Growing Project Delivery Capability in Government

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Right projects, Done right
I will cover:

- The Major Projects Authority:
- The Project Delivery challenge;
- Capability and Capacity:
  - Developing the profession;
  - Supporting the profession.
- Strategic prioritisation and Front-end loading.
The Major Projects Authority

• Two thirds of Government projects failed pre 2010;
• The Major Projects Review 2010 highlighted:
  • A lack of central oversight.
  • No understanding of the scale of the undertaking – the number,
    size or complexity of Government projects.
  • Little accountability or responsibility for underperformance.
  • Little collaboration between the departments and the centre.
  • Lack of effective senior project leadership capability.
  • Previous performance no longer acceptable.

The Prime Minister’s mandate means that MPA now has much greater
control, influence and oversight of major projects
MPA Priorities

- Assurance
- Principles/Ways of Working
- Support
- Capability/Capacity to Deliver
### GMPP in numbers

- **199 projects**
- **£488bn** whole life cost
- **£19bn** 2013-14 budget
- **28%** scheduled to complete by September 2014
- **76%** scheduled to complete by the end of the decade
- **24%** scheduled to complete in the 2020s or 2030s

**Largest investments:**

Military equipment, energy generation and efficiency, and railway infrastructure represent over **65%** of the whole life costs of the portfolio.
Major projects are more diverse than would first appear

**Transformation:**
change, people and IT

**Enterprise:**
business growth

**Mega-events:**
sports, culture and politics

**Big science:**
science, infrastructure and politics

**Megaprojects:**
physical infrastructure, concrete, IT and politics

**Energy:**
mostly politics?

**Social programmes**
obesity, education

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- **Aire Valley Leeds Enterprise Zone**
- **Elon Musk, SpaceX**
- **The Stadium, Queen Elizabeth Olympic Park**
- **HMS Dragon (T45) “This is not a ship”**
- **Diamond Light Source, Oxon**
- **Crossrail**
- **Wind farm**
- **Sellafield nuclear plant**

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**Capital eqpt:**
capability, performance and politics

**NHS Change Model**
WE'RE GOING TO TRY SOMETHING CALLED AGILE PROGRAMMING.

THAT MEANS NO MORE PLANNING AND NO MORE DOCUMENTATION. JUST START WRITING CODE AND COMPLAINING.

I'M GLAD IT HAS A NAME.

THAT WAS YOUR TRAINING.
Digital approaches

• The Government's Digital Strategy proposes that wherever possible, services should be provided through the digital channel and that these services should be developed in an agile way;

• Agile approaches are delivering significant benefits;

• Agile and ‘waterfall’ both have a place in successful project delivery;

• Larger business transformations often include agile and ‘waterfall’ approaches together with organisational, operational, commercial and infrastructural changes.

• Must be a coherent single programme designed to meet the business need.
We are developing capability/capacity at several levels

1. INDIVIDUAL - build competence, capability and confidence.

2. PROJECT TEAM – individual competence is critical but a complex project will not achieve success without a high-performance team. Mix of hard and soft elements.

3. DEPARTMENTS – create the environment for success.

4. CROSS GOVERNMENT - provide professional leadership, advocacy and focus for learning and evolution.
Developing the profession: work streams (1)

**Leadership & Governance** – Getting the right leadership in place and enabling them to set strategy, lead and implement change for the Profession within departments and across government.

**Structure** – Defining the Profession and Professional via common definitions, job families, roles, expectations and a clear career path from entry level through to senior project leadership.

**Fast Stream & Fast Track Apprenticeships** – Designing and promoting new graduate and school leaver schemes which bring fresh talent to the Profession.

**Capability Assessment** – Assessing the capability of the Profession across government departments, and supporting the implementation of recommendations.

**Stakeholder engagement** – Develop active and valued communities of Professionals for networking, best practice and knowledge sharing

**Pay & Reward** – Developing a pay and reward strategy that is competitive in the market to support getting the right people on the right jobs at the right price.
Developing the profession: work streams (2)

**Talent Management** – Building knowledge of our Professionals and identifying the highest potential individuals to ensure the right people are working on the right projects with strong pipelines for succession.

**Curriculum** – Developing a project delivery curriculum and commission learning products from CSL which support development needs of Professionals and the Project Delivery community.

**Brokering** – Building a brokering service that facilitates getting the right resource on the right project at the right time.

**Knowledge** – Developing knowledge sharing and management to support continuous improvement, sharing of best practices and knowledge within and between government departments.

**Pay & Reward** – Developing a pay and reward strategy that is competitive in the market to support getting the right people on the right jobs at the right price.
Services supporting the profession: work streams

**Major Projects Leadership Academy** – Create a world class cadre of project professionals who are properly trained to lead each of our major projects.

**Project Leaders Programme** – Build from MPLA to increase project leadership capability for priority projects at the tier below GMPP

**Accountability and responsibility** – Ensure we have the right SROs and project directors in place who have the autonomy and flexibility to deliver their projects

**Data analysis and insight** – Underpin evidence based decision-making on project initiation, design and delivery.

**Research** – Generate new insights and understanding by learning from experience to enable better informed judgements on project initiation, design and delivery.

**External engagement and thought leadership** – Share our understanding and draw on the best knowledge available in academia, commercially and overseas.
Making good judgements

Front-End loading - The process used for managing the set-up of new projects is too simplistic given the costs and risks. In future:

• Project initiation is undertaken rigorously, only the right projects are started;
• Based on alignment with policy priorities, deliverability, benefits and risks, and with flexible delivery options.

Strategic prioritization – past tendency to over-commit portfolios. In future:

• Make the right decisions based on a holistic understanding of resourcing, constraints, risk and interdependencies;
• Identify underperforming projects early and intervene to turnaround, disaggregate or cancel these projects.
Strategic Prioritisation

• What is the landscape (number, characteristics, status and level of aggregation of each project) of the department’s current projects portfolio?

• How does the projects portfolio, and each individual project, align with and support the delivery of the department’s strategic objectives?

• What is the through-life cost, funding, and resourcing profile of the department’s projects portfolio?

• What are the constraints to delivering the department’s projects portfolio, and what are we doing to address these constraints?

• What are the interdependencies within the department’s projects portfolio, and how are we managing the impact of these interdependencies?

• What are the major risks against the department’s projects, at both the project and cumulative portfolio level, and how are we managing these risks?

• What is the department’s future pipeline of projects, and how will those projects be integrated into the portfolio?

• What is the department’s prioritisation of projects, and how have we prioritised these projects?

• How effective is the existing governance structure for both individual projects and the portfolio as a whole, and what mechanisms exist for ongoing review and management of the portfolio?

• Does the department have a culture that encourages openness about issues facing both individual projects and the portfolio as a whole, and action on the basis of any concerns?
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