

## Implementation of a Programme Management Office to support organisation-wide transformation and culture change



The council had a comprehensive Business Transformation Programme which was refreshed several years prior with a clear focus on not just delivering financial efficiencies and savings but on transforming the way that the council works.

### THE CHALLENGE

With plenty of ideas and projects underway across several workstreams, the council wanted to have oversight of all projects and ensure they were aligned to strategic objectives. A holistic Programme Management Office (PMO) approach was therefore needed, to ensure a consistent approach to benefits realisation and tracking and delivery of all programmes and projects.

### THE SOLUTION

V4 Services was engaged to assess the current state of the transformation programme and agree the priority areas that needed to be addressed to create a solid foundation for driving the programme forward at pace. The work was broken down into three stages:

#### Stage 1

- ➔ Projects health check audit and review.
- ➔ Project prioritisation – identification and validation of top priority projects.
- ➔ PMO diagnostic and gap analysis.

#### Stage 2

- ➔ Establish PMO capability within the council.
- ➔ Establish the 'transformation machinery' required to ensure successful delivery.
- ➔ Assess skills and capacity with the council to deliver successfully and options to address gaps.

#### Stage 3

- ➔ Propose efficiency projects/opportunities based upon our experience.
- ➔ Develop these into project mandates and business cases for implementation.



### THE BENEFITS

- ➔ Ensured alignment of investment to council' outcomes and budget strategy through a single, coherent approach.
- ➔ Ensured projects were delivered on time and within budget.
- ➔ Enforced competent programme and project management disciplines.
- ➔ Streamlined processes, ensuring consistency of methods and clarity regarding expectations and risks.
- ➔ Ensured documentation and administration were scaled appropriately to the size/complexity of each project.
- ➔ Ensured benefits realisation after project closure.



V4 Services were engaged to work with us to conduct a review of our transformation programme and build the structure needed to manage multiple change projects to ensure they deliver the anticipated benefits. I found the team to be committed and honourable professionals. They provided fresh ideas and were honest, open and frank – providing us with a clear roadmap of where we needed to get to and how.

**Mick Nice, Director of Transformation**