

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