0.92 | 2.16 | 3.52 |
| 140 | 0.44 | 0.23 | 2.7 | 3.37 |
| 141 | 0.66 | 0.69 | 1.62 | 2.97 |
| 144 | 0.44 | 0.46 | 1.62 | 2.52 |
| 145 | 0.66 | 0.92 | 1.62 | 3.2 |
| 147 | 0.44 | 0.23 | 2.7 | 3.37 |
| 148 | 0.22 | 0.46 | 1.62 | 2.3 |
| 149 | 0.44 | 0.23 | 2.7 | 3.37 |
| 151 | 0.44 | 0.46 | 1.62 | 2.52 |
| 155 | 0.22 | 0.46 | 2.7 | 3.38 |
| 157 | 0.44 | 0.92 | 2.7 | 4.06 |
| 159 | 0.66 | 0.46 | 1.62 | 2.74 |
| 162 | 0.66 | 0.69 | 2.16 | 3.51 |
| 164 | 0.44 | 0.23 | 1.08 | 1.75 |
| 166 | 0.44 | 0.46 | 1.62 | 2.52 |
| 167 | 0.66 | 0.69 | 1.08 | 2.43 |
| 169 | 0.44 | 0.92 | 2.16 | 3.52 |

## Appendix J: ‘Claimed success’: project and corporate governance scores

Claimed success, project governance, corporate governance and CSF scores (n=45)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Unique ID | Claimed success | Project success score | Project Governance score | Corporate governance score | CSF score |
| 67 | Yes | 9 | 25 | 16 | 35 |
| 74 | Yes | 9 | 22 | 0 | 35 |
| 75 | Yes | 8 | 21 | 8 | 30 |
| 76 | Yes | 7 | 10 | 21 | 14 |
| 77 | Yes | 9 | 20 | 6 | 26 |
| 83 | Yes | 6 | 24 | 16 | 29 |
| 84 | Yes | 10 | 23 | 16 | 34 |
| 85 | Yes | 8 | 16 | 25 | 30 |
| 87 | Yes | 9 | 23 | 18 | 28 |
| 88 | Yes | 8 | 25 | 13 | 34 |
| 93 | Yes | 9 | 21 | 10 | 28 |
| 95 | Yes | 6 | 22 | 17 | 27 |
| 99 | Yes | 7 | 26 | 17 | 22 |
| 102 | Yes | 8 | 23 | 25 | 32 |
| 103 | Yes | 10 | 25 | 14 | 39 |
| 105 | Yes | 9 | 24 | 24 | 33 |
| 106 | Yes | 8 | 22 | 24 | 25 |
| 108 | Yes | 7 | 26 | 24 | 31 |
| 109 | Yes | 8 | 24 | 12 | 35 |
| 110 | Yes | 7 | 21 | 16 | 30 |
| 111 | Yes | 9 | 20 | 23 | 29 |
| 114 | Yes | 9 | 23 | 21 | 31 |
| 116 | Yes | 9 | 19 | 20 | 27 |
| 118 | Yes | 6 | 22 | 9 | 33 |
| 123 | Yes | 7 | 25 | 17 | 31 |
| 124 | Yes | 6 | 14 | 21 | 21 |
| 126 | Yes | 8 | 24 | 16 | 34 |
| 128 | Yes | 9 | 14 | 18 | 27 |
| 136 | Yes | 8 | 21 | 8 | 33 |
| 139 | Yes | 10 | 25 | 18 | 31 |
| 140 | Yes | 8 | 24 | 0 | 37 |
| 141 | Yes | 9 | 17 | 21 | 31 |
| 144 | Yes | 7 | 19 | 23 | 29 |
| 145 | Yes | 10 | 23 | 26 | 32 |
| 147 | Yes | 8 | 14 | 14 | 36 |
| 149 | Yes | 8 | 26 | 20 | 36 |
| 151 | Yes | 7 | 23 | 0 | 31 |
| 155 | Yes | 8 | 20 | 13 | 26 |
| 157 | Yes | 11 | 24 | 16 | 31 |
| 159 | Yes | 8 | 28 | 5 | 26 |
| 162 | Yes | 10 | 21 | 17 | 35 |
| 164 | Yes | 5 | 24 | 12 | 29 |
| 166 | Yes | 7 | 22 | 20 | 38 |
| 167 | Yes | 8 | 19 | 8 | 27 |
| 169 | Yes | 10 | 21 | 22 | 28 |
|  |  |  |  |  |  |
| **Total** |  | **367** | **975** | **710** |  |
| **Average** |  | **8.2** | **21.7** | **15.8** |  |