

# DoE Strategic Adviser on Planning & Programme Management

SLB Presentation

Friday 16 October 2009



# Agenda

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Over the course of our presentation we will cover:

- Reminder of the aims and objectives of our work;
- Findings from the review of the current Planning and Programme Management of the RPA Programme;
- Proposals on the future Programme Management for the RPA Programme;
- Recommendations on what is needed to achieve best practice programme management going forward.
- Q&A

# Our objectives

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PA Consulting was commissioned by the DoE and NILGA in June 2009 with the following objective:

“To act as a Strategic Adviser to further develop and deliver Local Government Reform Programme planning and programme management, including the specification and implementation of an associated programme management system”.

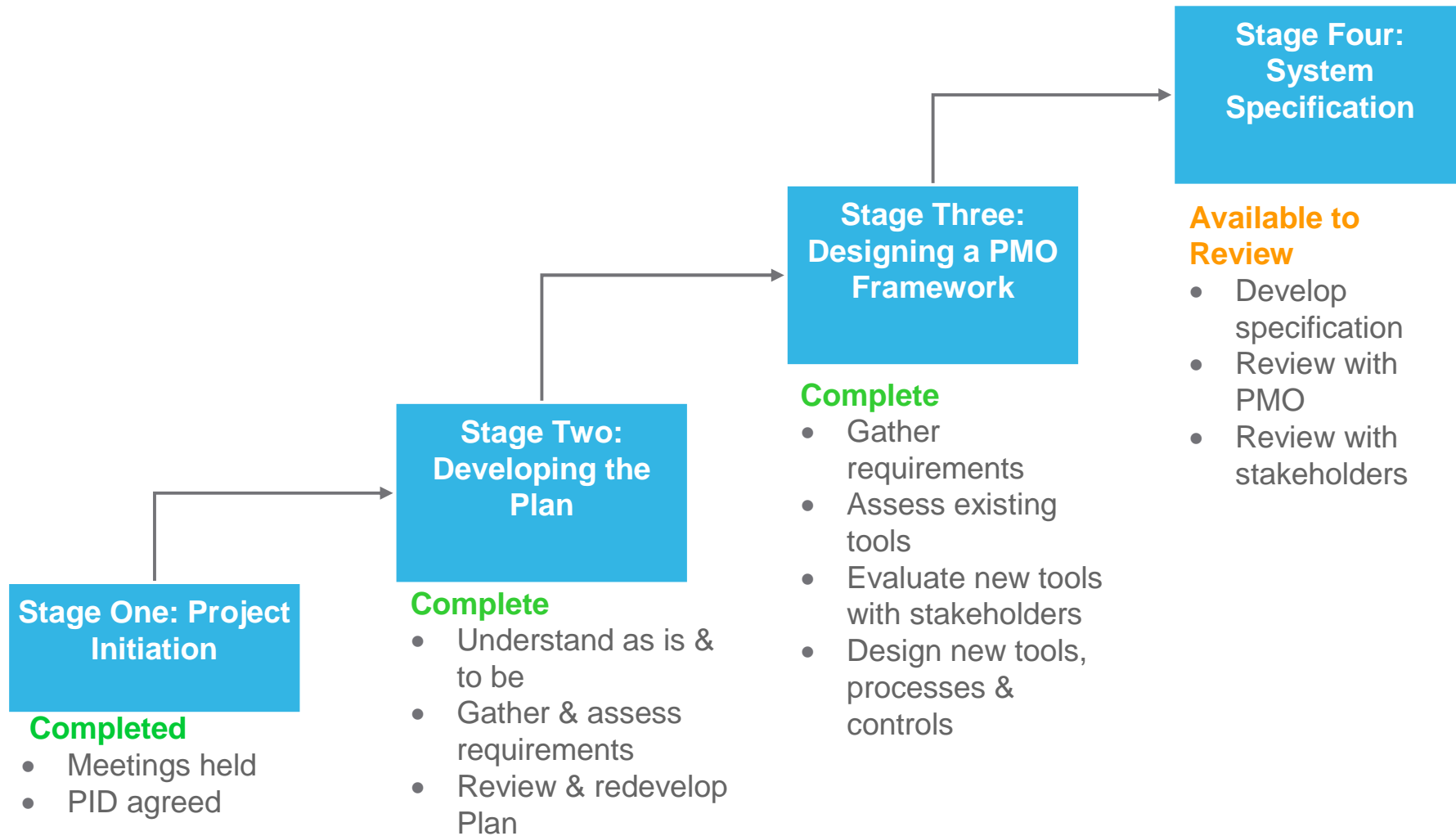
In Phase One of the assignment (Planning & Design), key factors in meeting this overall objective have been:

- The development and finalisation of Reform Programme planning, restructuring, elaborating and building upon the current planning framework, in conjunction with the Programme Management Office and in partnership with stakeholders;
- The subsequent development of overall programme management for the Reform Programme, tailoring techniques and processes to the needs of development of the Reform Programme;
- Developing the specification, in conjunction with the Programme Management Office, of a robust planning and programme management system for the Reform Programme. This will enable the procurement of a suitable system by Local Government Policy Division;
- Developing an implementation plan for the introduction of the planning and programme system purchased.

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# Review of Current RPA Planning and Programme Management

# Phase One Progress



## Actions undertaken

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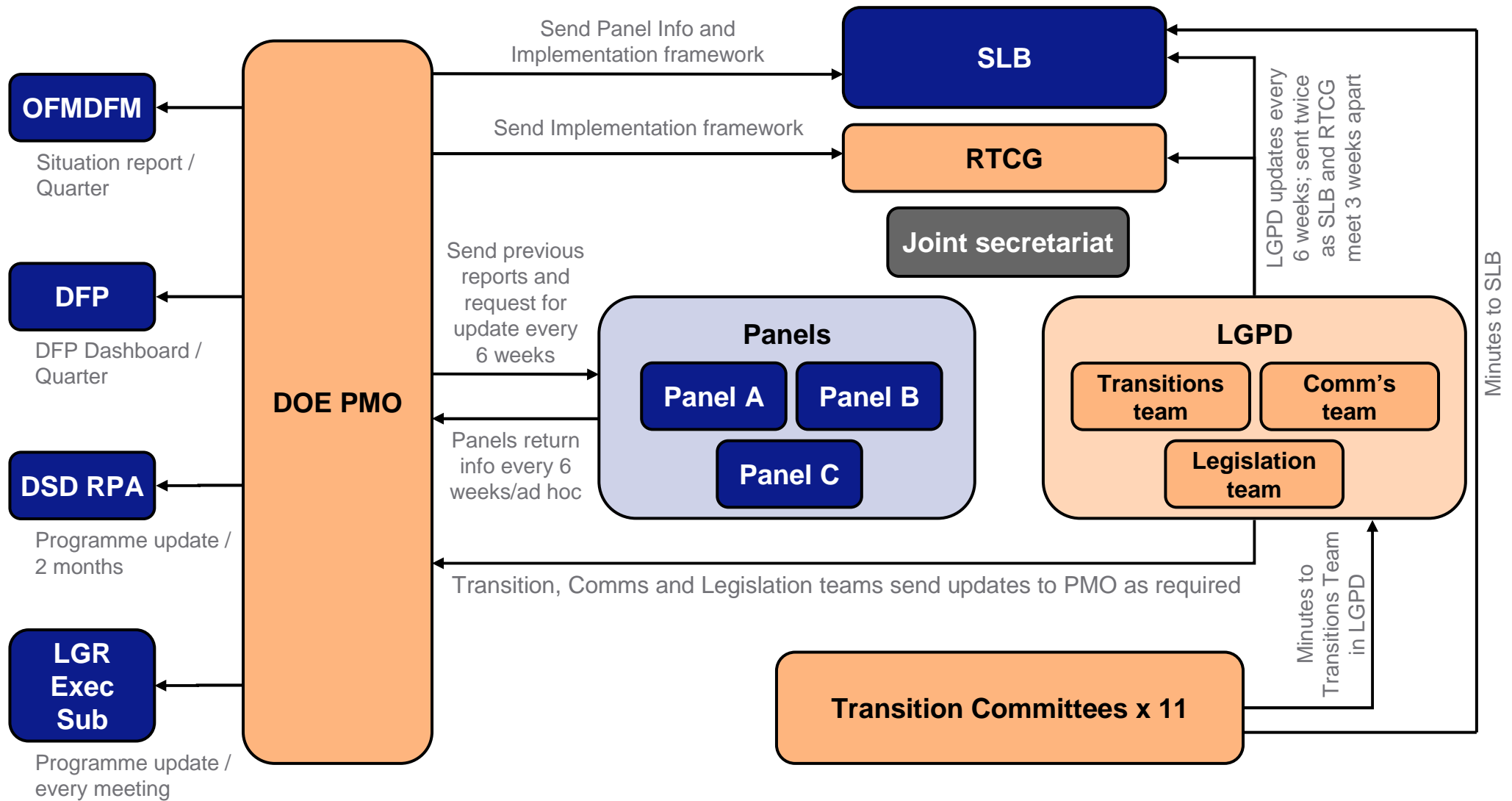
- Extensive engagement with stakeholders:
  - project sponsors (DoE & NILGA),
  - SLB members
  - Panel members
  - DoE PMO
  - Transition Committees
- Designed a revised reporting process and cycle
- Designed a set of new reporting templates
- Designed a new programme plan template
- Conducted a market trawl in order to evaluate a range of programme management system options.

## A summary of our key findings

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- Lack of **access** to information on the RPA Programme and overall progress of the various bodies;
- Programme management **roles and responsibilities** need to be more clearly defined;
- The **Programme Plan** isn't widely understood or "trusted" by stakeholders. It needs to give a high-level and easily-understood view of progress against key milestones and critical tasks;
- Information needs to be **summarised** as it is reported upwards, while allowing for access to the **underlying detail** if required;
- There is a lack of **consistency** in the reporting from bodies at the same level, both in terms of detail and timing;
- **Communications** needs to be simplified by setting up a single, recognisable source;
- There is a need for co-ordinated **Risk and Issue** management, which is not managed well at the moment;
- **Task allocation** needs to be managed and co-ordinated, to ensure progress against the Programme can be monitored and challenges and supported where appropriate;
- The **reporting cycle** should be streamlined to allow for as much real time information as possible.

# The current reporting cycle is complex



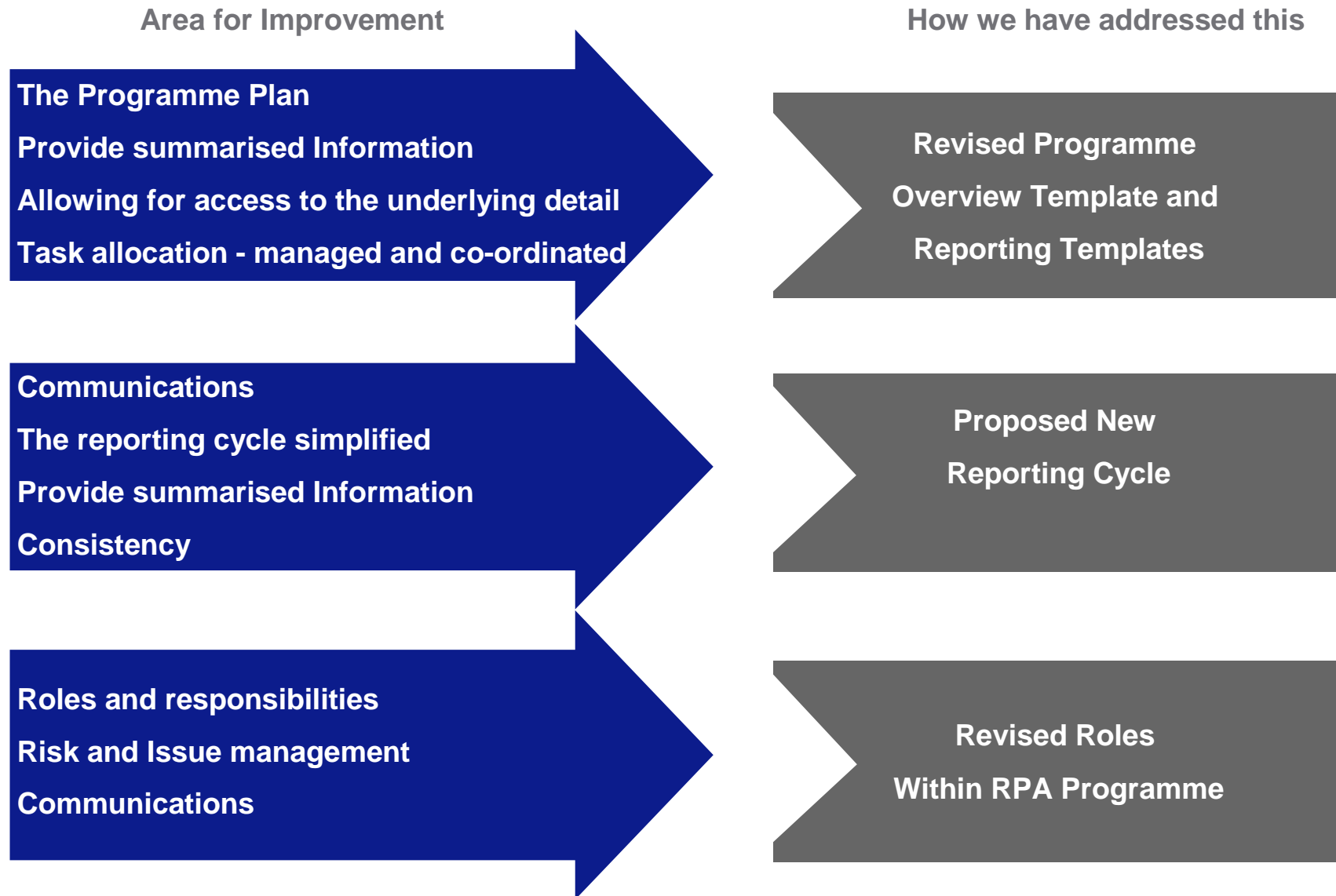
## ...and reports contain a lot of similar information, yet are not consistent

	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>

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## Proposed Planning and Programme Management for the RPA Programme

# How we are addressing the findings



# Future Planning and Programme Management of the RPA Programme

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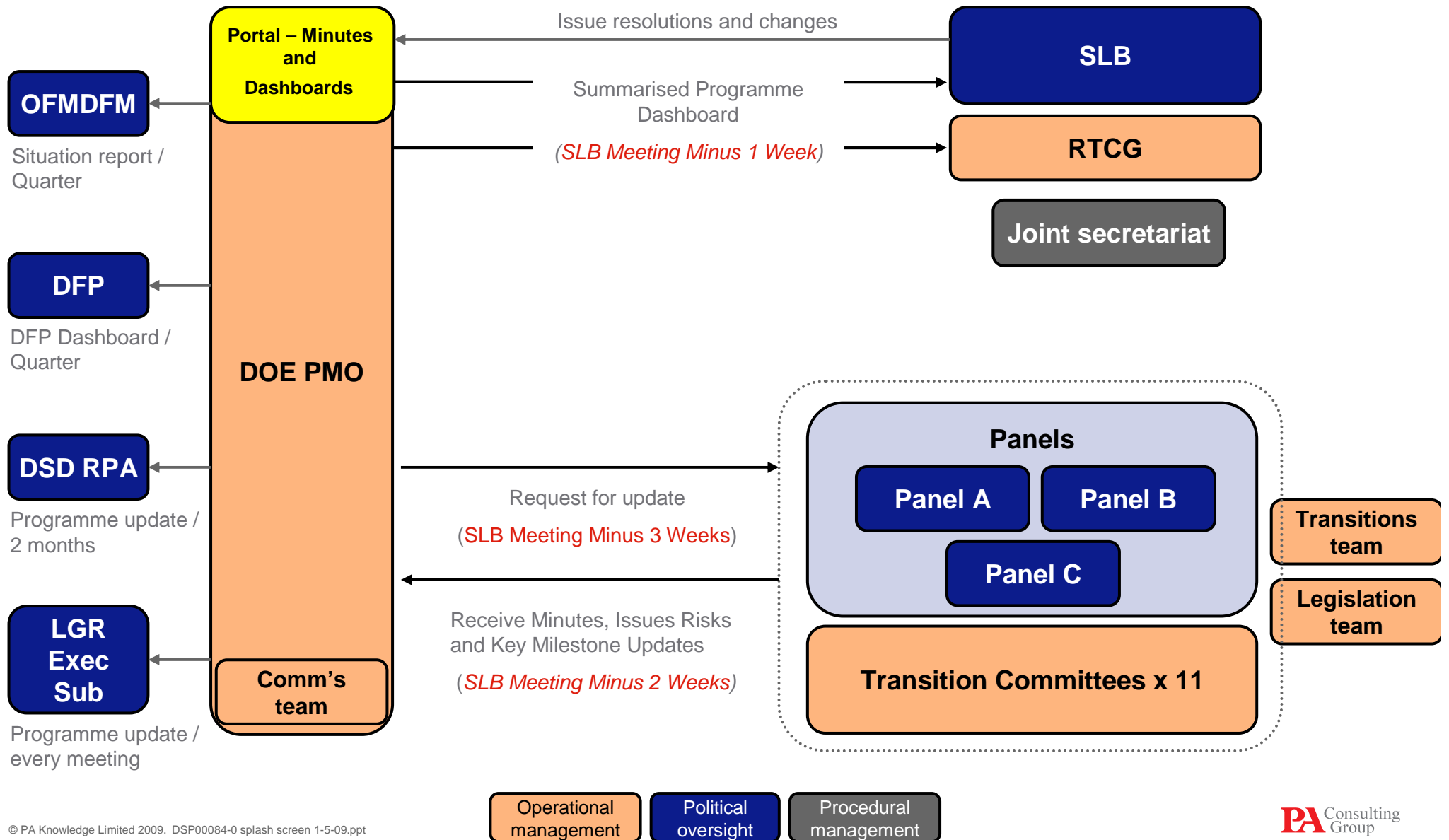
Based on the previous slides, the proposed Programme Management Framework for the Reform Programme has three core aspects:

1. Streamlined reporting cycle which includes the PMO as a central coordination and support function;
2. Clarity of roles and responsibilities within the proposed Programme Management framework, to enable escalation and effective decision making; and
3. Revised reporting dashboard and templates.

The following will promote and ensure the key principles of:

1. Ensuring accessibility to all relevant stakeholders within the Reform Programme;
2. Promoting transparency across the various Reform Programme structures;
3. Sharing good practice and providing support where relevant; and
4. Enabling ease of access and usability to build ownership and buy in to the new framework.

# 1. Streamlined reporting cycle with the PMO as central co-ordinator



## 2. Clarity of roles within the Programme Management of the RPA Programme

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We have identified a need to clarify the key roles and responsibilities relating to the Programme Management of the RPA Programme.

We are proposing three core roles;

1. Create a **Programme Ownership** to ensure decision making is not diluted a Programme level.
2. Strengthen the PMO to provide a **co-ordination role** which provides real value to the programme and facilitates issue resolution.
3. Engage the Transition Committee's and Panels (as the main **delivery and implementation** bodies) to provide accountability on progress which will allow better planning and address interdependencies impacting the wider programme.

# Programme Management Structure – roles & responsibilities

Tier	Role	Key responsibilities	Responsibility
<b>Programme Ownership</b>	Political Alignment of RPA to wider government reform.	<ul style="list-style-type: none"> <li>• Political oversight</li> <li>• Communicating expected outcomes and benefits</li> </ul>	Minister (DOE, NILGA))
	Management of Outcome and Benefits of RPA	<ul style="list-style-type: none"> <li>• Signing off Plans</li> <li>• Challenging slippage</li> <li>• Owning escalations</li> <li>• Approving changes to Plans</li> </ul>	SLB (RTCG)
<b>Programme Coordination</b>	Co-Ordination and central facilitation of RPA.	<ul style="list-style-type: none"> <li>• Monitoring and issuing Plans</li> <li>• Communications</li> <li>• Co-ordinating Progress, Issues Log &amp; resolution process, Risk Register &amp; resolution process</li> </ul>	PMO, facilitated by existing groups including Communications
<b>Delivery / Accountability</b>	Ownership of the project management of the changes.	<ul style="list-style-type: none"> <li>• Management of “local” Plan</li> <li>• Managing Risks &amp; Issues</li> <li>• Supplying “local” Plan to PMO</li> </ul>	Transition Committee’s, Panels etc.

### 3. Revised reporting dashboard and templates

#### Level 1 (Report):

Completed by: PMO

For: SLB, RTCG (all others)

LOCAL GOVERNMENT REFORM PROGRAMME  
MONTHLY PROGRAMME PROGRESS REPORT  
MANAGEMENT SUMMARY

MONTH: X, 2009  
ISSUED: DATE, 2009

LOCAL GOVERNMENT REFORM PROGRAMME  
MONTHLY PROGRAMME PROGRESS REPORT  
DETAILED REPORT

MONTH: X, 2009  
ISSUED: DATE

#### Level 2 (Templates):

Completed by: Panels,  
Transition Committees,  
Transferring functions etc.

For: PMO – for completing  
report above.

Local Government Reform Programme			
<b>Description</b>	This excel document is to be updated by Transition Committees and passed to the Local Government Reform PMO. Information contained will reflect the position of the Transition Committee against the issued guidance and advisory notes. This will be used to update the SLB. This content and level of detail requested reflects a need to co-ordinate the overall programme without becoming an additional burden to the Transition Committees. Where common risks and issues are identified, coordination and facilitation to address these will be managed by the PMO.		
<b>Council Name</b>	INSERT <example: Armagh Banbridge Craigavon>		
<b>Last Plan Update</b>	INSERT <example: 23/09/09>		
<b>Committee Contact</b>	INSERT <example: Joe Plan>		
<b>Committee Code</b>	<example AC>		
<b>Committee Contact Details</b>	Name	E-mail	Telephone
	INSERT <example: Joe Plan>	<example: Joe Plan@count>	<example: 02869 999999>
<b>Checklist for completion.</b>	<input type="checkbox"/> The Plan has been updated <input type="checkbox"/> The Issue Log has been updated. <input type="checkbox"/> The Risk Log has been updated. <input type="checkbox"/> The Last Update date has been revised where		

The following sections are to be completed by the Transition Committee

Local Government Reform Programme Transition Committee Template						
Issue ID	Task	Reference	Owner	Original Date	Current Plan Date	Ct
1	Advisory Note ref 3 - Short Term Implementation Plan Created	Advisory Note reference 3		Wed 30/09/09	Wed 30/09/09	
2	Advisory Note ref 4 - Preparation of Financial arrangements	Advisory Note reference 4		Wed 30/06/10	Wed 30/06/10	
3	"Advisory Note ref 5 - Convergence of Strategies, Plans, Programmes and Projects - Strategic Framework Plan"	Advisory Note reference 5		Wed 30/06/10	Wed 30/06/10	
4	Advisory Note ref 6 - Communication - Strategy and Action Plan Created	Advisory Note reference 6		Mon 31/08/09	Mon 31/08/09	
5	Advisory Note ref 7 - Capacity Building Programme (*****NEED to add Some interim delivery****)	Advisory Note reference 7		Fri 01/04/11	Fri 01/04/11	
6	Advisory Note ref 8 - Establish Winding Up arrangements	Advisory Note reference 8		Task Group - Do not Update		
7	Establish Winding Up plan ( date needs reviewed finish may11)	Advisory Note reference 8		Mon 31/08/09	Mon 31/08/09	
8	Complete Final Residual Activities	Advisory Note reference 9		Wed 30/11/11	Wed 30/11/11	
9	Advisory note ref 9 - Creation of Service Delivery Plans	Advisory Note reference 9		Tue 30/11/10	Tue 30/11/10	
10	Advisory Note ref 10 - Creation of Customer Service Strategy	Advisory Note reference 10		Tue 30/11/10	Tue 30/11/10	
11	Advisory Note ref 11 - ICT - Cohesive IT Strategy and implementation plan	Advisory Note reference 11		Fri 29/10/10	Fri 29/10/10	
12	Advisory Note ref 12 - Place Holder for Community Planning Activity	Advisory Note reference 12		Wed 30/12/08	Wed 30/12/08	

### 3. Revised reporting dashboard and templates (cont'd)

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The reports and templates include:

- Overview of programme progress
- Priority Programme Risks and Issues
- Priority Programme Communications
- Overview of Transition Committee and Panel progress and good practice
- Key risks and issues at the delivery level (Transition Committees, Panels etc.)

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## Programme management system options

# Programme Management System – the options

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An additional aspect of our work was the review of the system options available to the DOE for supporting the Programme Management of the RPA Programme. In reviewing options, we:

- established a detailed set of requirements derived from stakeholder engagement and analysis of current processes;
- conducted a market trawl of available options; and
- considered PA's experience of setting up and operating programme management systems.

The above led to three options being evaluated:

- Option A - Paper Based Option
- Option B - Web Page Development
- Option C - Off the Shelf Solution Project/Programme System

Following detailed analysis our recommendation is the **Option A** is the preferable option in the immediate future, with the opportunity to assess Option B and C at a later (3 month) time. This was based on structures' capability and capacity to implement the new Programme Management Framework.

# Recommendations in implementing RPA Programme Management

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Timeframe	Recommendation
<b>Immediate (now to 3 months)</b>	<ul style="list-style-type: none"><li>• 3 month <u>manual</u> trial of the proposed framework (reports; templates and reporting cycle)</li><li>• Work individually with Transition Committees to support in the implementation of the new reporting framework</li><li>• Address clarity of roles within RPA Programme</li></ul>
<b>Medium Term (3-6 months)</b>	<ul style="list-style-type: none"><li>• Review the need for and prepare business Case for Developed System or Procured System</li><li>• Decision point on whether to proceed with procuring system or continue with PMO reformed manual process following 3 month trial.</li></ul>
<b>Long Term (6 months +)</b>	<ul style="list-style-type: none"><li>• Procure System or Continue to Monitor using new process.</li></ul>