

DoE Strategic Adviser on Planning & Programme Management

Update for SLB meeting

14 August 2009



A reminder of our work...

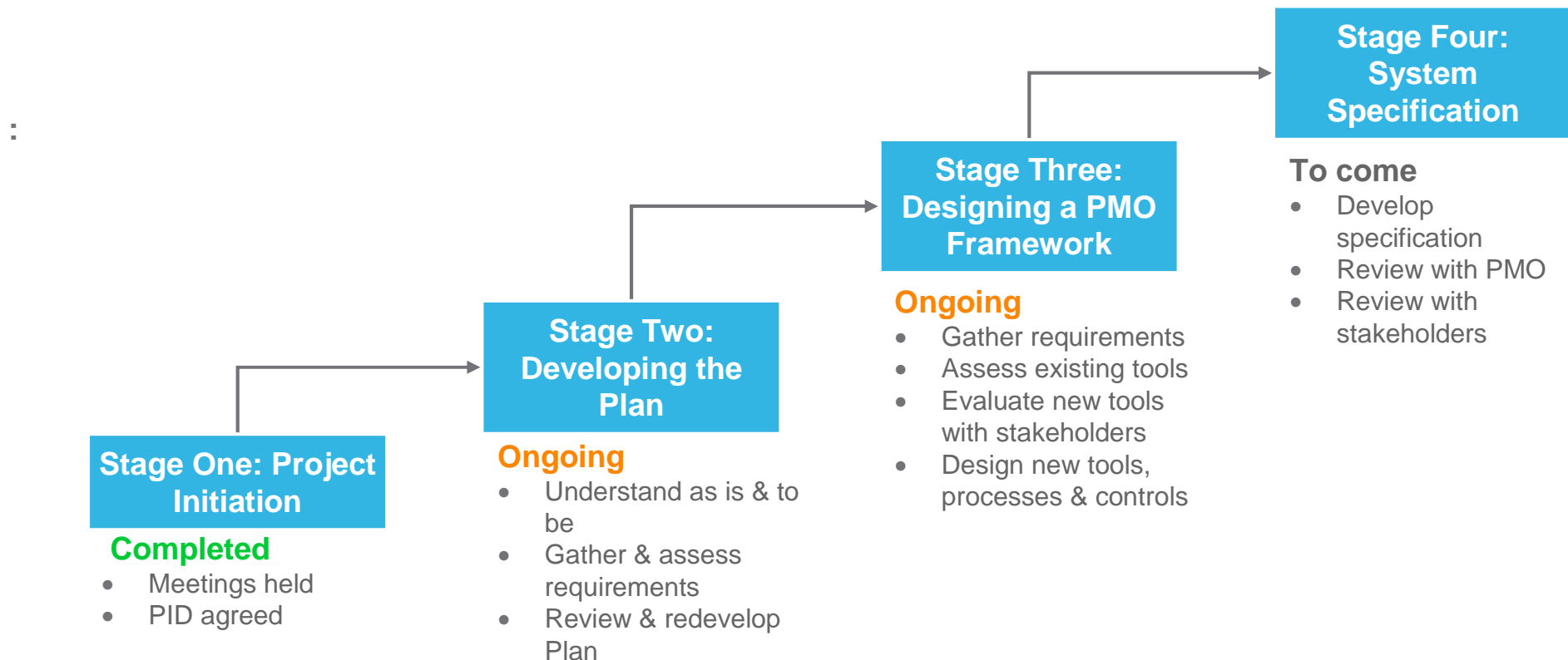
The Department of the Environment and the Northern Ireland Local Government Association (NILGA) recently appointed PA Consulting Services Ltd. to act as a strategic advisor on planning and programme management for the Reform Programme.

In providing advice on planning and programme management with regard to the Reform Programme, PA's role will specifically include:

- The conduct of a review of the existing programme management in place for the Reform Programme;
- The development of planning and programme management for the Reform Programme going forward; and
- The development and implementation of a Programme Management System.

The following slides provide a high level overview of our progress to date on this work and outline some emerging findings, as well as proposed next steps.

Phase One (Planning & Design) is currently underway



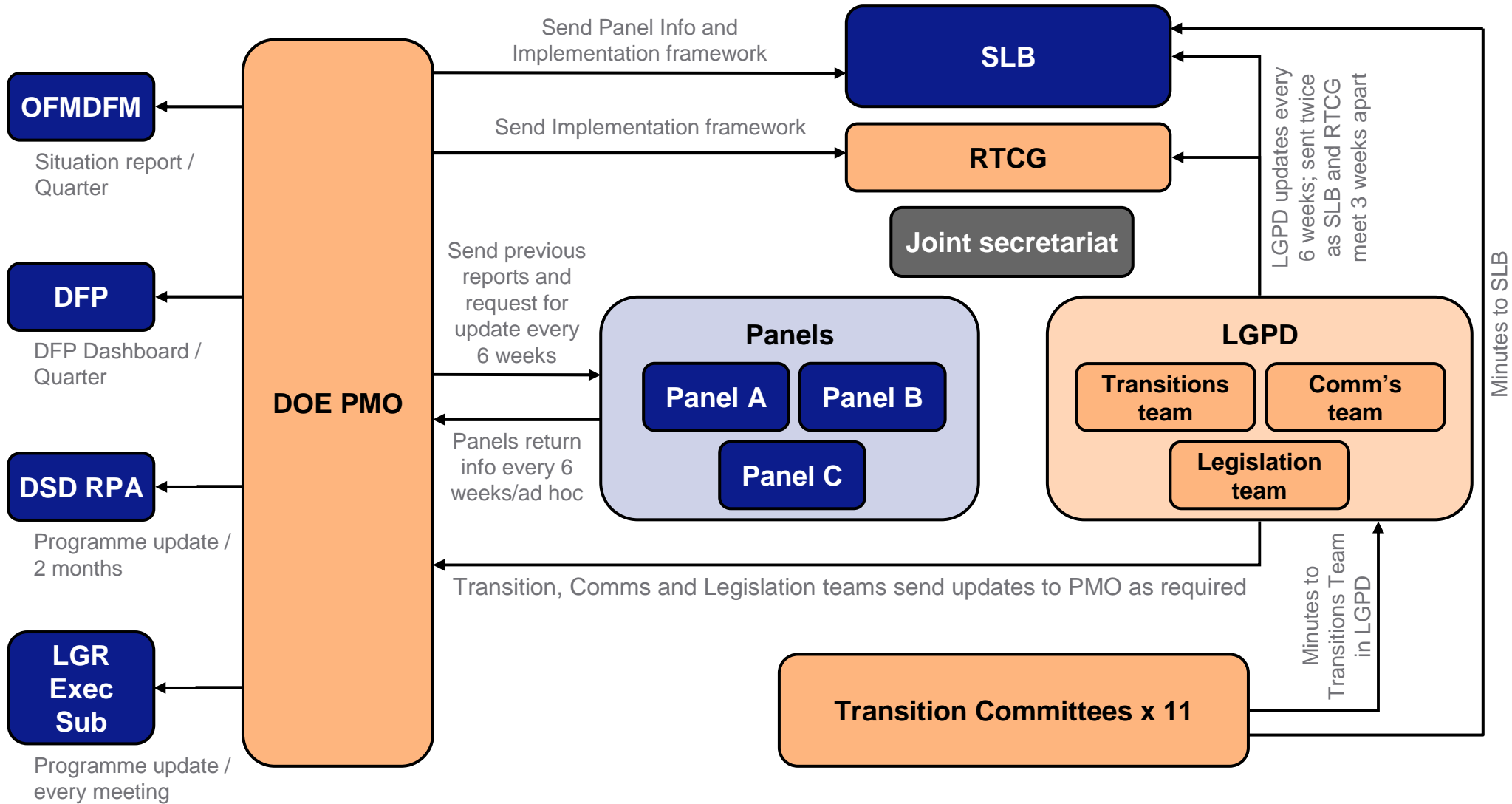
Deliverables we have produced to date have included:

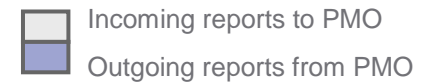
- Project Initiation Documents
- 'As is' stakeholder map
- Discussion briefs for SLB members & TC workshop attendees
- TC questionnaire

We have met with a range of stakeholders

	Meetings taken place	Meetings planned
Project Sponsors	John Price, Nora Winder	Ongoing meetings with Project Sponsors throughout project
Panel members	John Murphy, Jacky Lamb, Brenda Mooney	Additional follow up as required
SLB members	<ul style="list-style-type: none"> • Ashley Boreland & John McGrillan • Cllr Helen Quigley & Cllr John O’Kane • Cllr Arnold Hatch & Cllr Sam Gardiner • Geoff Allister & Michaela Glass • Cllr Sean Begley & Cllr Sean McPeake • Cllr Joanne Bunting & Cllr Peter Weir (deputising for Cllr Jim Wells) • David Ferguson & Cynthia Smyth 	Additional follow up as required
Transition Committees	<ul style="list-style-type: none"> • Questionnaire to Transition Committees • Workshop with representatives of Transition Committees on Monday 10 August. 	Follow up from workshop and from questionnaire to further explore outputs.
Others	<ul style="list-style-type: none"> • NILGA • Paula O’Neill, Catherine Ley (DoE PMO) 	Others to be arranged.

The current reporting cycle is complex...





...and reports contain a lot of similar information, yet are not consistent

	Panels	Committees	SLB	RTCG	OFMDFM	DSD	DFP
Overview & general comments section	✓	✓	✓	✓	✓		✓
Milestones / high level plan		✓	✓	✓	✓		
Progress report	✓	✓	✓	✓	✓	✓	✓
Issues		✓	✓	✓	✓		
RAG	✓						✓
Gantt chart			✓				
Other / notes	<p>“News” section similar to “Overview” section</p> <p>“3 month outlook” comprising of a couple of sentences.</p>	<p>“Action points” are essentially high level plans</p> <p>No common template for all committees</p> <p>Progress, issues, and actions are rolled into a single commentary</p>	<p>Gantt chart discontinued</p> <p>Overview, Progress report, and Issues are all taken from Panels and Committees reports</p> <p>Milestones / HLP is entire Implementation Framework</p>	<p>RTCG do not receive Panel progress and issues</p>	<p>Sectioned into Panels, SLB, RTCG etc.</p>	<p>Sectioned into Panels, SLB, RTCG etc.</p>	<p>Progress very high level in “News” section</p>

There are a number of clear messages coming from stakeholders

- The reporting mechanism needs to be **clearer and more concise**;
- Reporting process should be **consistent and regularised** rather than ad hoc;
- Reporting should provide a **simple, accurate, high-level view of progress** against the Programme Plan;
- Progress reports should include **analysis of critical paths** to delivering the programme;
- The message should be distilled as it goes 'up the line' and tailored for its audience (however stakeholders would like to be able to access more granular detail if they need to);
- There should be a **single recognisable point of contact** supporting Programme Management – this would be the source of all reports, communications and updates;
- There is a need for much **more robust risk management** – risks, impact and mitigating actions should be recorded and circulated regularly.

To address these issues, we are...

...developing a framework to allow Programme Management and Planning to work more efficiently across all structures. The framework will include:

- Redesigned Programme Plan to allow for multi-level monitoring
- Reviewing and revising reporting
 - Designing a series of templates to allow information to be distilled at each level. Progress reports will focus on progress against critical tasks.
 - Proposing an escalation process and recommending exception reporting should be adopted
- Establishing a clear reporting cycle
 - Regularised reporting cycle rather than ad hoc reporting to avoid of duplication of effort due to delivering similar reports to different bodies at different times.

The Implementation Framework will change to meet the needs of stakeholders

The format of the Implementation Framework will be improved to:

- Provide a better sense of the critical path or the core tasks of the programme;
- Allow a person to establish visually what is underway and what the timescales are;
- Avoid critical decisions/phases being listed alongside events and meetings. Separating between “to do”, “will happen”, “need to respond to”, etc.;
- Ensure the high-level framework is fully separated out from the detail underneath in a way that would make it more user-friendly;
- Ensure milestones are easy to identify;
- Make use of the Gantt chart format previously circulated; but ensure it is brought up to highest level; and
- Avoid duplication of effort in maintaining the current Word document & Gantt chart.

We are also recommending (preliminary)...

The promotion of a Programme Management Office which is:

- Readily identifiable as a single source of all Programme Management and Planning for the Reform Programme;
- The source through which all reports are circulated and distilled;
- Acts as a challenge for the accuracy of reports and overall progress against the Reform Programme.

Access to all reports on the Reform Programme for all structures

- A single reference source (eg. SharePoint) where all reports are stored, to ensure Programme Management and Planning is transparent, accountable and readily accessible for all.

Consistent communications across all structures

- Single, recognisable and branded source of programme communications and updates, from a single email address set up within PMO.

Next steps for the project include...

- Working with the PMO in developing the revised Programme Plan and designing the PMO framework to include: reporting, risk and issue management and communications;
- Review of programme management systems and assess relevance and fit for the Reform Programme. Put forward 3 options for the Reform Programme to consider. It is important to note that the proposed system will not carry out all the work for the Councils, Transition Committees etc, but will act as a canvass for them to input to;
- Recommend how benefit management should be addressed within PMO; and
- Provide update to the SLB meeting at end August.