Transforming Bridgend

develop ▶ deliver ▶ improve ▶ achieve

Audit Committee 14 April 2011
Project Management: Appendix 1

Presentation to Members

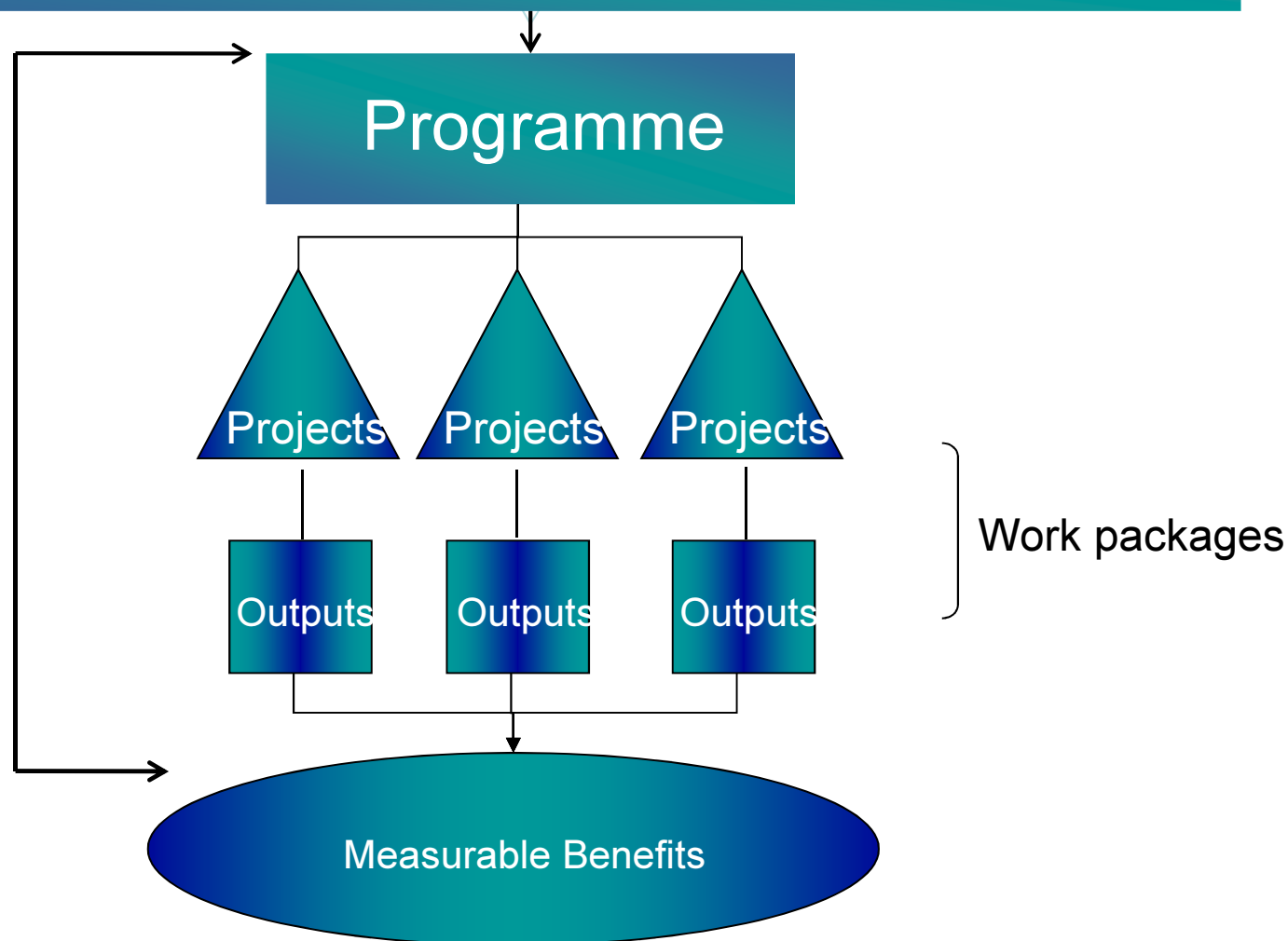# Programme & Project Management

The BCBC Approach

Agenda

- How we approach Programme & Project Management
- The toolkit and the benefits of using methods
- Toolkit principles and techniques
- The importance of the Business Case & the Cost ~ Quality ~ Time relationship
- Managing projects in stages
- The importance of planning
- Risk Management

Background

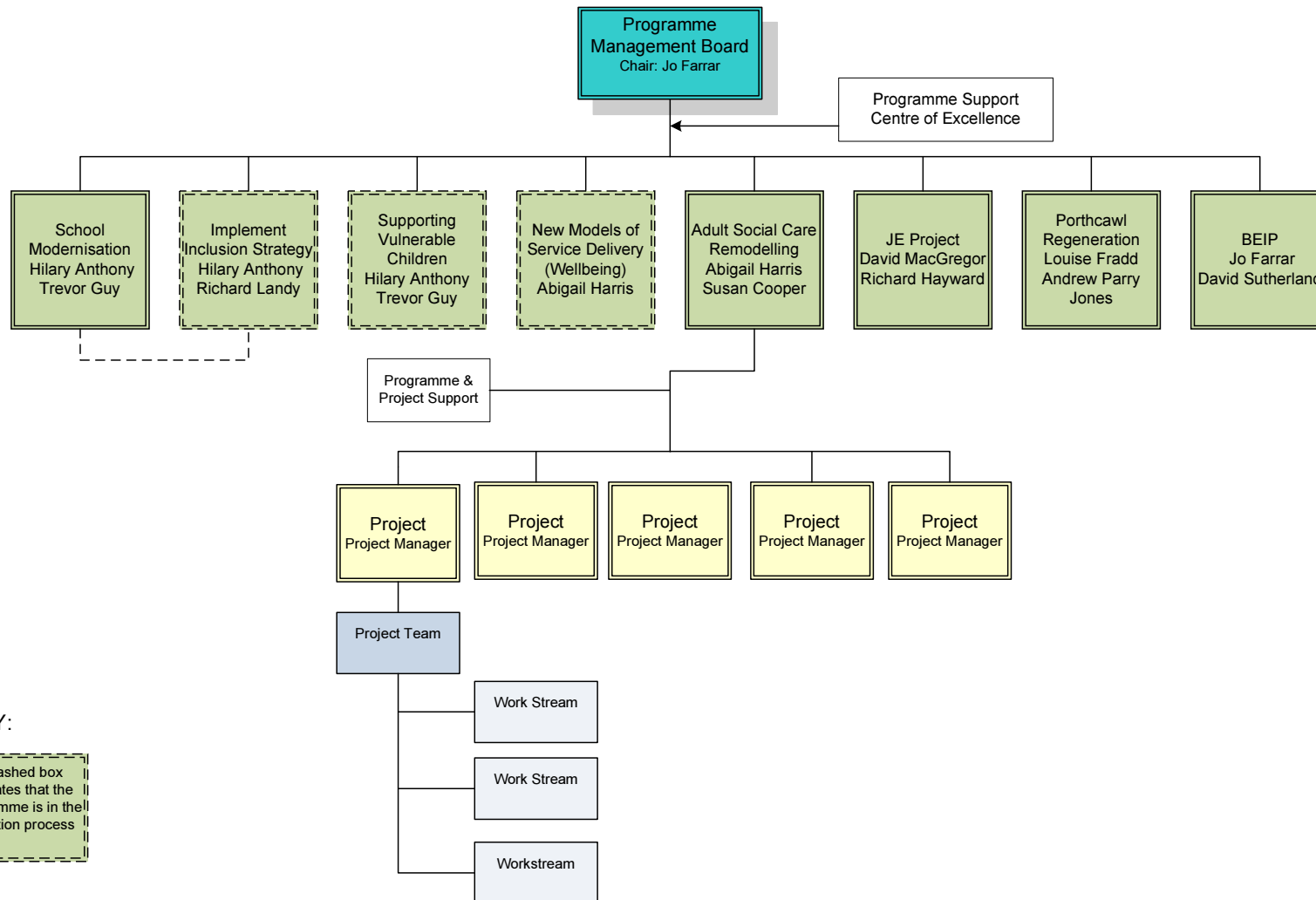|	
Project Delivery Toolkit accepted by Cabinet	May 05
Programme Management adopted	May 07
Corporate Programmes identified	Oct 07
Toolkit reviewed and republished	Jun 08
Training	Sep 08-Mar 09
Embedding good project management as part of the way we work	Ongoing

Linking Policy to Outcomes

Strategic Programmes

Programme Management Board
Chair: Jo Farrar

Programme Support Centre of Excellence

School Modernisation
Hilary Anthony
Trevor Guy

Implement Inclusion Strategy
Hilary Anthony
Richard Landy

Supporting Vulnerable Children
Hilary Anthony
Trevor Guy

New Models of Service Delivery (Wellbeing)
Abigail Harris

Adult Social Care Remodelling
Abigail Harris
Susan Cooper

JE Project
David MacGregor
Richard Hayward

Porthcawl Regeneration
Louise Fradd
Andrew Parry Jones

BEIP
Jo Farrar
David Sutherland

Programme & Project Support

Project
Project Manager

Project
Project Manager

Project
Project Manager

Project
Project Manager

Project
Project Manager

Project Team

Work Stream

Work Stream

Workstream

KEY:

A dashed box indicates that the programme is in the definition process

BCBC Toolkit

- Defines how we manage programmes and projects

- Explains the techniques but has to be matched with training, experience, and the required skills & behaviours

- Based on PRINCE2 and Managing Successful Programmes (MSP) methodologies, adapted for BCBC

- MS Project is our corporate planning tool

- Toolkit is relevant to any type of project

- Easily accessible on the Intranet

- Plain language - common vocabulary

- Covers programme management as well as project management

- Compliance is the responsibility of individual project sponsors and project boards

- CofEx provide training as required

PRINCE2 & MSP

- Both originate from and are endorsed by OGC (Office of Government Commerce)
- Recommended by Government for Government
- Also used in the Private Sector
- Cross industry & cross sector
- PRINCE2 is proven over many years
- MSP is newer but highly thought of

From an Audit point of view, both are de facto "good practice" and what WAO/WAG would expect

Benefits of PPM

Programme Management

- Links corporate strategy to delivery
- Focus is on delivery of benefits and outcomes
- An umbrella for prioritising and managing projects

Project Management

- Effective use of resources
- Better outcomes
- Time/cost/quality

Toolkit Principles

Key success factors

▶ Business justification – link to strategy

▶ Learning lessons

▶ Clear roles and responsibilities

▶ Managing by stages

▶ Managing by exception

▶ Product focused

▶ Tailor/scale the method

# Toolkit Techniques

These are the skills we expect PMs to have:

- Constructing and Managing a Business Case
- Creating the correct project structure
- Planning and monitoring
- Risk management
- Change management
- Progress management
- Managing quality
- Communication and team building

The Business Case

This is what a Project Manager does

Cost

Risks

Scope/ Quality

Time

Benefits
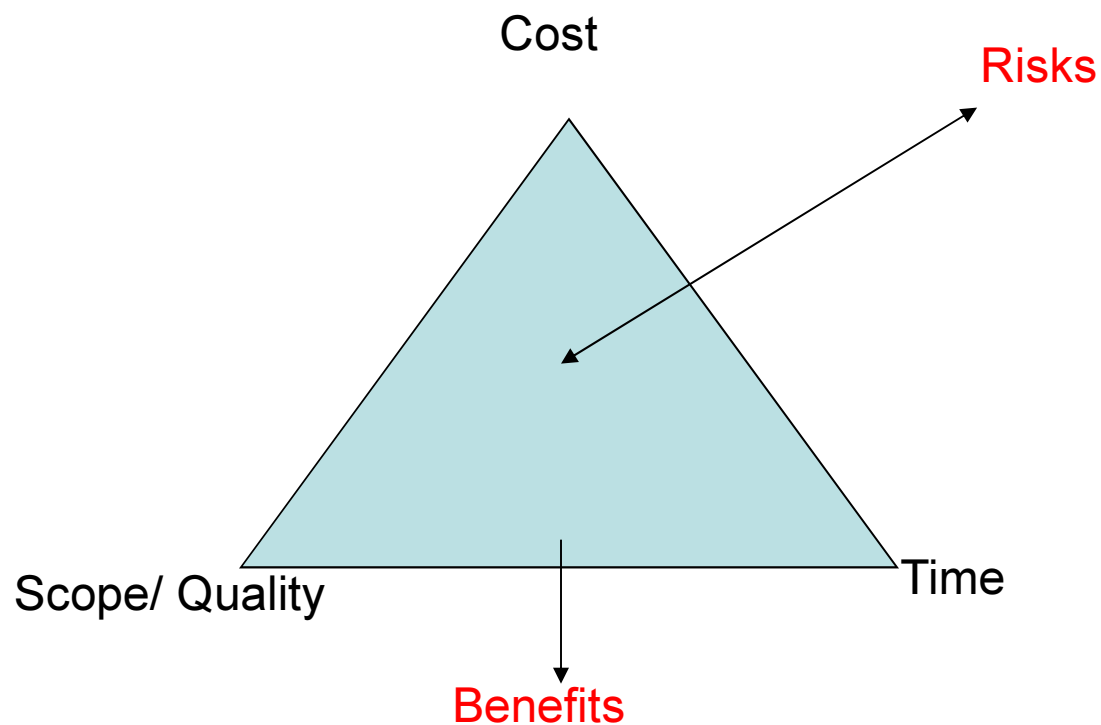
Managing in Stages
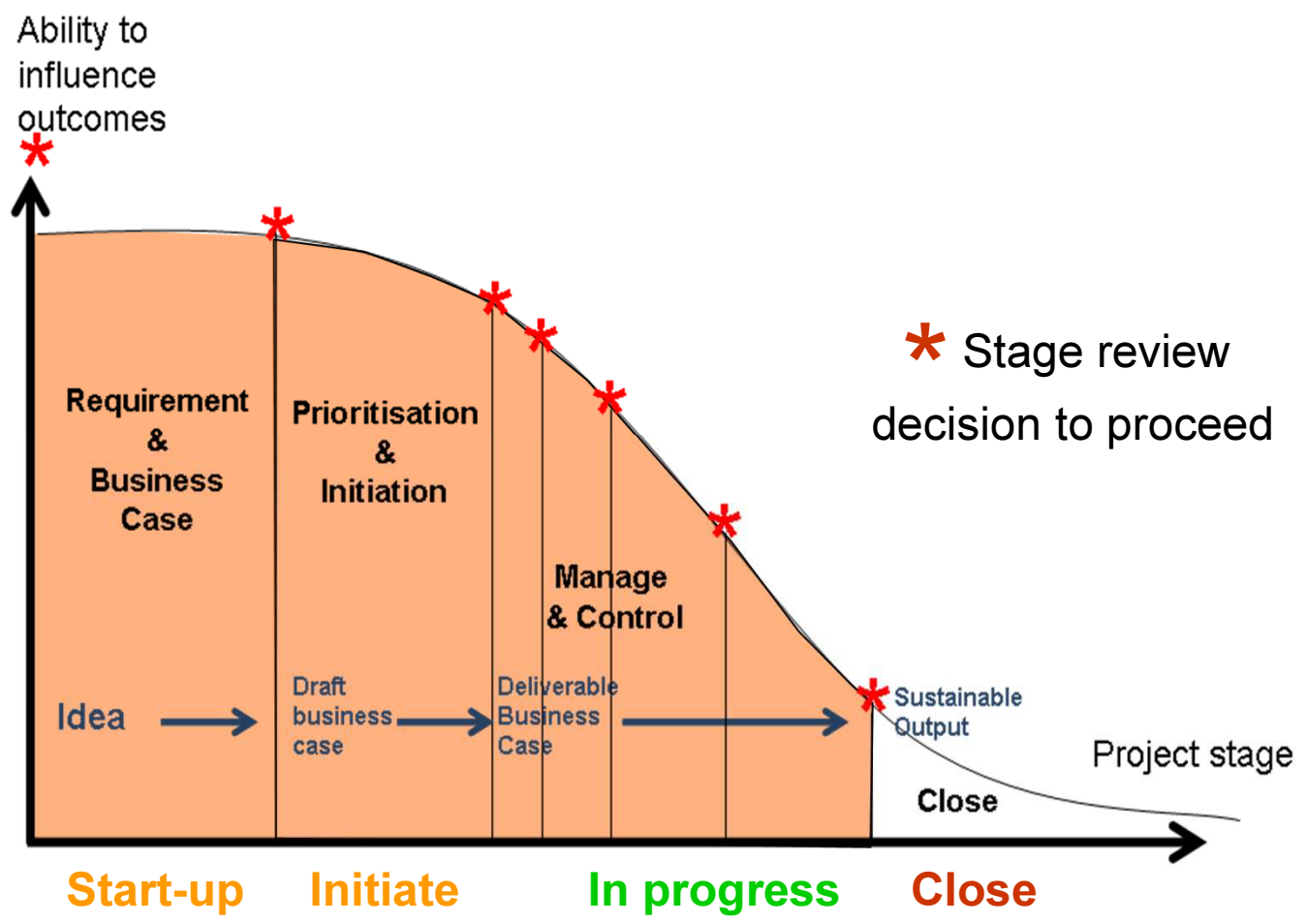
Planning

Why? • are we doing this?

What? • are we going to produce?

When? • do things need to happen?

Who? • will do the work?

How? • does it all fit together?

Risk Management

- Identifying what could go wrong

- Analysing the likely outcomes

- Reducing the likelihood

- Contingency planning in the event that things materialise

- Learn!

Factor risk into the business case & project costs and into the plan

Risk Management

When it is working:

- There is access to reliable, up to date information about risks

- Decisions are informed and made at the right level

- Processes are in place to monitor risks

- There is awareness of the overall strategy for risk (tolerance)

- Discussion of risks is seen as a positive part of the way we work

Conclusion

- Sound project management is important to the Authority

- We have established a Centre of Excellence for Programme and Project Management

- We have a method in place based on recognised best practice

- PMB oversees the strategic programmes and there are individual programme boards

- Training is available – experience is essential

- We are building the skills and experience required

- Improvements are tangible where the methods are used effectively

- We can build on good practice

- Compliance is the responsibility of the programme & project sponsors