



Concept Symposium 2016

Governing the Front-End of Major Projects

Governing major public sector projects in the United Kingdom



Timothy Augustus Banfield
Consultant
The Nichols Group
UK

Organisations – whether commercial or, particularly, in the public sector – and consumers are setting ever more aspirational requirements to deliver new or changed capabilities and outcomes. Projects are the link between these strategic or policy objectives and successful delivery of the anticipated benefits. The range of projects is broadening in ways we might never have envisaged twenty years ago, diversifying from traditional capital intensive infrastructure to embrace broader societal and organizational change. As such there is no such thing as a “simple” or standard project. Traditional project management methods and competencies have not kept pace with these developments and are now too often commodities rather than offering bespoke approaches to enable consistently successful delivery.

In his presentation Tim will use recent UK government delivery experiences and initiatives as a backdrop to explore four characteristics which may help to define project delivery in future: what success looks like; how capabilities and approaches need to be transformed to recognize the diversity of delivery challenges, how to grow the right experience and environment and, finally, what being an ethical professional may mean in future.



nichols

Governing major public sector projects in the United Kingdom

9th September 2016

I will cover:




nichols


- Diversity in the government portfolio;
- Capital and transformation projects – a different perspective on delivering capability;
- What success looks like;
- Growing capability;
- Ethics.

Diversity in the Government Portfolio


Infrastructure




Crossrail



Geological Disposal Facility Programme




Sellafield




Stadium, Queen Elizabeth Olympic Park


Defence Equipment




Nuclear Warhead Capability Sustainment Programme



Airseeker




Chinook




Queen Elizabeth Carriers


IT




Columbus (Aspire Replacement Programme)



Crime Change Programme




Nursing Technology Fund




NHSmail
NHSmail2

UC Transformation



HMCTS reform

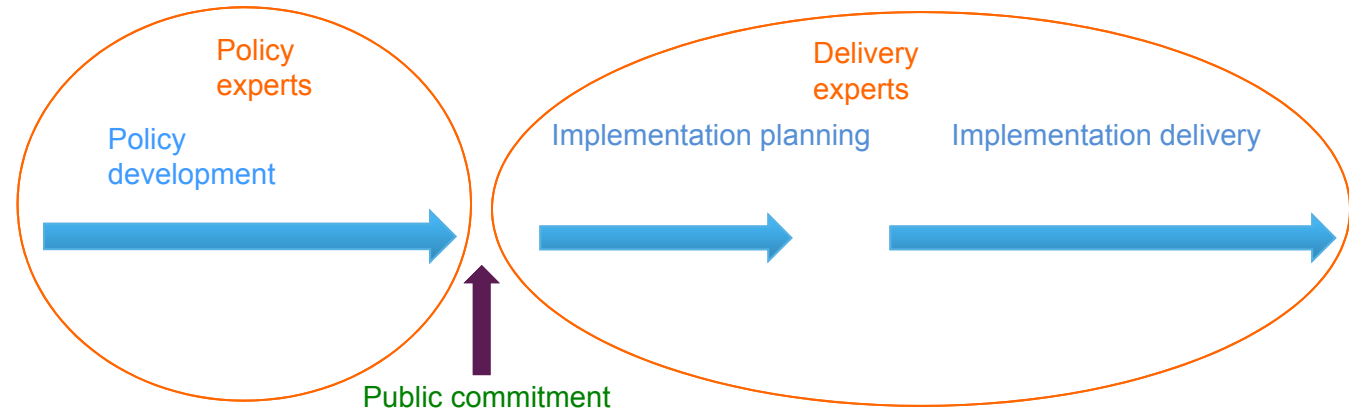


Electoral Registration Transformation Programme

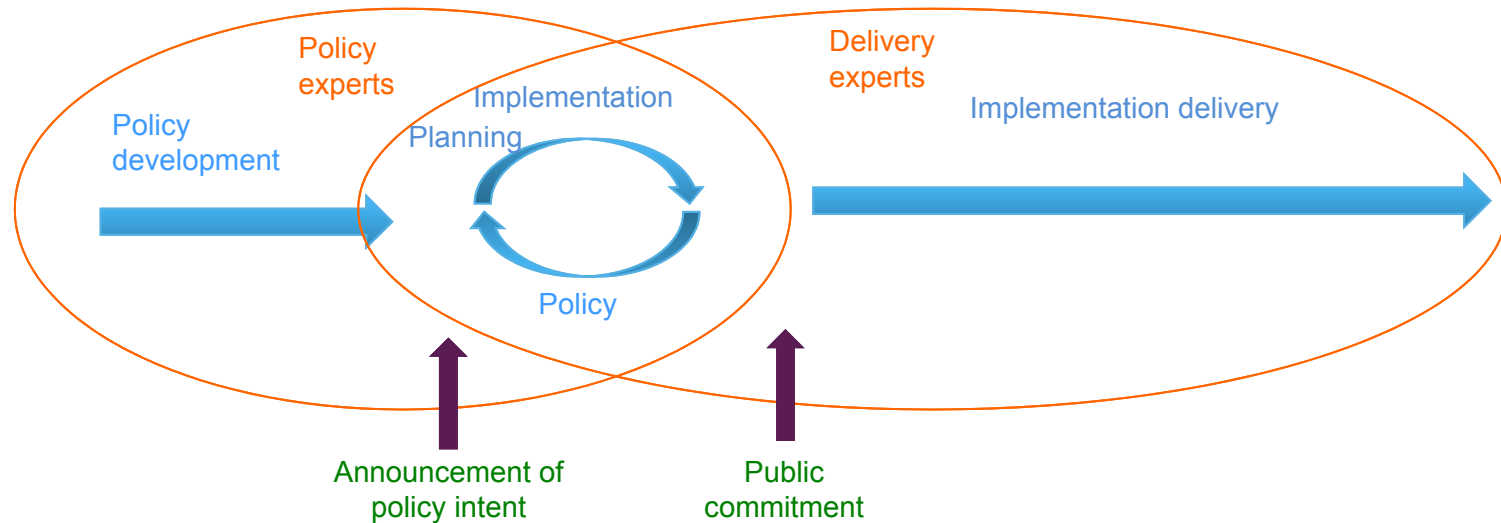
	Transformation	ICT	Infrastructure	Def. Equip
No. of Projects	53	36	29	25
Total Cost	£116bn	£16bn	£172bn	£102bn

Bridging the Valley of Death

Current model



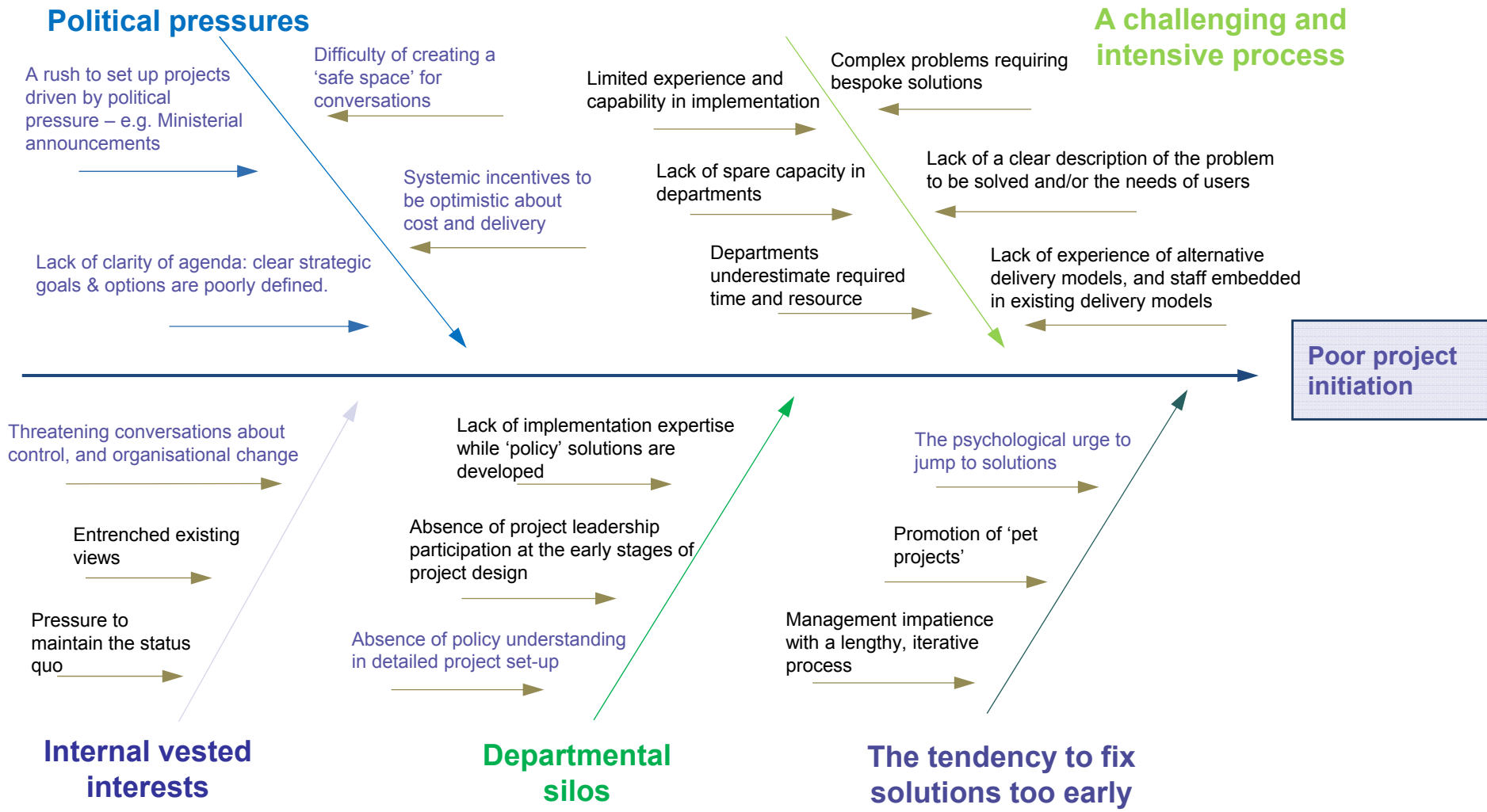
Future model



Challenges to successful initiation



nichols

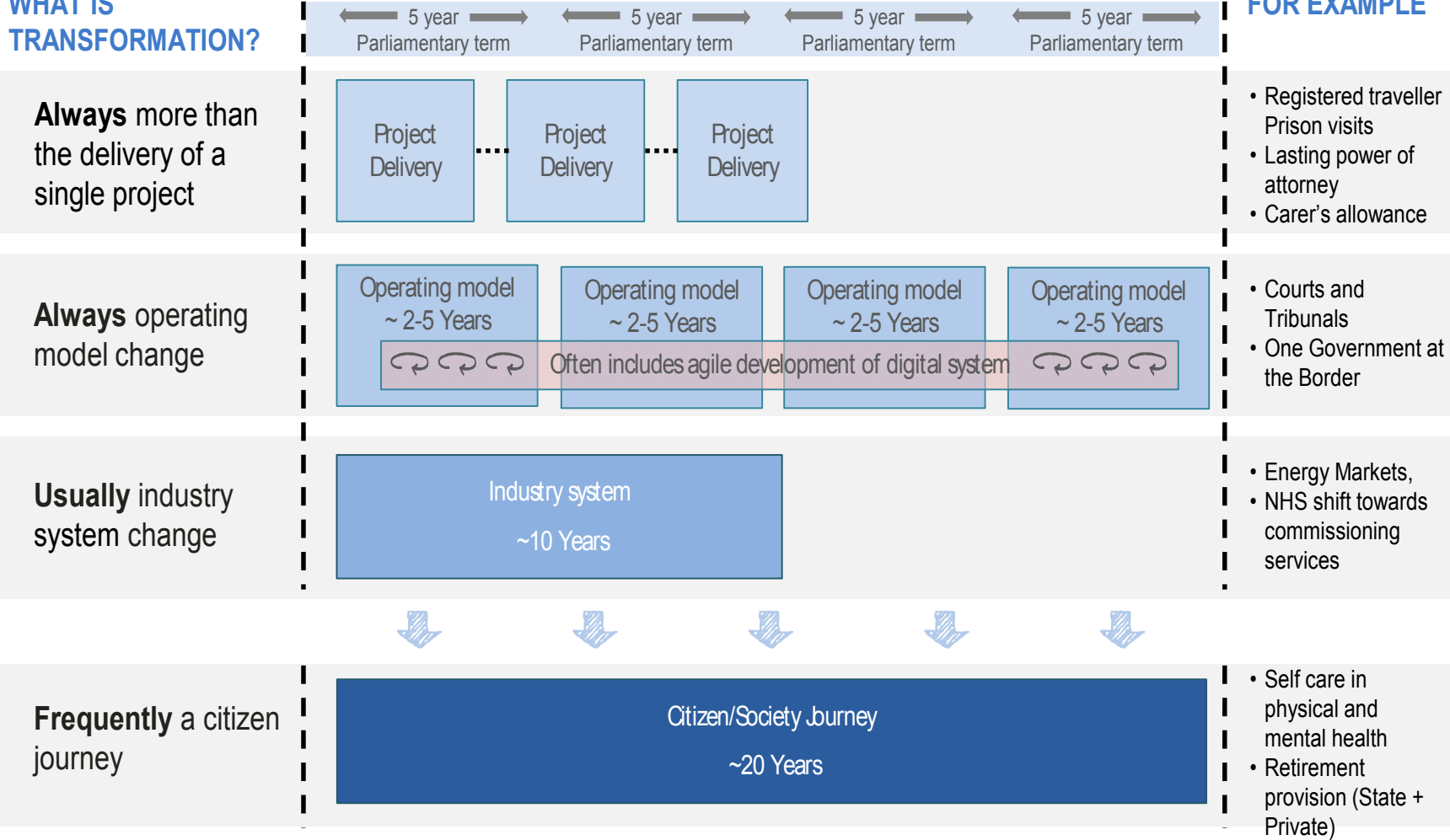


Transformation is different to traditional project delivery and takes time



WHAT IS TRANSFORMATION?

FOR EXAMPLE



The nature of transformation means it needs to be approached differently



nichols

FEATURES	WHAT THEY MEAN FOR CAPITAL PROGRAMMES	WHAT IS DIFFERENT FOR TRANSFORMATION
SETUP	Clear, 'engineered' design signed off before execution	Clear vision of the outcomes and benefits but avoid detailed solutions in the early phases. More iterative approach, testing and learning from experience
LEADERSHIP	Maximising a defined network's delivery of very specific products	Maximising a 'loose' network to work towards a common aspiration
STAKEHOLDERS	Engaging stakeholders to support a defined, detailed plan	Engaging stakeholders as we develop 'the what and the why' of the transformation
BUDGETS & PLANS	Making external comparisons to ensure commercial and funding goals can be reached	Avoid detailed plans too early, before sufficient scoping and experimentation and network engagement has happened
RISK MANAGEMENT	Structured management of a detailed risk register that covers all elements of the programme, linked to management of the contingency	Focus on the big issues that are likely to run through implementation – e.g. customer behaviour, partner or supplier support, delivery pace requirements
COMMERCIAL STRATEGY	Procurement frequently in one big-bang transaction, following a clear commercial strategy	Able to adopt a more experimental, incremental approach to commercial resourcing
RESOURCES	Reliance on very specific technical skills. Programme management capability is crucial to success	Reliance on a broad skillset, including transformational leadership, organisation design, digital leadership (not 'doing'), communications, tailored governance and review

Source: IPA Analysis

Perspectives on transformation



nichols

The **VISION** drives clarity around the social outcomes of the transformation whilst defining at a high level how the Department will operate

The **DESIGN** sets out how the different organisations and their component parts will be configured and integrated to deliver the vision

The **PLAN** needs to retain sufficient flexibility to be adapted as the transformation progresses whilst providing confidence of delivery

LEADERSHIP is about motivating a large number of people who you do not directly manage into action

COLLABORATION is key to transformation in a multidimensional environment that cuts across Departmental boundaries

Having clear **ACCOUNTABILITY** for transformation within Departments will drive productivity and decision making

To transform we will need to engage **PEOPLE**, supporting them to change their ways of working

Thinking differently about success



nichols

Components of requirements

Benefits

Achievement of strategic aims
Value added to society
Realisation of policy

Outcomes

The impact of the outputs
The extent to which outputs are used

Outputs

Project performance



Example measures

Sustainability
Satisfies needs
Economic effects
Social benefits
Stakeholder satisfaction

Relevance
Take-up
Stakeholder acceptability

Time
Cost
Quality
Scope
Safety



Source: Project Initiation Routemap

Growing capability and talent



nichols

Communities of Practice

- Networking and support
- Sharing good practice
- Building the body of knowledge
- Continuous Professional Development

Leadership & Governance

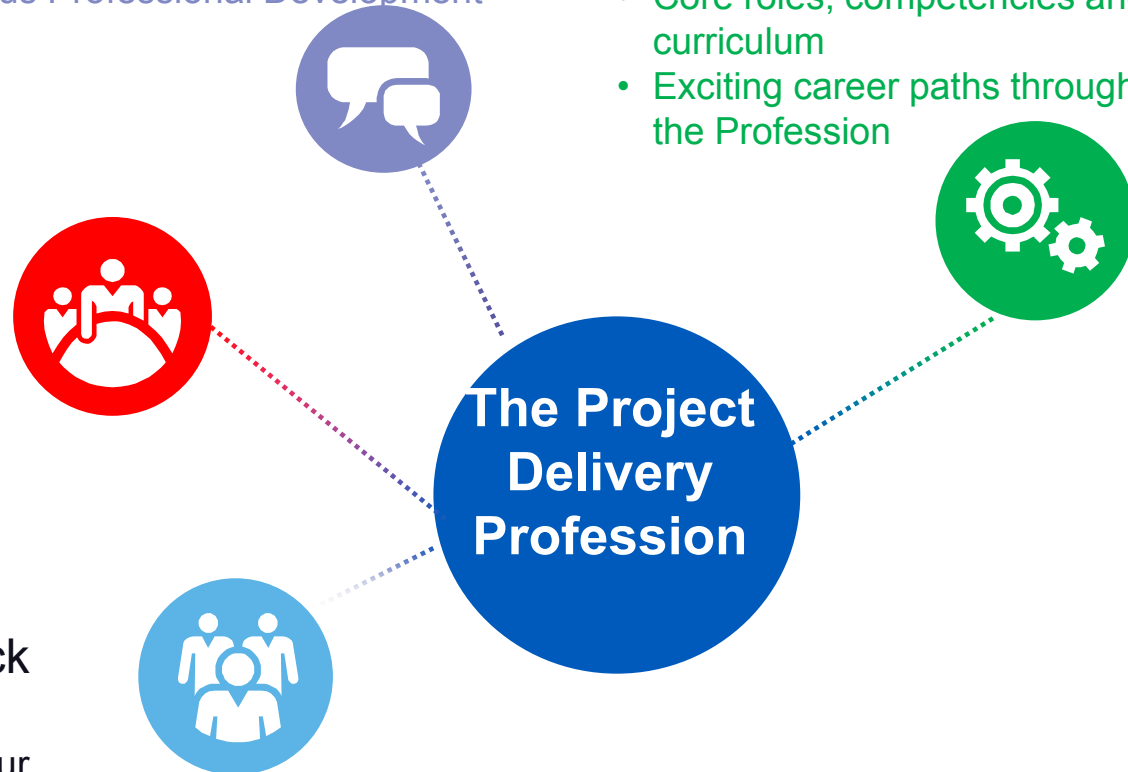
- Strong and visible leadership
- Empowered Heads of Profession
- Role models and support

Developing and deploying our workforce

- Workforce strategy
- Fast Stream and Fast Track Apprenticeships
- Talent Management: developing our leaders and future leaders

Structure

- Defined Profession with consistent expectations
- Core roles, competencies and curriculum
- Exciting career paths through the Profession



Ethical issues are all around us



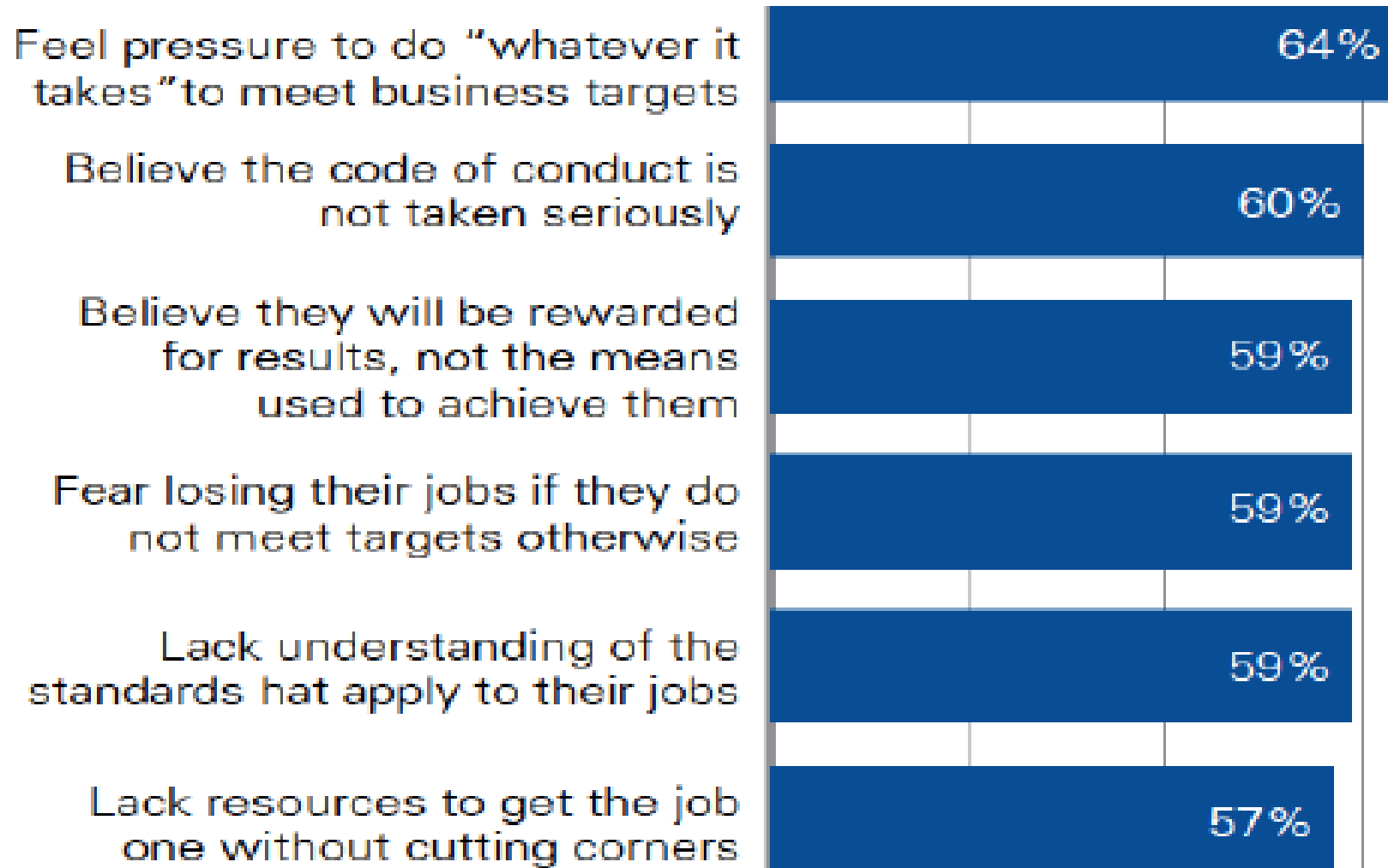
nichols



Root causes of moral dilemmas



nichols

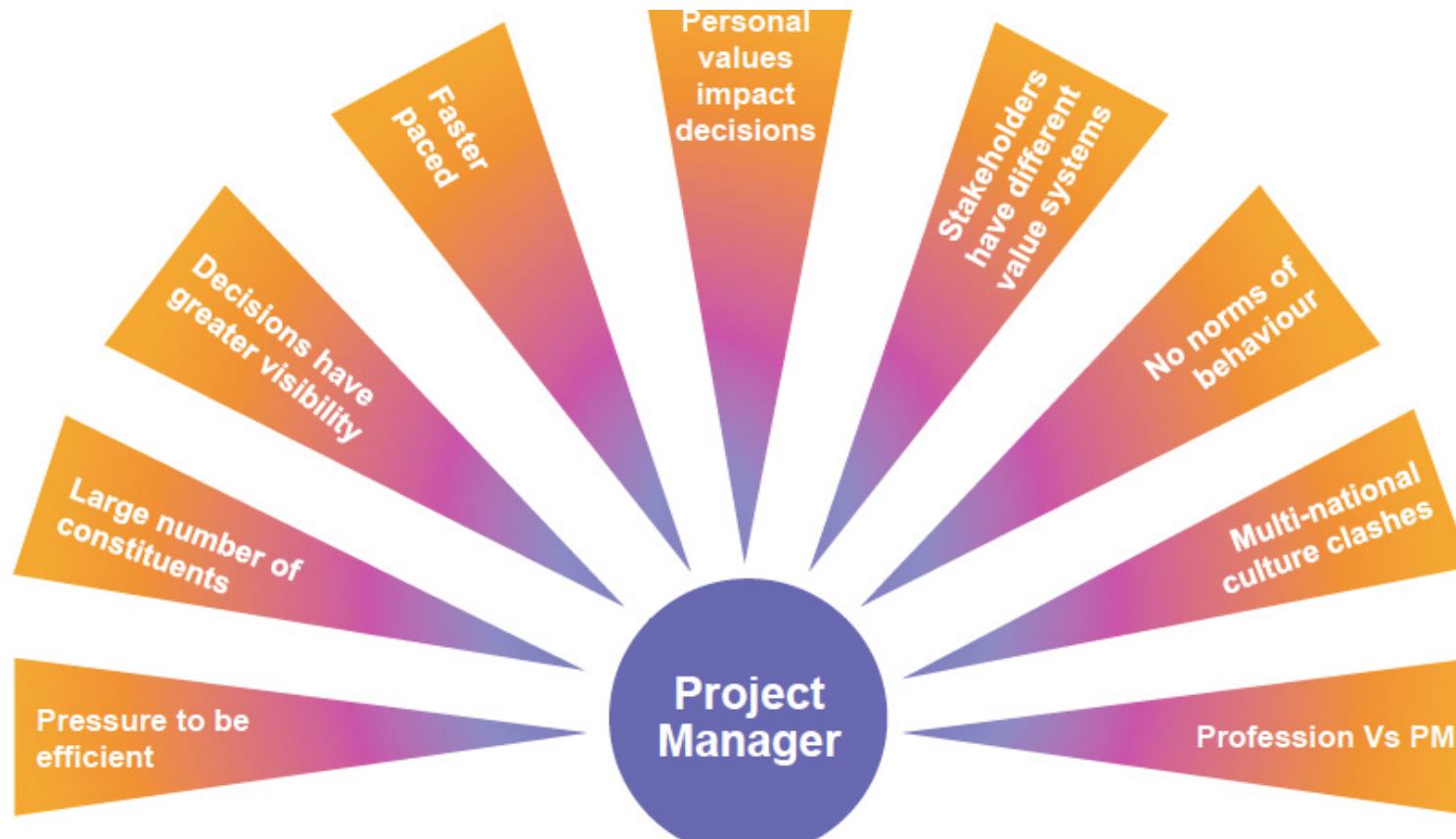


Source: KPMG Integrity Survey 2013

Ethics: Why Project Delivery is different



nichols



There is no answer yet: But there are questions to ask



nichols

- What priorities does this decision support or work against?
- Does it reflect the values of the organisation and decision-makers?
- What are the consequences for each stakeholder?
- What qualms would the decision-maker have about public disclosure?
- What is the positive/negative symbolic potential if the decision is understood/misunderstood?
- HOW WOULD MY CHILDREN LOOK BACK ON THIS?

I would welcome the chance to continue the
conversation



nichols

tim.banfield@nichols.uk.com

+44 7730 814057

www.nicholsgroup.co.uk

