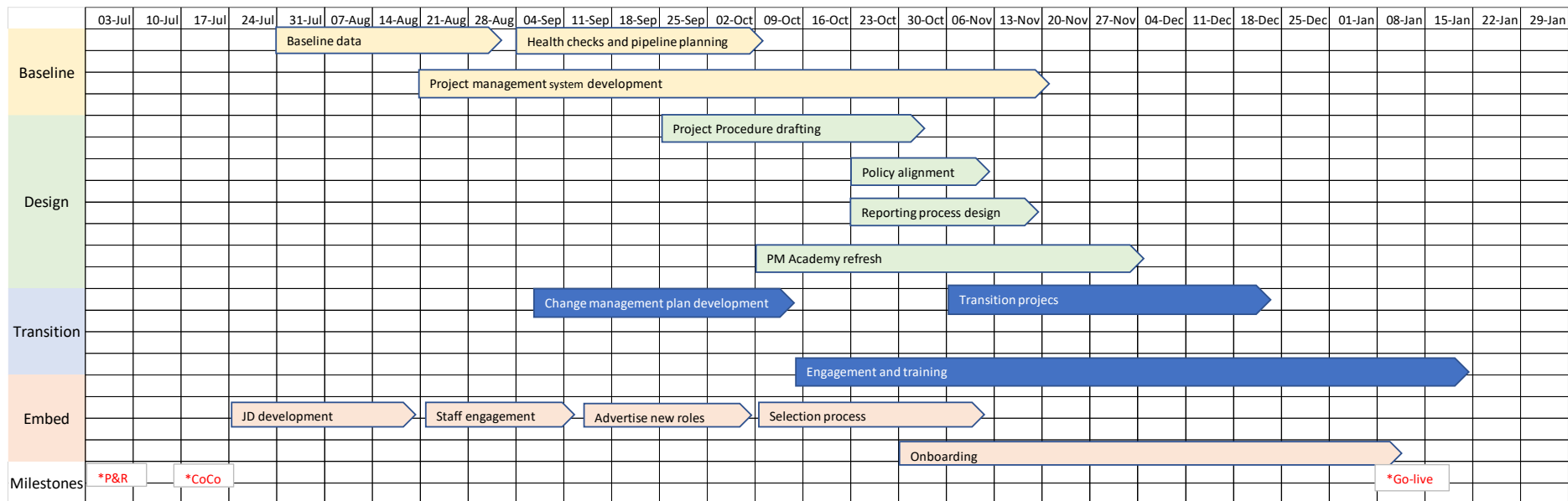


APPENDIX 3 - Portfolio management – draft implementation plan

The development of a portfolio management approach is a medium-long term ambition. The aim has been set of reaching the top level of maturity against the government project standard over three years. The implementation plan set out below focusses on activity required in the next 12 months with the first phase of changes due to be implemented by January 2024.



Phase	Phase objectives	Key activity	Timeframe	Resource plan		Investment required *Total resource costs included under separate section below
				Lead	Additional support required	
Phase 1 - baselining	• Establish an accurate view and	Complete assessment and tiering of all existing corporate projects	3 weeks	Corporate PMO Manager	1x PMO Analyst	
		Undertake data cleansing exercise and reconciliation of data held on	3 weeks	Corporate PMO Manager	1x PMO Analyst	

	record of project activity	project system with finance system				
	<ul style="list-style-type: none"> • Build a robust and credible dataset • Develop the IT infrastructure to enable effective portfolio management • Refine the proposed resource model 	Upgrade project management system and develop portfolio reporting structure	16 weeks	Corporate PMO Manager	Cora systems implementation support	£30,000 upgrade £15,000 - support
		Carry out high-level programme health check of existing major programmes	6 weeks	Head of Major Programmes	1x Project Manager	
		Work with ELB to identify business change project pipeline	6 weeks	Head of Transformation & Improvement	None	
		Finalise design of new division and commence recruitment process	8 weeks	Acting Project Governance Director	None	
Phase 2 – detailed design	<ul style="list-style-type: none"> • Develop efficient and effective procedures and business processes • Develop the first tranche of documents as part of the PPM toolkit • Develop core learning and development offer 	Update Project Procedure including process maps and workflows	6 weeks	Acting Project Governance Director	1x Project Manager 1x PMO Analyst	
		Work with stakeholders to align Financial Scheme of Delegation, Procurement Code, Risk Strategy and any other governance document	4 weeks	Acting Project Governance Director	1x Project Manager	
		Establish Portfolio Board governance	3 weeks	Head of Major Programmes	None	
		Develop reporting business processes	3 weeks	Head of Major Programmes	1x PMO Analyst	
		Undertake portfolio risk reviews	6 weeks	Acting Project Governance Director	1x Project Manager	
		Review and update Project Management Academy	8 weeks	Corporate PMO Manager	Learning provider and	£20,000 *See below for ongoing costs

					ongoing license costs	
		Design mandatory induction module	3 weeks	Head of Major Programmes	1x Project Manager	
		Develop project artefacts and updated project procedure	6 weeks	Corporate PMO Manager/Head of Major Programmes	1x Project Manager 1x PMO Analyst	
		Define Head of Profession role		Acting Project Governance Director	None	
		Launch PPM network		Acting Project Governance Director	None	
		Develop change management plan		People & Change Lead	None	
Phase 3 - transition		Transition projects to new structure		Head of Portfolio (new role)	None (within new structure)	
		Rollout training in new approach		Head of Portfolio	None (within new structure)	
Phase 4 - embedding		Project health checks for all tier 1 projects		Head of Portfolio	None	
		PMA training for tier 1 PMs		Head of Portfolio	1x Project Manager	
		SRO mandatory training		Head of Portfolio	None	
		Implementation review		Director, Project and Change Delivery	Internal Audit support required	
					Sub-total	£65,000

Total resource requirements						
n/a	n/a	Interim PMO analyst	24 weeks	n/a	n/a	£60,000
n/a	n/a	Interim Project Manager	24 weeks	n/a	n/a	£90,000
n/a	n/a	Finance transformation consultant (1 day per week)	12 weeks	n/a	n/a	£10,000
Sub-total						£160,000
GRAND TOTAL						£225,000

Annual operating budget required:

- Project system: licenses - £50,000
- PM Academy delivery - £30,000 (for first two years after which we can assess the potential to move to an in-house delivery model)
- APM accreditation - £15,000
- Staff training budget - £5,000