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| Programme | Portfolio Management Implementation | | |
| Director | Genine Whitehorne | | |
| Lead | Matthew Miles | | |
| Period ending | 22 May 2024 | | |
| Overall RAG | A → | Schedule | A → |
| Resourcing | A → | Budget | R → |

**Headlines**
Baselining work, portfolio design and healthchecks are now all essentially complete. A draft procedure procedure has been developed together with an accompanying flowchart. The team is currently agreeing revised timelines to allow for comprehensive engagement on the new project procedure. This will include a set of before and after scenarios on real projects to illustrate the benefits of the new approach. The most significant current issue is the lack of an agreement on an EPMO system on suitable commercial terms. There is an option to run a mini-competition. Contigency plan for a first phase roll out of portfolio reporting that will be manually enabled initially. The project also needs to place an increased focus upon change management and comms as we move towards launch and implementation.

**Objectives**
1. Enable strategic oversight for Members – a shift from operational detail to visibility of strategic risks
2. Enable the Corporation's project managers to successfully deliver – proportionate processes that are more streamlined
3. Create an overarching framework that works for different types of project e.g. transformation, ICT, major programmes & capital
4. Introduce portfolio management structures
5. Align project management with financial forecasting and assurance processes

## Progress against plan

| Workstream | Lead | Stage | Overall | | Headlines | Schedule | Resourcing | Benefits | Budget (£000s) | |
|---|---|---|---|---|---|---|---|---|---|---|
| Baselining & Portfolio Design | GB | Design | G | → | Work essentially complete. Portfolio design presented to PB in Feb. 24. Process for closure of projects agreed. Need to confirm budgets & closed projects. | A | A | N/A | G | TBC |
| Change Management / Development & Training | JMK | Delivery | A | → | Engaged PM Academy to produce proposal for updated training for all learner types. We need to bring focus upon change management as we move towards implementation. | A | G | N/A | G | TBC |
| Project Procedure | MM | Design | A | ↓ | Informal meetings with members. Draft new procedure written. Focus upon governance, reporting cycle and scenarios to complete. | A | A | N/A | G | TBC |
| EPMO System | GB | Procure | R | → | Reviewing proposals from Cora. The system has the functionality that is required but commercial terms need to be agreed. Can go to mini-competition if required. | R | A | N/A | R | TBC |
| Transition Plan | MM | Planning | G | → | Transition plan to be developed once portfolio design complete, baseline established and new project procedure agreed. | G | A | N/A | A | TBC |
| Healthchecks | MM/GB | Planning | G | → | Healthchecks now complete and presented to Portfolio Board 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 | Have been working through this. Comms and change management as part of launch. | MM |
| Healthchecks | Resourcing | Issue | Scope of health-checks to be clearly defined to enable the healthchecks within available resourcing. | High | | Scope to be agreed as part of PB Feb 2024 | MM |
| Programme | Resourcing | Issue | The baselining has resulted in a significant additional number of projects than originally expected - particulary Tier 1 projects | High | | Currently reduced to 239 projects. | 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 | Issue | There are now delays to procurement of EPMO system results in delay of roll out of new framework | High | | Need to agree whether utlising an alternative product to Cora | MM |

## Programme Healthcheck

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

**Results**