

Projects at MDC

An Overview and Scrutiny presentation

Context

- Following several O&S member items (commercial land and S106) members have requested detail about how projects work at MDC
- The aim is to give assurance that future projects have mechanisms in place to avoid 'lessons learned'
- Understanding of how some projects issues have informed project response is also key to this
- Context of LGA peer review guidance – small authority – pressures of projects
- There are 45 projects, 5 programmes and 2 portfolios reporting through PMO (61 live project activity)

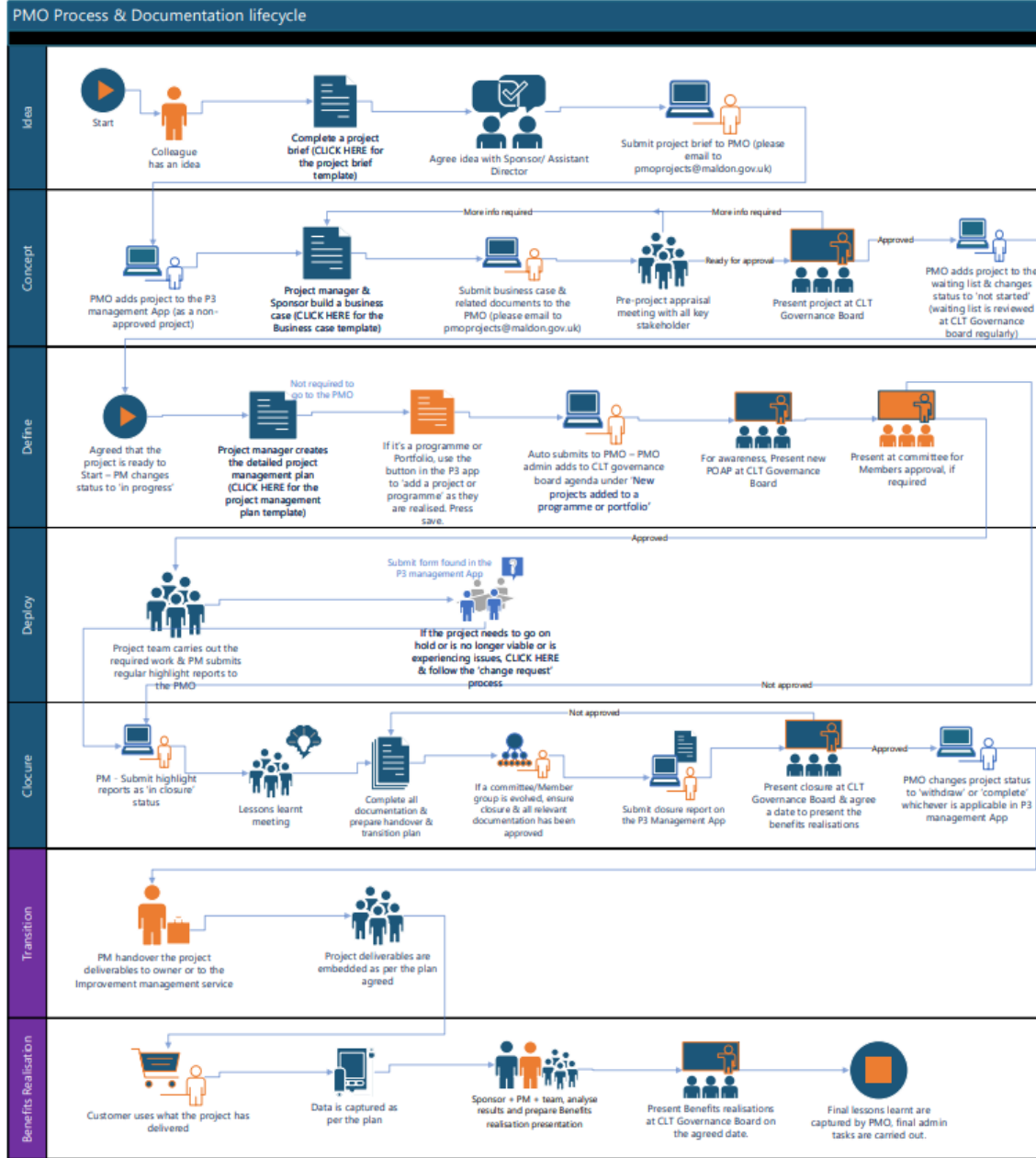
The Objectives of the PMO:

- To set standards in Project Management across the organisation and keeping in mind constraints such as Time, Cost, Quality, Risk, Benefit and Scope.
- Ensure all projects and programmes align with our corporate and strategic goals.
- Guide and support Project Managers.
- Ensure robust project governance is in place in line with best practices.
- Build a knowledge base of lessons learnt for Maldon District Councils future projects, to continue to embed practices that work well.
- Create project assurance for all Maldon District Councils' stakeholders.
- Ensure project outcomes are measured, so that organisationally we can realise benefits.
- Keep accurate records of all projects.
- One version of the truth - all documents to sit in the PMO only.

History of PMO at MDC

- Project Management Office was introduced as part of the 2019 full Council Transformation (previously not a council function)
- This came with 1 FTE staff resource, but without templates, framework and organisational awareness - the staff resource is responsible for creating governance and supporting project managers to ensure a corporate oversight of projects
- October 2023- PMO resource combined with process improvement resource- creates FTE saving and a change to reframe delivery
- October 23- April 24 – Further PMO improvements made eg pre project appraisal designed to challenge project deliverables and ensure that project delivery is more likely to be achievable.
- May S&R – PMO and improvements framework

Expectation of projects



Decision tree

Question 1: Is it a change? If yes please start in the orange circle

If in doubt contact PMO - pmoprojects@maldon.gov.uk

If you answer yes to any question in the circle go down the yes arrow



Business As Usual

You should manage your project through the:

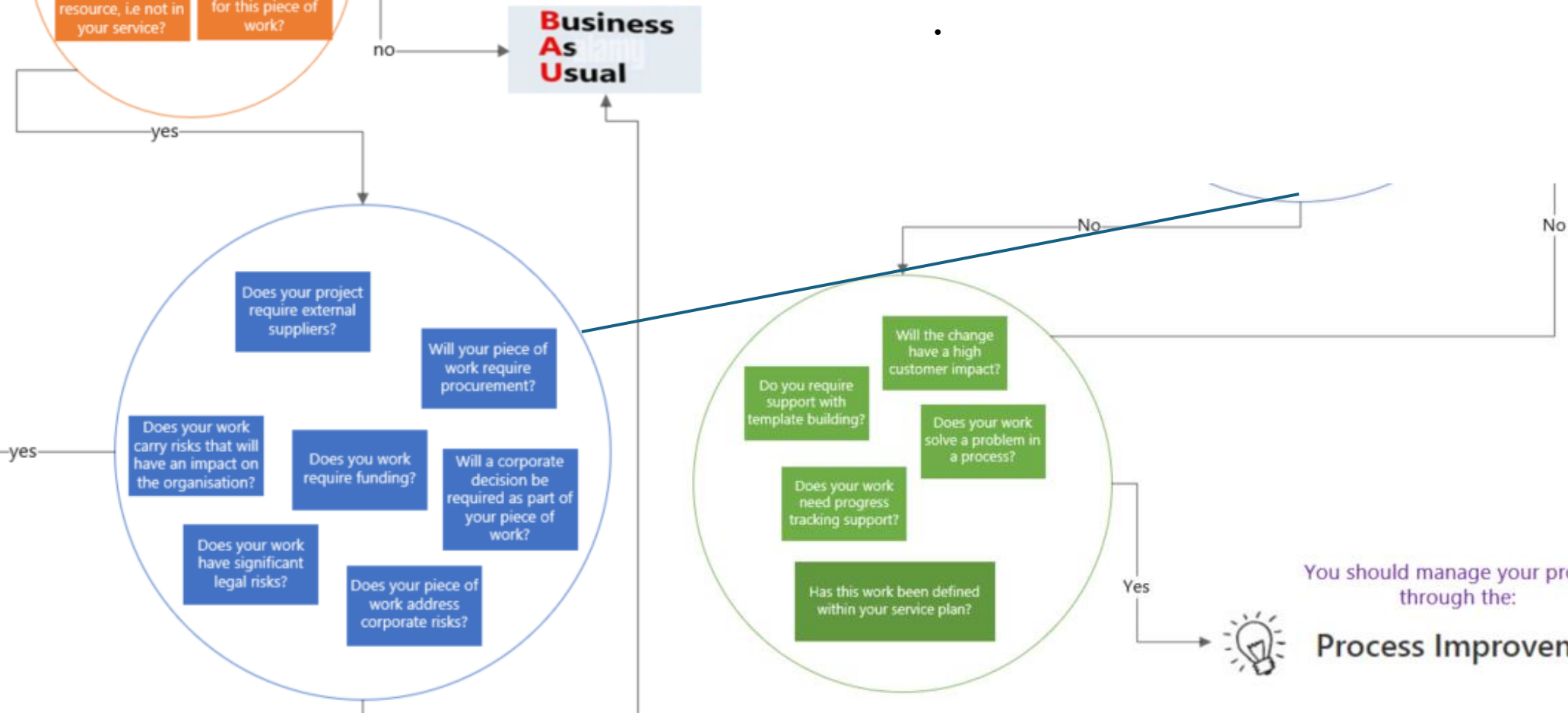


PMO



You should manage your project through the:

Process Improvement



Management and oversight of projects

Roles	What they do	Responsibilities
CLT Governance Board	The CLT Governance boards role is to approve changes to project deadlines. It is the escalation route to resolve issues and problems within projects. And to scrutinise and approve the initiation of new projects	<ul style="list-style-type: none"> •Scrutinise non reporting projects and approve new projects •Resolve issues that have arisen within the project <ul style="list-style-type: none"> •Approves Change Requests •Approves project closures •Approves the benefits realisation
ELT Project Board	The governance around project management. A platform for project sponsors to be able to have peer support in approving change requests, resolving issues, identifying risk and scrutinising everything	<ul style="list-style-type: none"> • Approving general project baseline Change Requests <ul style="list-style-type: none"> • Resolving Issues • Identifying risks • Scrutinising/act as a critical friend on all projects
Sponsor	The sponsor owns the business case, they sign off the project management plan and approve change requests for the scope baseline. They are also responsible for resolving issues and problems and managing and realising the benefits of the project/programme/portfolio.	<ul style="list-style-type: none"> • Accountable for reporting the measured benefits • Ensuring the business case is still viable and the project is still on track to deliver the objectives outlined in the business case <ul style="list-style-type: none"> • Approving the project management plan •Strategic planning to align with corporate goals <ul style="list-style-type: none"> • Putting effective project governance <ul style="list-style-type: none"> • Selecting the project manager • Supporting the project manager • Making sure the projects objectives are delivered <ul style="list-style-type: none"> • Resolve issues
Project Manager	<p>A project is defined as a sequence of tasks that must be completed to attain a certain outcome. Any temporary endeavour with a definite beginning and end</p> <p>The project manager owns the project, writes the project management plan, and delivers the project to time cost and quality (within scope). Managing risks, issues and change requests. Managing the project team, Leadership, managing conflict and managing stakeholders.</p>	<ul style="list-style-type: none"> • Delivering the project taking into consideration cost, quality and Scope. <ul style="list-style-type: none"> • Change control • Managing stakeholders (including conflict & negotiations) • Responsible for writing the project management plan • Ensuring procurement strategies and processes are followed <ul style="list-style-type: none"> •Managing requirements and scope <ul style="list-style-type: none"> • Scheduling the project • Optimise the resources available <ul style="list-style-type: none"> • Budgeting and cost planning <ul style="list-style-type: none"> • Risk & Issue management • Information & quality management •Progress monitoring and forecasting •Leading, managing and motivating the project team •Communication management

Management and oversight of projects

<p>Project Team</p>	<p>They deliver the work packages (all the deliverables), keep project manager informed, identifying risks and issues, applying change control, reporting progress on work.</p>	<ul style="list-style-type: none"> • Deliverables (tasks) • Updating the Project manager • Attending Meetings • Reporting progress & potential risks (any)
<p>Project Management Office</p>	<p>Admin support: (attending meetings to capture actions and risks, and to assign owners.). Advice on project support (that will look like advice and guidance on projects and procedures). To embed best practices and give assurances. Provide project management methodologies tools and techniques. To coach and train new project managers.</p>	<ul style="list-style-type: none"> • Admin support: Attending meetings to capture actions and risks, and to assign owners to be handed over to the project manager <ul style="list-style-type: none"> • Embed best practice • Provide tools and techniques • Provide Advice
<p>Customer</p>	<p>To identify problems and opportunities. To provide feedback</p>	<ul style="list-style-type: none"> • Give Feedback • Identify risks & opportunities
<p>Programme Managers</p>	<p>A programme is a collection of projects that are managed as a group to achieve efficiencies of scale. Just as project management involves the coordination of individual tasks, program management is the coordination of related projects that are grouped together.</p> <p>Effective co-ordination of the programme's projects and management of their inter-dependencies including oversight of any risks and issues arising. It also includes the co-ordination of the new capability for the business to enable effective change and realisation of projected benefits.</p> <p>The role is crucial for creating and maintaining focus, enthusiasm and momentum.</p> <p>The programme manager is responsible for the overall integrity and coherence of the programme. They will develop and maintain the programme environment to support each individual project within it - often through an effective programme management office.</p>	<ul style="list-style-type: none"> • Oversight <ul style="list-style-type: none"> • Integrity and coherence of the programme • Develop and maintain the programme environment • Ensure that everything in each project aligns with programme • Delivering the project taking into consideration cost, quality and Scope. <ul style="list-style-type: none"> • Change control • Managing stakeholders (including conflict & negotiations) <ul style="list-style-type: none"> • Responsible for writing the project management plan • Ensuring procurement strategies and processes are followed <ul style="list-style-type: none"> • Managing requirements and scope • Scheduling the project • Optimise the resources available • Budgeting and cost planning • Risk & Issue management • Information & quality management • Progress monitoring and forecasting • Leading, managing and motivating the project team <ul style="list-style-type: none"> • Communication management

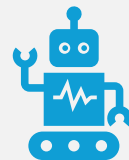
Reporting of projects and exceptions



Projects and sign off of
scope, deadline etc changes
– Monthly CLT board



Highlight and RAG and issues
reporting to monthly ELT
board



All managed through internal
P3 app, developed with
automation

Risks to PMO governance

- Governance control- some projects have been signed off/ taken to members before robust PMO review
- Management behaviours – responsibility to identify projects and ensure they report through PMO
- Viability of projects/ provision of resources – new projects through robust screening – reliant on information from services about capacity for project delivery
- 61 live project areas – CLT completing a review of this due to organisational/ BAU capacity

Closing points



The PMO was further developed in August 2023 which saw new robust Governance processes and structure, more assurance for key stakeholders and well defined key performance indicators.



2019 projects loaded not scrutinised as robustly as in last six months (CLT review of all projects imminent)



Costs higher/ time longer for projects- expert advice, proper governance – but then better quality projects



System designed to reduce risks, can never remove risks around project delivery



Internal audit planned to give further learning and assurance



Future plans –Manager insight for project volume and requirements – closing projects off, controlling resource