UPDATE ON THE IMPLEMENTATION OF REVISED PROGRAMME AND PROJECT MANAGEMENT PROCESSES

To:	**Audit and Accounts Committee**
Date:	**30th May 2017**
From:	**Head of Transformation**
Electoral Division(s):	**All**
Purpose:	**To provide Audit and Accounts Committee with a progress report on the implementation of revised project management processes and new approaches to governance.**
Recommendation:	**Audit and Accounts Committee is asked to comment on and note this update.**

Officer contact:	
Name:	Amanda Askham
Post:	Head of Transformation
Email:	Amanda.Askham@Cambridgeshire.gov.uk
Tel:	01223 703565

1. BACKGROUND

1.1 During 2016, the Transformation Team was established to ensure that the organisation has the skills, capacity and systems in place to deliver our ambitious transformation programme against challenging financial targets. Part of the remit of the team is to grip our programme and project management function, establishing methodologies, providing support and embedding appropriate monitoring and control.

1.2 Following recommendations from a number of audit reports, including the reports on the Ely Archives and Cambridge Central Library Enterprise Centre projects, our project management and governance has been reviewed and strengthened.

2. IMPLEMENTATION OF A REVISED PROGRAMME AND PROJECT MANAGEMENT PROCESS

Following approval by Strategic Management Team and Members, procurement and implementation of a new Project Management Office (PMO) system called *Verto* has been completed during the first part of this year. Existing processes will run in parallel with the new system until September 2017 to allow for a three month testing and evaluation period. The system will drive our gateway process for projects across the Council and supports a number of changes to our approach and practice:

2.1 <u>Governance</u> approaches across the organisation are being aligned with the new system to ensure clear ownership, decision making and accountability. A number of discussions and workshops have been held with our Strategic and Corporate leadership teams and directorate management teams to define the roles and responsibilities of our programme and project boards and to validate the terms of reference for our new Commercial and Commissioning Boards.

Each project on the new system will have a single Senior Responsible Officer (SRO) and a single day to day decision maker. The accountabilities and required behaviours for these roles have been defined and a training programme for SROs will be delivered from September to December 2017.

2.2 <u>Oversight</u> of the PMO system is the responsibility of the Transformation Team, providing a clear outward focus on business needs and strategic priorities. The pipeline will be regularly reviewed by managers in the team to:
   - avoid duplication and manage interdependences;
   - ensure that opportunities to enhance projects through digital, commercial and workforce enablers are maximised;
   - provide opportunities for closer integration with partner organisations.

2.3 The PMO system takes initiatives from ideation stage, through a rigorous business case development process before reaching project stage where clear milestones, monitoring and risk management are built into the programme.

2.4 The PMO system has been configured so that potential risks must be identified at the start of a project and monitored closely throughout the duration of the project. Variance from project controls is reported directly to SROs to minimise the impact of project threats and highlight opportunities that may occur from changes during the project lifecycle.

2.5 Reporting and transparency - the new system allows us to report in a number of ways, ensuring that the same information flows through project governance, committee reporting and the business planning process. Dashboards for all major projects will be openly available to the organisation and reviewed regularly in performance boards and committees.

2.6 As part of the Transformation Pipeline, the need for a clearer benefits realisation approach has been identified and a framework has been embedded in the PMO system to ensure:
   - expected benefits are well-defined at the beginning of a project;
   - business case outline how the benefits will be measured and when benefits are forecasted to be delivered
   - methods of monitoring benefit realisation are in place and are effective;
   - expected benefits are reviewed and modified regularly to reflect changing conditions.

3. ADDITIONAL PROPOSED ACTIONS

During the last six months, a significant amount of work has been completed to ensure the organisation has a rigorous PMO system, clear governance arrangements and capacity to support the delivery of our major projects and change programmes. Over the next six months, the focus will be on communicating expectations, embedding new practice and ensuring that we have the right skills in the right places to deliver at pace.

Background documents: None