

Committee(s): Projects and Procurement sub-Committee – For decision	Dated: 6 th November 2023
Subject: Portfolio Management Implementation – Member Engagement	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All 1-12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Information
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Summary

This report provides an update on the proposed approach for engaging members in the design of the new portfolio management framework. The report includes an update on:

- The purpose of the proposed member engagement group
- The role of members in this group
- An outline of the engagement sessions that it is proposed to undertake together with timescales for engagement.

Recommendation(s)

Members are asked to:

- Note the updates provided in the report.

Main Report

Background and Objectives

1. One of the core objectives to introducing portfolio management is to enable strategic oversight of programmes and projects for Members. It is critical to capture the voice of Members within the design of the new framework and to ensure that it addresses their priorities.

2. To this end, it has been agreed to create a member engagement group. The objectives of this group are to:
 - Ensure that member expectations are captured and built into the design of the new portfolio management framework prior to its formal approval and implementation,
 - Build a shared understanding of the current situation and what is needed for the future of programme and project management within the Corporation,
 - Create commitment towards the establishment of the new portfolio management framework,
 - Address the inevitable trade-offs that will arise when designing the new framework (e.g. between the need to deliver at pace whilst ensuring sufficient oversight of delivery),
 - Support effective implementation of the framework.
3. The aim of the member engagement group is to provide an environment to allow views and opinions to be expressed and discussed openly in order to agree upon solutions.

The role of the member engagement group

4. The role of members in the engagement group is to:
 - Express the priorities of Members as they relate to the implementation of project and programme management within the Corporation,
 - Represent the views of Members in relation to the implementation of portfolio management and, where appropriate, to gather these views and share them with the implementation team,
 - Engage with the portfolio management implementation team and to act as a ‘critical friend’, providing feedback on the deliverables and designs,
 - Advise the implementation team in its approach to communication to Members and also to positively communicate key messages to other Members,
 - Review and provide feedback at key stages of the design of the new framework.
5. Membership of the engagement group is open to all Members of the Court of Common Council. A communication will be sent to the Court seeking expressions of interest.
6. There will be active facilitation of engagement sessions by an officer.

Member engagement sessions

7. The table below outlines the planned engagement sessions with members to test the design of the new framework.

Topic	Timeframe	Illustrative questions
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<p>Portfolio Definition</p> <ul style="list-style-type: none"> ▪ Proposed tiering of projects and programmes 	<p>November / Early Dec</p>	<ul style="list-style-type: none"> ▪ Does the proposed tiering of projects and programmes align with the priorities of Members? ▪ In what areas do members see future growth of project and programme delivery?
<p>Governance</p> <ul style="list-style-type: none"> ▪ Accountability and Responsibility 	<p>December / January</p>	<ul style="list-style-type: none"> ▪ Do members have sufficient clarity on accountability and responsibility for project and programme delivery within the Corporation? ▪ What is members' appetite for risk and the broad tolerances for project and programme delivery? ▪ What are the development needs of members and officers to enable the governance?
<p>The project lifecycle</p> <ul style="list-style-type: none"> ▪ Gates and stages ▪ Key decision points 	<p>January / February</p>	<ul style="list-style-type: none"> ▪ What are the views of members on the points of their decision making and their criteria for providing authorisation? ▪ Has a suitable balance been gained for members between the need to drive pace on project delivery whilst gaining sufficient strategic oversight? ▪ What are the expectations on providing ongoing assurance throughout delivery?
<p>Project and programme policies</p> <ul style="list-style-type: none"> ▪ Potential demonstration of EPMO tool ▪ Member reporting ▪ Policies (e.g Change control and Risk management) 	<p>January / February</p>	<ul style="list-style-type: none"> ▪ What are members views on the proposed format of reporting to them and the potential use of systems to enable reporting? ▪ What oversight do members require on changes to the scope and budget of projects? ▪ What is members criteria for the evaluation of business cases and measurement of outcomes (both financially and non-financially)? ▪ What are member expectations on the reporting of risk?
<p>Health checks</p> <ul style="list-style-type: none"> ▪ Result of health checks on Tier 1 	<p>March</p>	<ul style="list-style-type: none"> ▪ What are members priorities for improvement in project and programme delivery (tier 1 projects)?

<p>projects and programmes</p> <ul style="list-style-type: none"> ▪ Training needs analysis 		<ul style="list-style-type: none"> ▪ What are members priorities for the enhancement of capacity and capability to enable project and programme delivery?
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8. There will be subsequent member engagement sessions to enable the implementation of the new framework.

Format

9. It is expected that the engagement sessions will last approximately 1-2 hours. Documentation will be presented in draft format to enable discussion rather than seeking approval. It will be sent to members ahead of the meeting.

10. If there is a significant attendance at the group, then there will be breakout groups arranged in order to keep the sessions manageable and to ensure that a wide range of views are captured.

11. Committee rooms will be used for the sessions and facilities will be made available for members to join on-line.

Corporate & Strategic Implications

12. Financial implications – none.

13. Resource implications – none

14. Legal implications – none.

15. Risk implications – none

16. Equalities implications – none.

17. Climate implications - none.

18. Security implications – none.

Conclusion

19. The proposed Member Engagement Group is an important forum shaping the development of the Corporation's portfolio management approach. This Group will be integral to the development of a robust assurance framework which provides Members (and other stakeholders) with confidence on the organisation's capacity and capability to deliver.

Appendices

- None

Background Papers

- None

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