

PMO Project Closure Report

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1. Project title	Establish Programme and Project Management	5. Reference	P003
2. Managed By	David Bailey, Head of Transformation; Gareth Nicholas, Senior Project Improvement Officer (GPI01)	6. Creation Date	28-Mar-2017
3. Sponsored By	Glen Chipp, Chief Executive (XEX01)	7. Last Modified Date	19-Dec-2017
4. Corporate Plan link	3.b.2016 To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access		
8.		Baseline	Actual
Start Dates		22-Feb-2016	22-Feb-2016
End Dates		31-May-2017	08-Dec-2017
Budget		£41,000.00	£31,030.00
9. Timeline			
23-Mar-2016	Charter approved by Transformation Programme Board (TPB)		
31-Mar-2016	Group meets, terms of reference agreed		
31-Mar-2016	Initial findings from discovery shared with project team		
30-Apr-2016	Continue research 'discovery' activities.		
30-Jun-2016	Data to evidence preparation of the PID		
30-Jun-2016	Approved by TPB		
30-Jun-2016	Research feeds into design specification		
31-Jul-2016	Systems demonstrations		
31-Jul-2016	Specification agreed by project group		
31-Jul-2016	Leader to approve PID		
30-Sep-2016	Visit other authorities and completed system demonstrations		
30-Sep-2016	Complete specification		
30-Sep-2016	Design tailored project and programme management framework		
30-Sep-2016	Powersteering system demonstration		
31-Oct-2016	Agree design specification and project management framework		
31-Oct-2016	Powersteering system demonstration to project managers and key stakeholders		
31-Oct-2016	Staff display and District Lines article on project management		
31-Dec-2016	Request prototype funding		
31-Dec-2016	Demonstrate system to Leadership Team and key stakeholders		
31-Dec-2016	Project Management network event to support project managers		
31-Jan-2017	Framework used in real project and programme settings		
28-Feb-2017	Rapid Improvement Event to prototype new system		
28-Feb-2017	Evaluate staff response to prototype		
28-Feb-2017	Covalent prototype success criteria met.		

28-Feb-2017	Covalent system funding allocated in 2017/18 budget.
19-May-2017	System configured
16-Jun-2017	Successful implementation
06-Jul-2017	Key project managers trained to update project progress on Covalent.
05-Dec-2017	EFDC specific training to be developed and delivered - pilot
06-Dec-2017	Learning and feedback from pilot project management training
07-Dec-2017	Project closed and evaluated upon successful completion of actions

10. Executive Summary	11. Recommendations
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<p>What was the project? To reach consistently good project and programme management across the authority within 18 months, by implementing a standard framework for project and programme management (PPM). The solution could include an ICT system.</p> <p>What did you do?</p> <ul style="list-style-type: none"> • Assessment of current position (P3M3 assessment) as part of PID process (page 1). • Agreement of 'to be' position as part of PID process (page 1). • Initial discovery of project and programme management issue trends. • System requirements explored and agreed by project group (10 criteria chosen). • Stakeholder engagement for potential systems (Pentana and Powersteering). • A relevant system for project and programme management was procured and established. • Establishment of a project manager user group and Project Management training developed and delivered (pilot). <p>Why was it established? Inconsistent management of projects and programmes, including templates, roles, business cases, benefits management and learning. Projects use linear (known as waterfall) methodology. Some experience cost and time overruns and feature under-runs, and on occasion are abandoned.</p>	<p>To formally close the project.</p> <p>To agree the P003 Issues Report and place remaining items in to Business As Usual.</p> <p>To conduct a project benefits review 6 months after closure (approx. June 2018) to ensure benefits are embedded and maintained.</p>
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12. Benefits

<p>Programme level</p> <p>Improved management control - In line with Level 3 maturity of the P3M3 model, there is a consistent approach to programme management controls. A defined lifecycle exists and there is active management and application of controls to programmes within it.</p> <p>Improved realisation of benefits - A centrally managed framework is used to define and track the delivery of benefits across the organisation. Mistakes and lessons learned are made use of across programmes.</p> <p>Improved management of financial resources - There are standard approaches to financial management and cost assessments that are tracked through the lifecycle and are deployed consistently across all programmes.</p> <p>Improved stakeholder management - There is organisation and business engagement with the programme approach. There is active and regular input into the way programmes are managed, with the major focus on the achievement of change rather than programme delivery.</p> <p>Improved management of risk - Risk management has a clearly defined process that is followed consistently by all programmes. The framework is based on corporate standards and supported by a toolkit. Projects are visible at a corporate level.</p>
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Improved governance of programmes - All roles and responsibilities are documented within terms of reference. Strategic controls are applied consistently, with decision-making structures in place.
 Improved management of resources - There is planned deployment and effective utilisation of resources across the programme, supported by standard approaches to planning and tracking.

Project level

Improved management control - There is a consistent approach to project management controls, across the organisation, based on standard processes and methods. This standardisation facilitates staff training and development and enables a common set of tools and other support arrangements to be developed economically and effectively.

Improved realisation of benefits - A centrally managed framework is used to define and track the delivery of benefits from the project outputs and in order to achieve the desired outcomes.

Improved management of financial resources - The organisation has established standards for the preparation of business cases and processes for the management of business cases throughout the project lifecycle. Project managers will monitor costs and expenditure in accordance with guidelines and procedures.

Improved stakeholder management - A quality management approach will have been adopted and project improvement initiatives defined and managed as a change programme across the organisation. Stakeholders are engaged throughout the project lifecycle at an appropriate level, for example accountancy, IT, Facilities Management, Human Resources and Health & Safety.

Improved management of risk - Inherent project risks are minimised effectively through project initiation and planning stages, while acquired risks are identified throughout the project lifecycle and either eliminated or mitigated through viable contingency measures.

Improved governance of projects - Project roles and responsibilities are explicitly documented within the terms of reference, including those of governance and control. Strategic controls are being applied consistently, with decision-making structures in place.

Improved management of resources - The organisation has well-defined projects and project managers who are able to review and assess the resource requirements in relation to project delivery. The role of the project manager will be recognised within the organisation, with an associated set of competencies.

13. Projects and/or programmes of work that are affected by this project

All EFDC projects that are assessed as Medium or High on the Risk Potential Assessment tool.
 Low level projects will be impacted but not required to follow the full project lifecycle (including use of Pentana).

14. What went well?	15. Areas to be improved?
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<ul style="list-style-type: none"> • There were good levels of stakeholder engagement from Discovery (interviewing EFDC project managers) through to drawing up the requirements list for a new project and programme management system (Pentana). • Decisions were based on evidence (e.g. P3M3 assessments and feedback from stakeholders). • There was good involvement from the project group throughout the project. • Best practice was taken from different project management approaches to create a bespoke, fit for purpose system and training plan for EFDC. • Good project management processes and actual management of the project. • The project came in under budget by £9,970. • The Pentana system was put in place and matched the requirements. • Scope changes went through the correct channels e.g. change control through Transformation Programme Management Office and Transformation Programme Board. 	<ul style="list-style-type: none"> • Realistic timescales required as the project was overdue by 7 months. • The project group size was deemed too large as it included members who were better suited as stakeholders. • Key areas (e.g. Health and Safety and Insurance) are still included in/notified of projects at too late a stage within the life-cycle. • Project member management needs to be considered and issues resolved by project manager, as one project member disrupted at least one project meeting and attempted to narrow the focus of the project away from agreed Critical Success Factors and towards personal projects (e.g. focusing on a system for KPIs). • Training procurement should not have been completed as a mini competition and established relationships with training providers should have been utilised. This added time on to the project. • The Benefits should have been clearer/shorter to support understanding by the project group. • A small pilot group of Subject Matter Experts for training would have been useful to ensure the Project Managers training met all requirements for delegates.
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16. Findings

- Original discovery list based on stakeholder engagement (project managers within EFDC).
- Acceptance criteria on system requirements (based on discovery).
- Engagement varied between directorates for this project.
- There were delays enforced upon the project by third parties e.g. Pentana (system) and CTG (training).
- The scope of the project was changed to introduce the Pentana system as a corporate system instead of a small scale project management system.

17. Data

- P3M3 assessment (baseline within the P003 PID).
- P3M3 interim assessment (reassessment as part of the Overview & Scrutiny Transformation Task & Finish Panel).
- P3M3 assessment (reassessment as part of the project closure) returned scores of 3 for programme management and 3 for project management. The project group felt that they had insufficient knowledge and experience to assess portfolio management. At project closure this was deemed to be outside the project scope.

18. Project Members

EFDC01 - All internal staff; Steve Bacon, ICT Program Manager; David Bailey, Head of Transformation; Peter Charman, Emergency Planning Officer (NEP01); Glen Chipp, Chief Executive (XEX01); Monika Chwiedz, Performance Improvement Officer; Julie Dixon, Learning & Development Manager (RHR02); Wendy Gains, Safety Officer (RHS01); Edward Higgins, Risk Management & Insurance Officer (RAC16); Sharon Lekha, Business Manager (RAD01); Sarah Marsh, Chief Internal Auditor (GIF01); Clive Morley, ICT Analyst; Gareth Nicholas, Senior Project Improvement Officer (GPI01)

19. Workstream

WS2 Workstream 2 - Business Culture