City of London Corporation Committee Report

Committee(s): Projects and Procurement sub-Committee – For decision	Dated: 9th December 2024
Subject: Portfolio Management Implementation Update	Public report: For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties**	All
Does this proposal require extra revenue and/or capital spending?	No
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
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Summary

This report provides an update on the implementation of the portfolio management approach as agreed by the Policy and Resources Committee on 06 July 2023. The paper includes:
- Summary of progress to date
- Overview of implementation approach

Recommendation

Members are asked to:

- Approve the revised phasing and key milestones for the programme.

Main Report

Background

1. In July 2023, Policy and Resources Committee was presented with the findings of the project governance review and the proposal to introduce a portfolio approach

to programme and project management. At that committee, Members endorsed the proposals for the creation of an Enterprise Portfolio Management Office (EPMO) as part of an integrated Commercial, Change and Portfolio Delivery directorate.

2. In addition, a key finding from the review was an urgent lack of capacity and internal capabilities to effectively embed a portfolio management approach. This has been addressed through the development of an EPMO as part of the reorganisation of the Commercial and Project Governance divisions.   The recruitment to the positions is now largely complete.

3. The objectives of the portfolio management implementation are to:

   •   Create governance and processes that work across all types of project within the Corporation – Transformation, Construction and Innovation
   •   Implement a single unified framework which delivers governance proportionate to the complexity of the project or programme – Tiering of projects and programmes
   •   Build strategic oversight of Portfolios of projects and programmes – embed accountability and responsibility for delivery and enable strategic oversight for senior officers and Members
   •   Provide the basis of Corporate compliance and assurance of project delivery
   •   Reduce the level of bureaucracy involved for project managers and thereby increase the pace of delivery

4. A Portfolio Board chaired by Town Clerk has been established and will transition into an operational state in March 2025.   This board will act as the gateway to Member governance.

Current Position

5. There has already been significant work to design the new governance, processes and systems that will be adopted by the Corporation. This includes baselining projects and programmes, constructing a series of Portfolios of projects and programmes to provide strategic oversight, development of health-checks on projects and programmes as well as detailed work on the development of the Corporation's new project procedure.

6. In addition, there has been significant progress since the last update to Project and Procurement Sub-Committee.   This includes:

   •   Completing the procurement of Cora systems as our chosen system provider for the new ePMO system
   •   Undertaking the second review of high-risk projects within the Corporation
   •   Developing a specification for revised training for PM Academy – we are currently agreeing budget and a proposal
   •   Re-invigorating our approach to stakeholder engagement and comms
   •   Further development of the revised Gateways for the Corporation and the new Project Procedure

- The recruitment campaign for the EPMO has been successful and further capacity has been bought into the team

7. The Cora systems implementation has now commenced.   This project will initially focus upon the City of London Police for the initial deployment (Phase 1a) to develop a minimum viable product and to prototype the new system ahead of a wider deployment.   In parallel, the project team is gathering detailed requirements for the wider Corporation rollout (phase 1b).   This will include workshops across the Corporation to cover functionality as the construction of risk registers, gantt charts, reporting and project resourcing.   It will be the single point of truth for the Corporation's project and programmes and will enable the introduction of portfolio management processes.

8. The project team originally proposed that approval for the new project procedure would be sought from Court of Common Council in Autumn 2024.   The project team acknowledges that there have been delays to this date as well the wider programme.   This has been due to:
   - The need for further reviews to ensure that the project procedures works for all type of project in the Corporation.
   - Procurement of Cora and agreement to the Statement of Work taking longer than originally expected.
   - Recruitment delays - team has been working with two officers that were recruited specifically to work on the programme.   Further capacity has now been brought into the team although some new roles have still to be onboarded.

9. The programme teams' work has also highlighted the need to develop proposals for new processes for the funding processes of projects and programmes in parallel to the new project procedure. This is to address the need for time delays in setting up new codes, difficulties in understanding and managing the governance processes for budget approval and uncertainty regarding approved budget envelopes. It is the intention to approve these proposals with the revised project procedure.

10. The programme has been reviewing our approach to training with our supplier PM Academy.   Revisions are proposed to this training to align it with the new gateways, as well as to provide targeted training interventions for specific learner types.   This would include revised training in the construction of business cases, risk management, benefits management as well as in the leadership of projects and programmes.   The specification requires further work as well as a proposal from PM Academy.   This could require additional budget for the roll out of new training to support the roll out of portfolio management and we are working with Finance colleagues to identify the source of the funding.   Additionally, there is currently a resource shortage for overseeing the PM Academy work which needs to be addressed.

11. The team is now in a position to move into implementation.   The programme has been constructed as a series of workstreams each with their own activities and deliverables.

Workstream	Core activities and deliverables

Cora Implementation	• Update base project data for migration to Cora • Gather and collate user requirements from workshops • Cora Training • Management of go-live
Training (PM Academy)	• Liaise with PM Academy for training and external change management support • Update training resources on the intranet
Stakeholder Engagement & Comms	• Design and coordinate change management interventions • Stakeholder engagement, comms for launch of portfolio mgmt. • Update comms resources on the intranet
Benefits Reporting & Measures	• Design of benefits realisation and impact reporting to input into Cora • Review and design of gateway submissions and business cases
Project Procedure Changes	• Project procedure document • Scenarios for gateways • Update PM guidance for gateway submissions
Operational Readiness & Governance	• Launch departmental portfolio boards and establish reporting cycle • Enable reporting of projects and portfolios • Review readiness to transition to new gateways (project by project basis) • Hands-on support to project managers

12. The approach to communications and stakeholder engagement has been refreshed. This includes the launch of an intranet page for the programme and channels for project managers to ask questions of the programme team. A 'guiding coalition' has been constructed to provide support from departments for the planning of the transition that is required. Individual project managers have been identified from a cross section of departments to form a 'change champions' forum to encourage advocacy for the new approach.

13. The new project procedure is designed to be applicable to all types of project and programme as well as projects and programmes of all value. However, given the complexities of the separate governance structures for Tier 0 projects (previously known as major programmes) we will deploy the new gateways to these at a later stage. The precise date will be proposed and agreed with Members. In the meantime, Tier 0 projects and programmes will still have access to Cora and adopt the new processes and its reporting functionality.

Proposals

14. There is a significant level of change involved which necessitates a phased approach to delivery. It is proposed for this to occur in two phases:

Phase	Date	Delivery
Phase 1 - Build the foundations for better Portfolio Governance	March 2025	• Launch a unified project management tool (Cora) to manage projects across City of London Corporation • Enable Portfolio Dashboard Reporting available to Portfolio Board and PPsC (for first meeting after March) • Create a 'single source of truth' by updating project data
Phase 2- embed the new project procedure with supporting capabilities and governance	July 2025	• Develop the new project procedure with officer input – launch the new Gateways • New Project Funding Proposals • Refine & launch project procedure, supported by training & member engagement

15. Appendices 1 and 2 provide further details of the programme schedule as further details of the changes at each phase and how they will impact Chief Officers, Members and Project Managers.

16. The precise dates and key milestones for the programme are as follows:

Milestone	Date
Reporting workshops with Members	December 2024
Reporting workshop with Chief Officers	21st January 2025
Informal engagement with members on new project procedure complete	14th February 2025
Strategic dashboards available for Portfolio Board and PPsC	25th March 2025
Project Procedure approved at Portfolio Board	25th March 2025
Project Procedure approved through PPsC, Finance and CoCo	TBC - May
Go-Live for New Gateways	End of July

Review of gateway implementation complete	September 2025

17. The intention is to engage members on their requirements for portfolio reporting dashboards in December.   There will also be a demonstration of the Cora product and the type of reporting that it can undertake. The intention is to identify the information that is required to support Member decision making.

18. In addition, in early February prior to the election period there will be informal engagement with Members on the new project procedure and the proposals for project funding.   A series of scenarios of how the new project procedure will work for a range of projects and programme will be presented.   The intention is to gain substantive feedback on the new project procedure ahead of seeking formal approval in May.

19. Please note that the dates above assume that there will be Member approval at Court of Common Council for the new project procedure in May 2025.

20. The transition to the new gateways will be complex and will require changes to new governance, processes and systems.   The new ePMO team will provide hands-on support to project managers including including launching departmental portfolio boards, establishing the regular reporting cycle, enabling reporting of projects and portfolios and reviewing the readiness to transition to new gateways.

Corporate & Strategic Implications –

Financial implications – none. There is a potential need for further funding for revision of PM Academy training.

Resource implications – the recruitment of additional team members has enabled the project to move into an implementation phase - there is currently a resource shortage for the Skills and Capability Manager

Legal implications – none.

Risk implications – the changes proposed represent a significant change to established ways of working. A comprehensive engagement and communications plan is being developed to support the change and ensure all stakeholders understand the implications.

Equalities implications – none.

Climate implications - none.

Security implications – none.

Conclusion

21. The implementation of the new portfolio management approach is a comprehensive and complex activity. The proposed approach attempts to manage this complexity and allow for the phased implementation aligned to risk.

Appendices

- Appendix 1 – Portfolio Management Status Update (Nov 2024)
- Appendix 2 – Portfolio Management Implementation Schedule
- Appendix 3 – Portfolio Management Transition Plan

Background Papers

[06 July Policy and Resources Committee – Project Governance review](#)

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