

STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

12 OCTOBER 2020

SUPPLEMENTARY INFORMATION

ITEM 4 - NEW PROJECT MANAGEMENT ARRANGEMENTS - PRESENTATION

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GBC Project and Programme (PPM) Governance Update

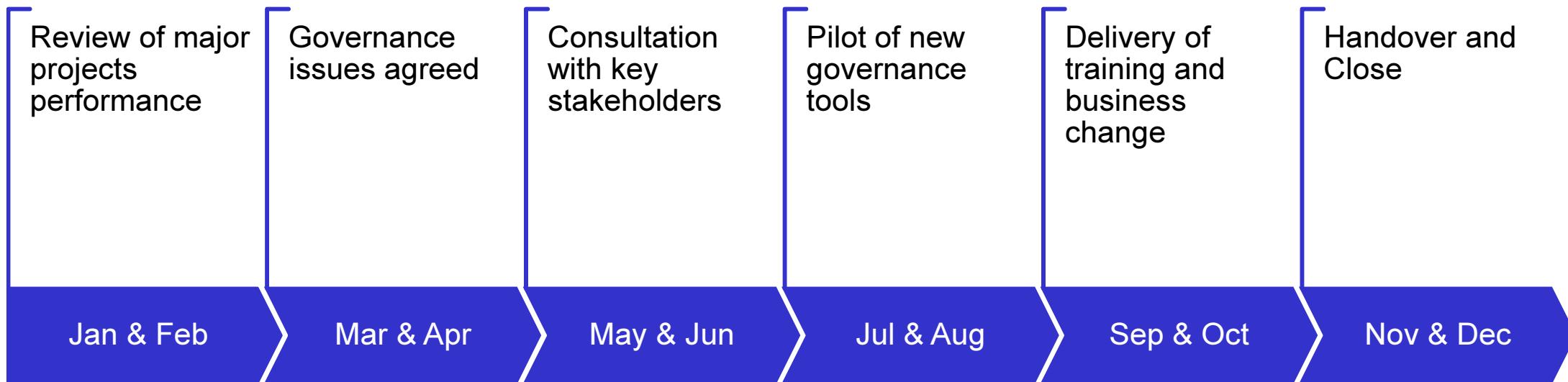
Executive Advisory Boards October 2020

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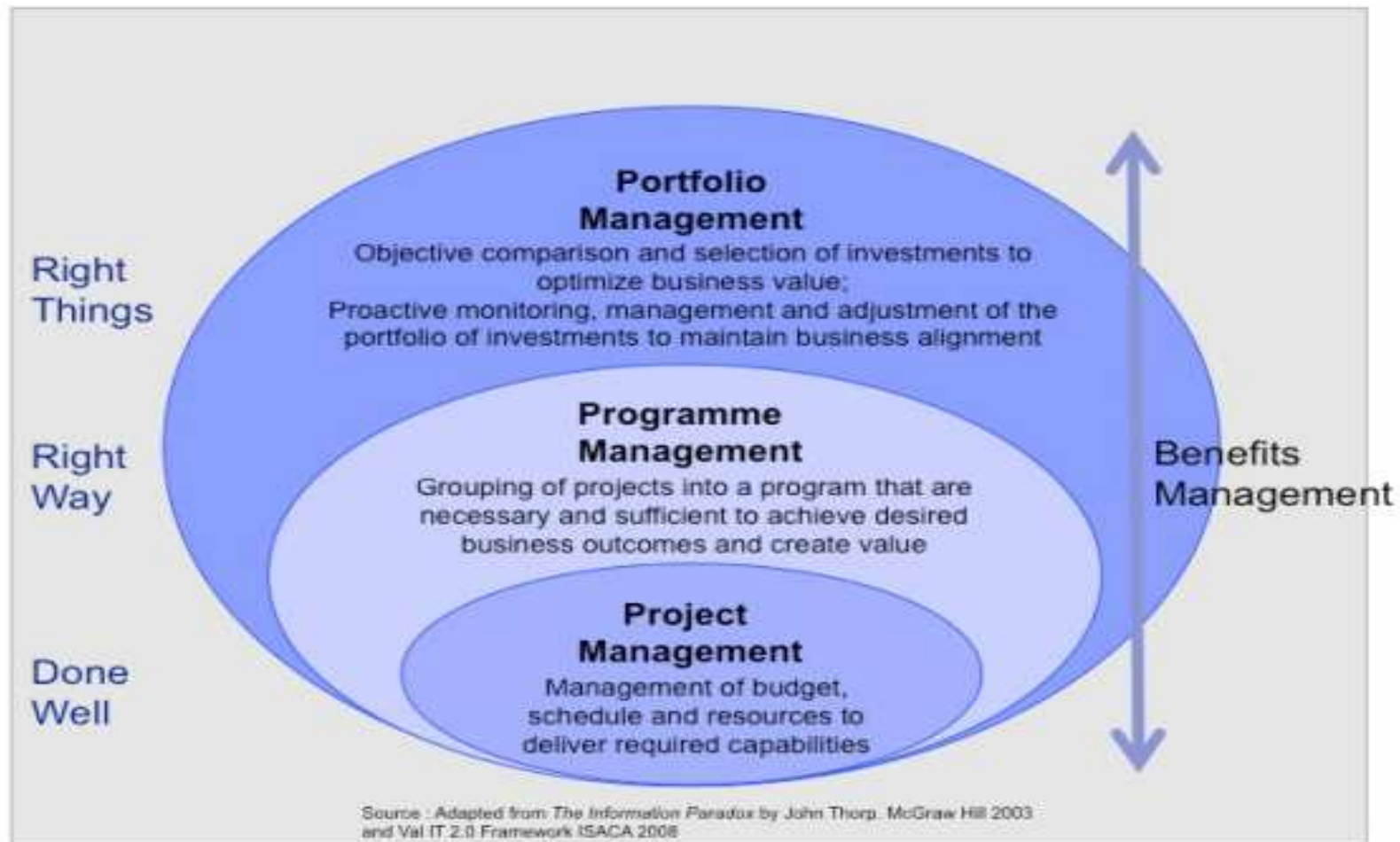
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Progress to date and next steps



What is Portfolio, Programme and Project Governance?



Possible PPM Governance Issues

Issue	Impact
Absence of mandates	Unclear problem definition, outcomes required, scope, strategic alignment or priority
Absence of unified Lifecycle inc. start-up process and stage gates	Lack of ability to direct and control the project
Absence of robust business case including 'Whole Life Costs' (WLC)	Absence of robust rationale for proceeding. No baseline to manage delivery, change or resources. Inability to know longer term cost implications.
Absence of audit trail for decision making	Misdirection & misunderstanding
Absence of strategic context, direction or consensus	Stakeholder challenge, friction & delays
Absence of standardised methodologies	Project manager frustration & low morale
Absence of a clear pipeline of work	Inability for 'enablers' like finance and procurement to engage sufficiently early in the lifecycle

Benefits of improved PPM Governance?

1. Improved value for money for taxpayers, by agreeing only to the highest priority strategically aligned projects
2. Reduced financial losses by not investing heavily in poorly scoped projects we are not resourced to deliver
3. Clear scope agreed upfront and controlled is less open to ambiguity, scope creep and increasing costs
4. Improved engagement with Councillors and key external stakeholders for strategic direction and coherent support
5. Transparency of delivery plan and pipeline to better align key stakeholder views to prevent expensive delays
6. Ability to engage 'enablers' in GBC Resource Directorate, and other key stakeholders, earlier in the process
7. Reduced Executive, CMT and officer time resolving issues, reduced officer time reporting on issues
8. Improved performance and morale for those trying to deliver projects and change
9. Improved council communications and reputation for delivery

Common Project Lifecycle & Approval Gates

Project Lifecycle Stage	Definition of Stage	Documents requiring approval to pass through gate.	Approval Gates
Radar	An awareness of the need for a project but nothing initiated. A clear statement of the problem to be solved and strategic direction to solving it. A baseline to assess any BC against.	Mandate	Gate 1
Initiation	A refined statement of the problem to be solved and the strategic outcomes desired (success criteria). Establishing clear ownership of the problem. Broad financial estimates. Narrowing of options to short list. Indication of preferred way forward.	Strategic Outline Case	Gate 2
Feasibility	Evaluating the short-listed options in more detail. Fuller financial appraisal and a recommended preferred way forward based on value for money.	Outline Business Case	Gate 3
Design	Development of the preferred solution option. Testing all earlier assumptions. Refining costs and benefits.	Full Business Case (FBC)	Gate 4
Procurement	In light of tenders and supplier input establish whether the preferred solution is affordable and deliverable.	Revised FBC in light of change	Gate 5
Delivery	Execute delivery of the solution. Limit changes. Manage suppliers, costs and risks. Unblock issues.	Revised FBC in light of change	Gate 6
Handover	Hand asset or output to BAU owner	Closure Report	Gate 7
Closure	Formally close project	Lessons Learned Report	Gate 8
Evaluation	Evaluate effectiveness of delivery	Post Project Evaluation	

What is the Purpose of a Mandate?

Any organisation would be out of control if anyone who cares to start or change a project for whatever reason could do so.

Projects need a controlled start, a controlled middle and a controlled close.

All projects are triggered because someone has an idea or needs to solve a problem.

A Mandate provides the terms of reference for the proposed project as well as identifying the owner and governance arrangements.

A Mandate will clearly articulate the problem, convey the importance, complexity and scale of the proposed project, and any assumptions.

A Mandate should be generated by those with the appropriate level of understanding, authority and information.

Information from the Mandate is used to create a Business Case. Business Cases are assessed against the mandate.

The amount of work effort expended will depend upon the level of complexity and detail required to convey the problem or idea.

If key stakeholders don't agree more discussion needs to happen.

Situations frequently occur when the information contained within one or more Mandates changes.

Such events may result needing to reconsider the project, or to stop, thereby triggering a premature closure.

This can result in a new mandate and business case.

Accountability Matrix

Area of Accountability (Capital P&P)	Director/Service Leader(s)	Example
Assets	Marieke van der Reijden (MvdR)	Corporate properties
Housing	Helen Buck	House building
Parks	Paul Stacey	Recreational facilities
Parking	Chris Wheeler	Car Parks
Leisure	Jonathan Sewell & (MvdR)	Leisure Centres
Regeneration & Infrastructure	Strategy Director (vacant)	Economic Regeneration

Begin Mandate Proposal Process

Mandate proposal received/reviewed by Governance & Enablers (strategic priority, cost & sanity check)

Mandate approved to proceed

Yes

Mandate proposal reviewed by Service Leads (wider impact assessments)

Mandate approved to proceed

Yes

Proposed Approvals Workflow

Mandate proposal submitted to CMT

Mandate proposal reviewed by CMT (Corporate priority decision)

Mandate approved to proceed

Yes

Mandate proposal submitted to Executive Liaison

Mandate proposal reviewed by Executive (Political priority & funding decision)

Mandate approved to proceed

Yes

EAB consideration

Start Business Case & Reporting Process

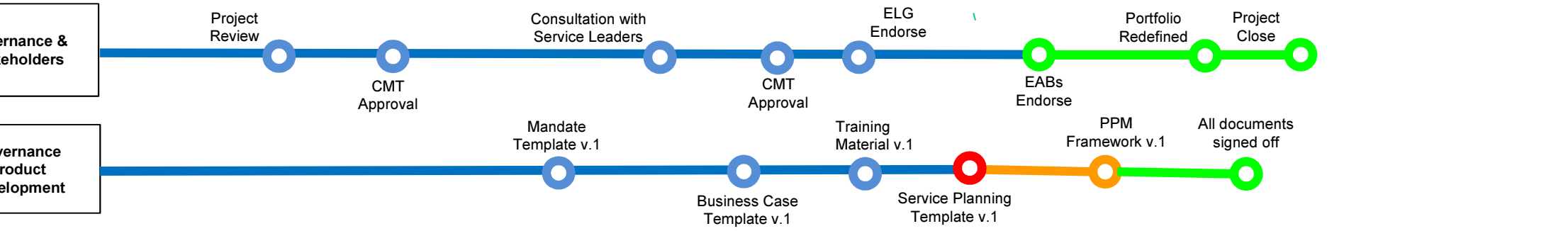
End Mandate Process

Governance Team baseline approved mandate

Implementation of PPM Governance Project Plan Jan 2020 – Dec 2020



Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Stage	Radar		Initiation		Feasibility		Design/Procure		Deliver		Handover/Closure		BAU Running		



Week	7 Sep	14 Sep	21 Sep	28 Sep	5 Oct	12 Oct	19 Oct	26 Oct	2 Nov	9 Nov	16 Nov	23 Nov	30 Nov	7 Dec	14 Dec	
Stage	Deliver								Handover/Closure							



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