Meeting	Date
Performance & Resources Management Sub-Committee	1st February 2018
Subject City of London Approach to Project Management	
Report of Corporate Programme Office	For information
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Summary

This paper provides:

- An update of the work to improve project management procedures and practice across the Corporation, led by the Corporate Programme Office (CPO);
- Details on the background to this work, the activities completed so far and the proposed next steps in the implementation of this strategy;
- This includes proposals to:
    (a) Refine the Gateway 0 approval process for closer alignment with departmental business planning;
    (b) Introduce a Project Initiation Document (PID) at Gateway 0 to ensure projects are structured coherently and have identified key measures of success;
    (c) Amalgamate Gateways 1-2 with the outcome of securing funding for feasibility at this stage;
    (d) Add a dashboard cover sheet after Gateway 2 for cumulative reporting throughout the process.

Recommendations

It is recommended that you:

Note the proposed changes and raise any questions.

Background

1. It is recognised by Members and Officers that the current approach to project and programme management within the Corporation requires refinement. This is evident from issues identified within large and complex programmes of work undertaken by the Corporation.

2. Similarly, an audit report published in November 2017 highlighted areas for improvement within the City Police (CoLP) approach to project and programme management, along with recommendations for implementation.

3. Although some of these points were specific to CoLP there appears to be significant overlap with the problems found via the Corporation's review.

4. A programme of work is now ongoing within the Corporation to review the current procedures and address the issues identified.

Initial Work Completed

5. Initial work focused on consulting with officers across the organisation to identify areas for improvement. This included engagement with Project Managers and Chief Officers, as well as other service departments such as Procurement, Finance and Audit. A Project Management Board with cross-departmental representation was also established to provide strategic oversight for this programme of work.

6. Utilising the feedback acquired, the Programme Office grouped the key areas of focus thematically, establishing desired outcomes for this work programme.

    6.1 Project Management Control
    Incorporating:
    Providing strategic oversight to improve how we manage projects
    Mechanisms for recommending improvements

    6.2 Record Keeping and Information Sharing
    Incorporating:
          Filing and record keeping
          Information sharing

    6.3 Finance, Ownership and Risk
    Incorporating:
          Project ownership
          Financial ownership
          Financial reporting
          Risk reporting
          Cumulative reporting

    6.4 Working practices, Gateway process & support systems
    Incorporating:
          Gateway templates
          Project management support templates
          Project Vision and project management IT systems
          Procurement
          Best practice

    6.5 Organisational Culture and Roles
    Incorporating:
          Skillsets and training
          Early flagging and intervention
          Open working
          Trust/fear within governance
          Formulaic reporting

Issues

7. Feedback highlighted that many of the problems impacting projects could be negated by placing more emphasis on the early development stages. The issues identified include:
    *   Uncertainty with the initial project design;
    *   Unclear project aims;
    *   Vague objectives which are not measurable;

- Late or no engagement with other departments such as procurement and communications;
- A lack of transparent and cumulative reporting to monitor changes in scope, design and cost throughout the process;
- Ill-defined ownership and control structures.

Solutions

8. To rectify these problems, it was decided that the project initiation stage and Gateways 1-2 would be refined. The proposed changes and benefits include:

   8.1 Project Initiation Document

   - Gateway 0 projects will be accompanied by a standardised PID;
   - Introducing a PID will prove beneficial by providing a coherent structure to support officers in addressing key questions at an early stage, including the project aims and measurable objectives;
   - Moreover, it will signpost officers to engage with other departments earlier in the process and encourage collaborative working, moving away from passive and reactive engagement;
   - It is also standard industry practice for project managers to complete documentation outlining scope and objectives at an early stage.

   8.2 Departmental Sign-Off

   - The PIDs will require Chief Officer approval before being embedded in to departmental business plans at Gateway 0;
   - The relevant service committee will then review the business plan and endorse the project's inclusion, after which it can proceed to Gateway 1;
   - This will allow for greater critique, providing opportunities for Members to track changes and suggest options for projects, at an earlier stage;
   - It will also place emphasis on greater departmental ownership, with the expectation that departments will review proposals before they enter the Gateway process, ensuring they are fit for purpose and relate to both the corporate priorities and service objectives.

   8.3 Refinement of Gateways 1-2

   - It is anticipated that enhancements to the initiation stages will allow refinements to the Gateway procedure, initially with a proposed combination of Gateways 1 and 2;
   - This promotes a shift towards a more outcome focussed approach to project management. Feedback shows the Gateway process is viewed in terms of governance and committees rather than being incremental in supporting delivery;
   - The intended outcome of Gateway 0 will be to enter projects in to the business plan and ensure they have Chief Officer approval;
   - The intended outcome of Gateway 1 (once combined) will be to secure initial funding for project development.

<u>8.4 Dashboard Reporting</u>

- From Gateway 2 onwards projects will be accompanied by a cover sheet that stays with the proposal throughout the process;
- This will provide a summary of the key information, capturing any changes to scope or costs, thereby providing Members with cumulative reporting until project closure;
- Work is ongoing to link these in digitally with the project management software, to provide departments with the capacity to maintain an overview of their portfolios via bespoke performance reports.

Other Updates

9. Other work completed includes a review of the current project management training in partnership with Learning and Development. Feedback has shown that the training offer is currently generic. A plan is in development to update the course to increase its relevance to the internal governance models and procedures. This will be supplemented by web based training guidance for the project software.
10. It is acknowledged that the current Gateway process is not ideal for programme management and reporting. Programme level reporting will also be examined as part of this work.
11. Alternative governance arrangements are being considered for the larger programmes. Upon approval subsequent projects will adhere to the new governance procedures and proceed in a consistent format.

Next Steps

12. The introduction of PIDs and the dashboard cover sheet will require refinement of the Gateway 1 and 2 templates to mitigate duplication. This will be reviewed at the end of January.
13. The CPO will continue to liaise with Cora systems (providers of the project management software) to integrate the proposed changes with Project Vision.
14. A report will be submitted to Project Sub Committee for final sign off on the proposed changes. The suggestions have been endorsed by Chief Officers.
15. Following the findings from the audit report it appears there are common issues across the Corporation and CoLP which require rectification. There is an opportunity here for closer alignment of processes and partnership working, to implement the suggested recommendations via the upcoming action plan, which the CPO are happy to support.

Appendices

Appendix 1: Glossary of Terms

Appendix 1 – Glossary of Terms

Term	Definition
Gateway Process	Current governance procedures for projects within the Corporation. Projects proceed incrementally through stages subject to committee approval.
Gateway 0	First stage of the gateway process at which Project Initiation Documents will be required for all projects. Projects at this stage will require Chief Officer approval before entering Business Plans.
Gateway 1	Stage at which authority to submit a project proposal is sought via Corporate Projects Board.
Gateway 2	Stage at which projects are presented to Members via Project Sub Committee. It is proposed that Gateway 1 and 2 are combined with the outcome of securing funds for feasibility studies.
Policy and Resources Committee	Corporate committee which is responsible for the City Corporation's governance arrangements, recommending its strategic priorities, agreeing policy, allocating overall resources and overseeing the City's security and emergency planning arrangements.
Project Dashboard Cover Sheet	Fixed sheet to remain with projects throughout its lifecycle (once funding has been allocated). This will cumulatively track changes throughout the process and provide an overview of progress.
Project Initiation Document (PID)	Document to ensure everybody understands the premise of the project and key information has been captured (such as the purpose and objectives).
Project Sub Committee	Sub-Committee which provides additional scrutiny, oversight and challenge for the management of major projects and programmes on behalf of the Policy and Resources Committee.