

Report 16.185
Date 3 May 2016
File CCAB-22-104

Committee Finance, Risk and Assurance Committee
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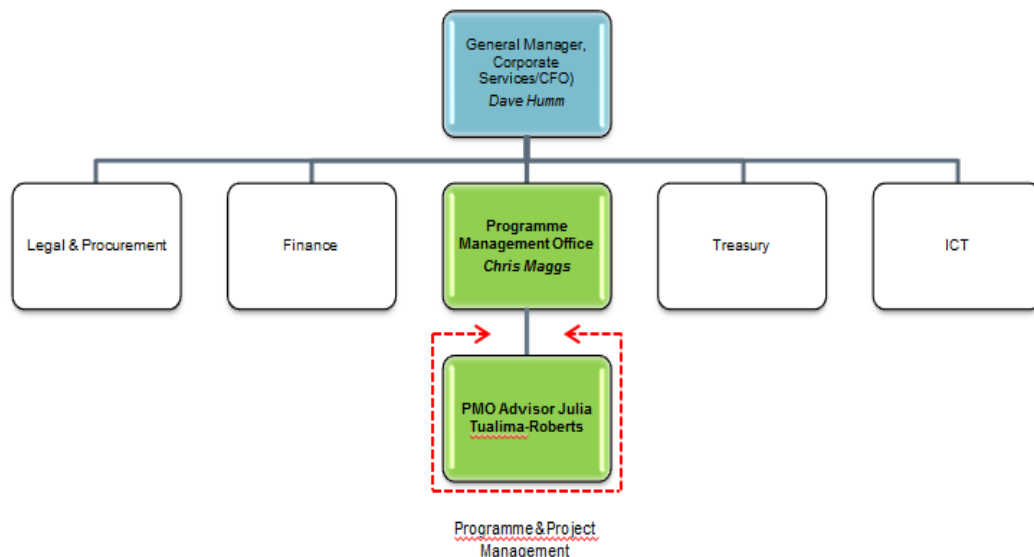
Programme Management Office Update

1. Purpose

The purpose of this memo is to provide an update to the Finance, Risk and Assurance Committee on the establishment of the new functional Programme Management Office (PMO).

2. Background

The PMO was established as part of the organisational restructure of GWRC, and came into being on 31 August 2015. It is part of the Corporate Services group.



Chris Maggs was appointed Programme Manager, Programme Management Office on 17 September 2015. Julia Tualima-Roberts commenced in the role of PMO Advisor on 20th April 2016. Brief job histories of Chris and Julia are attached at **Attachment 1**.

The role of the PMO is to provide a project and programme advisory service to all parts of the organisation.

It is intended that the Department will:

- foster organisation wide programme and project management discipline.
- provide an advisory service including coaching, mentoring and facilitating.
- support Project Managers by providing tools, methodology, techniques, skills and resourcing.
- provide 'Line of Sight' for Executive Leadership Team by ensuring visibility, monitoring, analysis and reporting of major projects and assurance on governance.
- enabling decisions by prioritising and ranking of projects and providing a managed approval process.
- assure quality by conducting project reviews, risk and issues establishment workshops and lessons learnt workshops.
- Provide assistance with difficult or struggling projects on case-by-case basis.

The PMO contributes to GWRC's management of risk through establishing a standardised project risk framework that feeds into the corporate risk tool; Quantate.

Achievements to date have seen the establishment of a projects portfolio database where projects have been prioritised and ranked. A key output is the identification of major projects which the PMO programme manager takes a closer assurance role in. Other enhancements include the development of a two stage project approval process with corresponding scoping and business case documents.

Priorities for the remainder of 2015/16 financial year are:

- Work with Strategy team to streamline the LTP business case template to compliment and simplify downstream project approval.
- Continued direct involvement in project planning and delivery of ICT projects.
- Update Project Management policy.
- Project health checks for all major and high priority projects and revisits as required.
- Development of generic risk management framework for projects.

- Strong emphasis on project closure / handover and lessons learnt.

It is intended that by the end of the 2015/16 financial year, initial information gathering about current processes and tools will have been completed. Those processes yet to be revised or introduced will be developed in the next period.

The focus for 2016/17 will be on:

- Communications regularly sent out to internal stakeholders as processes and tools are developed.
- Continue to strengthen assurance role for monthly reporting process for major projects and key BAU work streams with ELT, high priority projects with GMs and special needs projects on case-by-case basis.
- Look to instil project management discipline for BAU work stream projects.
- Continuous improvement of introduced documentation and process flows.
- Set up lessons learnt database.
- Develop a suite of project schedule templates incorporating associated budget allocation to work stream activities.
- Implementation of organisation-wide project and programme management software.

3. Progress to date

Since the PMO establishment, multiple streams of work have been underway to define the PMO's structure, role and functions. The focus in the last six months has been identifying those fundamental core disciplines and their related processes and documentation.

Education is a priority to lift the level of professional competency of staff involved in projects. To achieve this, we are running insourced two day targeted training sessions to equip our staff with a common knowledge, methodology and tools. Supporting the ongoing good project management practices will be a suite of projects documents for project delivery plus standardised work flows.

Particular risk-focused work includes:

- Strengthening of the change control process aligned to delegated financial authorities and incorporating applicable direct and indirect Council and Committee involvement.
- Strong emphasis on project closure / handover and lessons learnt particularly in the ICT area.
- ERP system review – ensuring user requirements for programme and project management are adequately captured and taken into consideration in assessment of system options.

4. Working with other agencies

To ensure that the Council keeps up-to-date with new developments in project management and is exposed to opportunities for joint working, we are taking steps to establish relationships across the relevant sectors. For example:

- Participation in the Wellington PMO forums run by The Treasury.
- Building strong personal relationships with other Programme Management Offices including Transpower and MIBE.
- Attendance at Portfolio and Programme Management Forums.

5. The decision-making process and significance

No decision is being sought in this report.

6. Engagement

Engagement on this matter is unnecessary.

7. Recommendations

That the Committee:

1. *Receives the report.*
2. *Notes the content of the report.*

Report prepared by:

Report approved by:

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Dave Humm
GM Corporate Services/CFO

Attachment 1: Job histories of Chris Maggs and Julia Tualima-Roberts

Attachment 2: Example of GWRC PMO Projects Portfolio