Project Governance vision

We support and enable the Corporation (and its partner organisations) to achieve our strategic objectives, driving transformation and project excellence to deliver innovation and business change.

Aims & objectives:	What's changed since last year	Our strategic commitments
• Develop proportionate and **effective governance and assurance** frameworks to enable project delivery • Ensure the Corporation has the project and programme **management capacity and capability** to deliver • Use **influence** to manage internal and external stakeholders ensuring **political priorities** are balanced • Work **collaboratively** to develop organisational **business change** capabilities and to ensure core business processes are efficient and effective	• New division created in April 2022 as a result of the TOM • Project Governance review commissioned • Establishment of the new OPP sub-Committee • Approval of new major programme, Markets Co-Location Programme, achieved in October 2022	• No direct responsibility for delivery of Corporate plan strategic commitments however the team play an important role enabling devliery across Corporation services and departments. **Corporate Plan outcomes** • Indirect impact on all corporate outcomes

Project Governance transformation and future direction of travel

Where are we now?

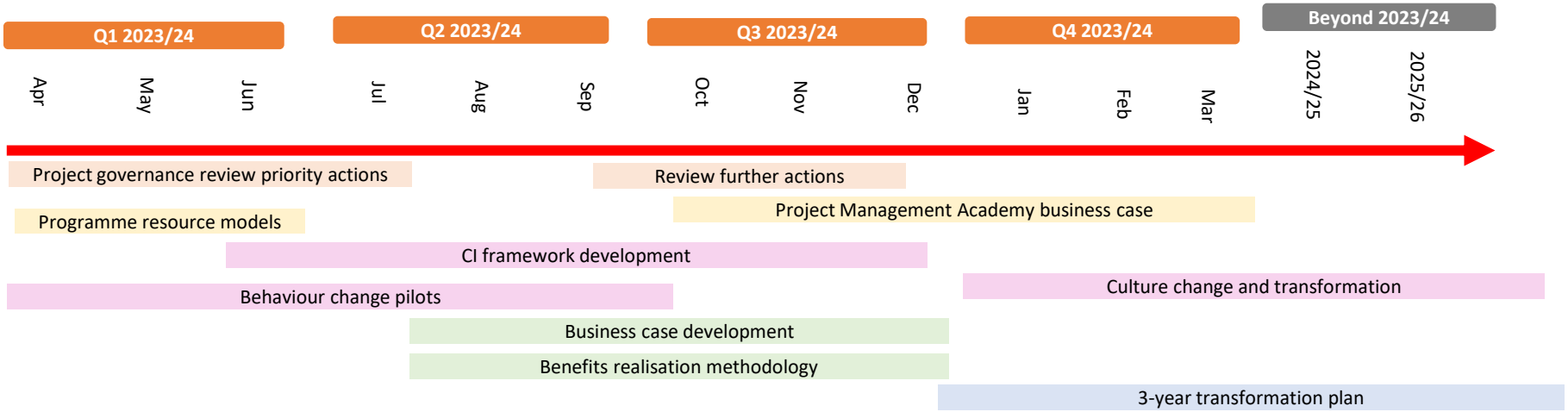
22/23 represented a foundational year for the new Division and focussed around understanding existing issues and developing potential solutions. 23/24 will see the implementation of many of those solutions and focus on embedding change whilst building the capacity and capability to develop our strategic long-term ambitions.

Developing our maturity - this year we will focus on delivering the following outcomes in order to move to at least a level 3 for all of the above competencies:

- The City Corporation is confident project and programmes represent best value and deliver the intended benefits
- Project governance is risk-based and enables Members to focus on strategic issues and areas of high risk and/or value
- Members are assured that lower risk/value projects are well managed and that an effective assurance framework exists to identify any potential issues or risks
- Officers are empowered to effectively manage the projects they are responsible for, to take prompt decisions to manage operational risks and, are enabled by corporate systems and financial processes
- The Corporation is clear on the role of the PMO ecosystem and its capacity to fulfil this role effectively
- The project delivery operating model represents value for money with a clearly articulated value proposition

Our priorities and major workstreams for 23/24

COO priority	Deliverable	Due
Develop a refreshed and aligned project governance and assurance framework		
Transparency/ enablement	• Implement the recommendations of the project governance review • Develop 3-year transformation plan	Q4 23/24 Q2 23/24
Capability		
Partnership/ credibility	• Establish resilient resourcing models for the major programmes that ensure strong Corporation leadership and supports effective knowledge management • Develop business case for sustainable resourcing model for the Project Management Academy	Q1 23/24 Q4 23/24
Business change		
Credibility/ Enablement	• Develop the Continuous Improvement framework embedding the learning from the Rapid Improvement Event pilots and delivering tangible benefits • Work with colleagues in DIT to exploit use of digital and new technologies to support efficient operations • Identify and deliver behaviour change pilots working with key Corporation services and institutions • Work with HR colleagues to define culture change required to support strategic transformation	Q3 23/24 Q4 23/24 Q2 23/24 Ongoing
Benefits management and realisation		
Partnership	• Progress Business case development approach based on industry/sector best practice • Work with Chamberlain's department to agree benefits realisation methodology embedding social value principles	Q3 23/24 Q3 23/24

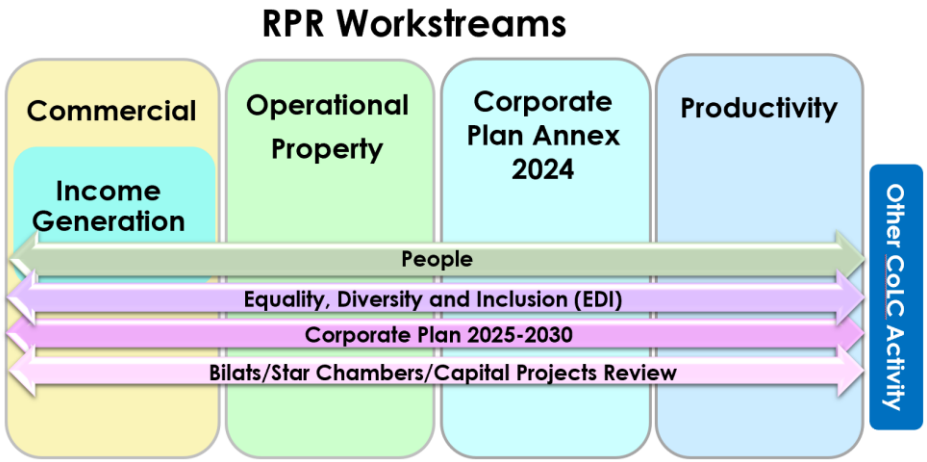


Other priorities and performance

Resources and Priorities refresh

The Resources and Priorities Refresh is a corporately-led programme that aims to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).

The Project Governance division is directly responsible for delivering the Productivity RPR workstream.



Key Risks

Risk Title	Score
Lack of capacity and resilience in team affects COL's ability to effectively manage the volume of approved projects	8
Project managers across COL lack the requisite knowledge and skills to effectively manage projects	12

Key Performance Indicators

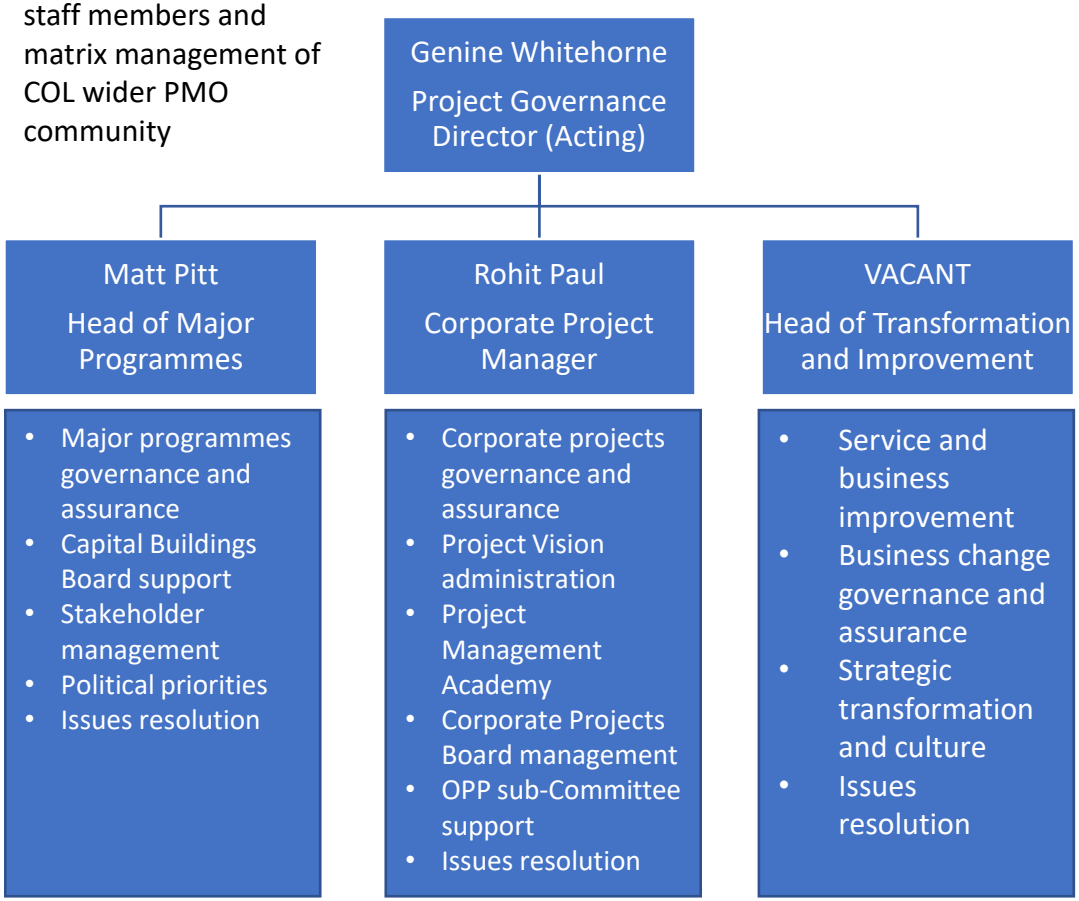
#	KPI	Current Perform-ance	Direction of Travel/ Target
1	Programme health check carried out on all major projects	New measure	100%
2	Named SRO on all major projects and high value corporate projects	New measure	100%
3	% of SROs who have completed SRO training	New measure	100%
4	% of dedicated PMs who have completed requisite training	New measure	tbc

Our People

This division brings together teams that previously sat within different departments and there has been a need to develop a shared vision and common understanding of purpose. The next step is to review the size and shape of the team to ensure it is set up to deliver that vision.

- Continue to embed the newly recruited Transformation and improvement team
- Define requirements and develop the business case to ensure the PMO has the capacity and capability needed
- Embed head of profession function and develop corporate project and programme management capability

Project Governance – 10 staff members and matrix management of COL wider PMO community



Our plans to progress EDI

Equalities considerations are central to effective project management, and we will work with the EDI team to ensure that equalities impact assessment is embedded in the project governance framework and is an important part of the decision-making criteria.

As a starting point all team members will need to complete the corporate EDI training by end of Q1 232/24 as part of their appraisal.

Monitoring and use of data and information	1
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2
Target setting and mainstreaming equalities into performance systems	1
Using procurement and commissioning to achieve equality and cohesion targets	1
Engagement & partnership	3
Employment and training	2

E D & I Key	
4	Excellent
3	Good
2	Average
1	Requires improvement
N/A	**Not applicable**