Programme	Portfolio Management Implementation
Director	Genine Whitehorne
Lead	Matthew Miles
Period ending	31st March 2024

Overall RAG	A	→ Schedule	R	↓
Resourcing	A	→ Budget	A	→

Headlines
The programme is in a design phase ahead of a planned rollout commencing in Summer 2024.   The design of portfolios and baselining of projects is now complete.   Projects and Programmes have been assigned into Tiered Portfolios with clear definition as to responsibility and accountability for delivery.   The programme team has initiated a project to close dormant projects and unlock any unused budget.   Work on the project procedure is ongoing although there have been some delays as a result of delayed baselining work and the need to engage all stakeholders.   Healthchecks on a cross section of projects and programmes commenced - these will triangulate feedback from the PMO, project management and the project sponsor. There is a need to manage costs of the ePMO system and we in discussion with the proposed supplier to do so.

Objectives
1.Ensure that the governance works across all types of project – including transformation, capital and innovation
2. Provide the basis of suitably controlling project delivery – ensuring clarity and transparency to members and officers
3. Provide clarity on accountability and responsibility for delivery
4. Reduce the level of bureaucracy involved thereby increasing the pace of delivery throughout the Corporation and reducing delivery costs
5. Align projects and programmes to the goals of the Corporation

Progress against plan

Workstream	Lead	Stage	Overall		Headlines	Schedule	Resourcing	Benefits	Budget (£000s)	
Baselining & Portfolio Design	GB	Design	G	→	Baselining complete. Portfolio Design approved. Need to determine unspent budget data as part of project clean slate. Clean slate projects to PPsC June 2024.	A	A	N/A	G	TBC
Change Management / Development & Training	JMK	Delivery	A	→	Intranet site now running. Engaged PM Academy to produce proposal for updated training for all learner types. Need further workshops to engage departments.	A	G	N/A	G	TBC
Project Procedure	MM	Design	A	→	Initial draft of PP developed. Requires further engagement with Members, Chamberlains and Procurement. Seeking June PPsC Approoval ahead of CoCo in July.	R	G	N/A	G	TBC
EPMO System	GB	Procure	R	↓	Requirements complete and procurement route agreed. Current quote from supplier needs further work to bring within available budget.	R	G	N/A	A	TBC
Transition Plan	MM	Planning	G	→	Transition plan to be developed once portfolio design complete, baseline established and new project procedure agreed.	A	A	N/A	A	TBC
Healthchecks	MM/GB	Planning	A	→	Scope of healthchecks presented to PB Feb 2024. Currently reviewing 10-12 projects and programmes. Draft results to PB in March 24 with final results in April.	A	A	N/A	G	TBC

Major Issues & Risks

Programme or workstream	Category	Type	Description	Impact	Probability (Risks only)	Action / Mitigation	Owner
Change Management	Stakeholders	Risk	Potential resistance to the new portfolio design	Medium	Low	Need to bring focus through transition planning workshops and structured communications	MM/JMK
Healthchecks	Resourcing	Issue	Cost of EPMO System is higher than anticpated	High		Review licence costs and reduce supplier lead workshops to reduce implementation costs	MM
Programme	Resourcing	Issue	Delays to project procedure and transition planning as a result of further baselining work than anticipated	High		Issue revised baseline plan	MM
Programme	Planning	Risk	Significant levels of change for inlight programmes which risks destabling programme delivery	High	Medium	Detailed transition plan to be developed and agreed by Portfolio Board.	MM
Programme	Dependency	Risk	Potential that recruitment of EPMO team is delayed - resulting in insufficient resources to enable roll out of PPM framework.	High	Medium	Review in April	GW
EPMO System	Solution	Risk	There are now delays to procurement of EPMO system results in delay of roll out of new framework	High	Medium	Current procurement route can now accommodate timescales - need to keep under review	MM

Programme Healthcheck

Programme Healthcheck	Score	Last review	Focus and priority areas
Budget	2	Feb-23	*Need to review for accomodation of PM academy requirements and awaiting EPMO software pricing estimate.*
Governance and reporting	3	Feb-23	*Portfolio Board in February. Corporate Projects board overseeing implementation. ToR for operational state of PB to be created.*
Resourcing	1	Feb-23	*EPMO Team to be recruited.*
Schedule	3	Feb-23	*Overall approach approved by SLT.Plan and schedule prepared to end of March.*
Risk and Issues	3	Feb-23	*RAID constructed and in use.*
Outcomes	2	Feb-23	*Measures of success identified. Not yet tracking against these.*

Results