



Best Practice Showcase 2007

Wednesday 27 June

QEI Centre, Westminster

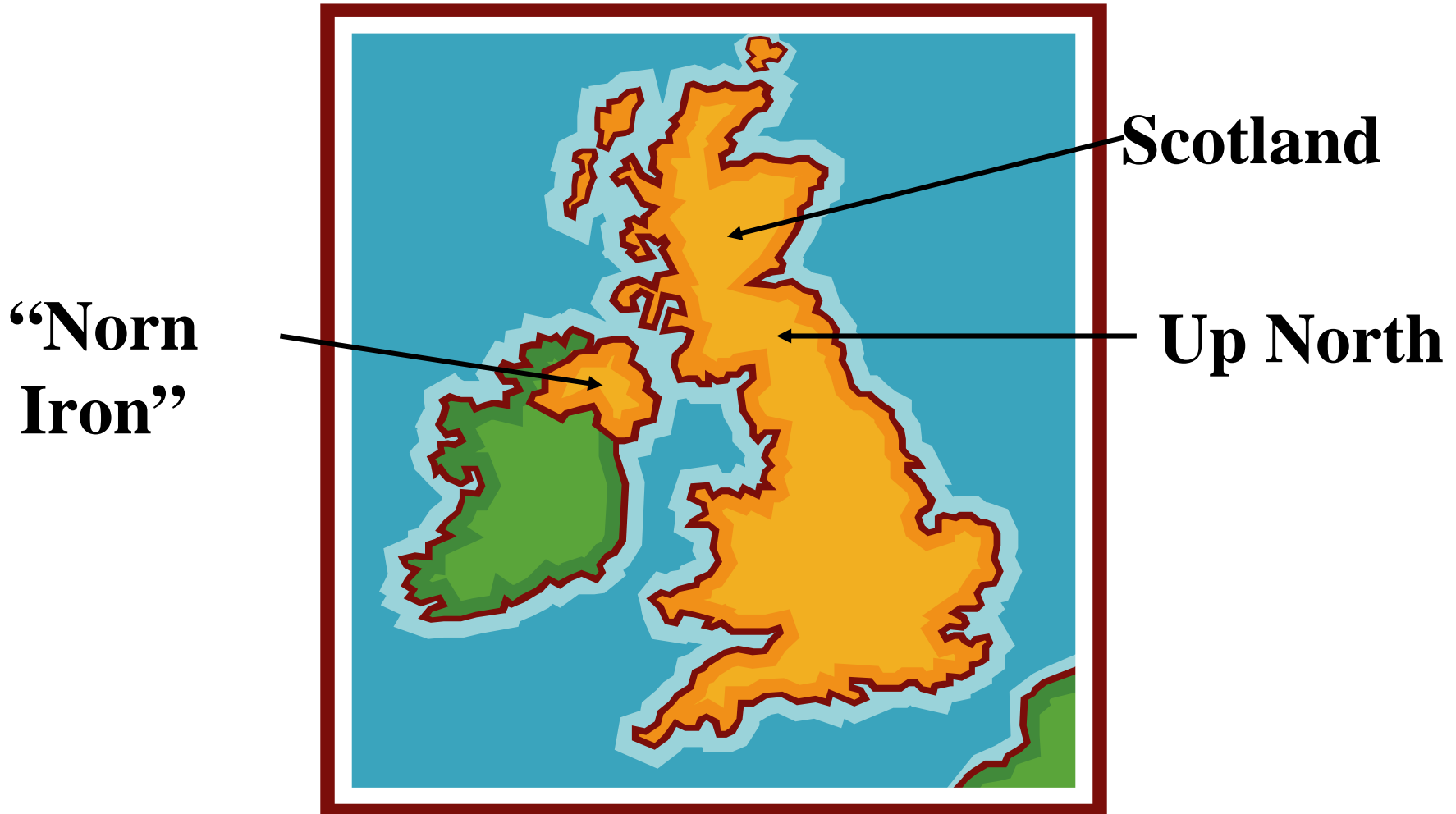
**PRINCE2 and MSP in the
Northern Ireland public sector**
...the story so far

Stephen McDowell

PPM Lead – NI CoE for Delivery

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Geography



NI - Positive Exchange



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NI - Facts & Figures

Population: 1.7m

Area: 6461sq m

GDP: £24.5b

Unemployment: 4.5%

Currency: £sterling

Public Sector: 63%



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NI - Government

Central

11 Departments + NIO - 30,000 Civil Servants

81 Agencies, NDPBs, ALBs

Local

26 District Councils – limited powers

Plus..

5 x Education & Library Boards

4 x Health & Social Service Boards

18 x Health Trusts

NI – PPM History

- PROMPT and PRINCE in use since late 80's
- Almost exclusively in IT projects
- Supported by a central 'Standards' unit
- Used in conjunction with SSADM
- Procedural and paper intensive
- Seen by wider community as 'nerdy/techy'
- ***But***...standards were embedded in the culture
(Project Board, PID, business case, quality assurance, planning etc)

Good relationship with OGC for over 20 years

NI - PPM Turning Point

Gershon - Review of Civil Procurement in Government

McCartney - Successful IT : Modernising Government in Action



Successful **P**rojects **in** **G**overnment **(SPRiNG)**
(2003)



DAO 33/03 – ICT Enabled Programmes and Projects

Best Practice Guidance (including Gateway Review Process)

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NI – SPRinG (ii)

Successful Projects in Government (SPRinG)



Impact



- Significant buy-in from the ICT Community
- PRINCE2 migrating beyond ICT (policy, business change)
- Programme management formally recognised (MSP based)
- SRO roles & responsibilities introduced to the culture
- Big & on-going focus on benefits management
- Strong NI Gateway Review Process
- Establishment of NI Centre of Excellence (CoE) for Delivery
- Beginnings of NI portfolio management process

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NI - PRINCE2

Issues

Wider credibility – negative ‘IT’ legacy

Promoting flexibility within the method

Exporting the good experiences

Benefits

Mandate, structure, standardisation, common language

Availability of guidance & support

Skills, training and recognition

NI – Programmes (i)

- Relatively immature Best Practice
- Culturally describes ‘lots of activity’
- Programmes are not just big projects
- Not fully understood by senior managers
- **DAO** – *“For Programme Management it is recommended that the approach outlined in the Office of Government Commerce (OGC) Managing Successful Programmes (MSP) framework is used”*

NI – Programmes (ii)

- Coincided with several major ICT enabled initiatives (some involving OGC)
- Valued and driven by several committed individuals
- CoE for Delivery promoting an MSP based approach
- Gradual realisation that a different approach was needed (strategy, scope, funding, complexity, stakeholders, portfolio, managing benefits etc)

NI - Reform

Public Sector Reform

- Health
- Education
- Local Government
- Water
- Rating
- Welfare

Civil Service Reform

- HR Connect (Shared Services)
- ICT (Shared Services)
- Account NI (Shared Services)
- NI Direct (multi-channel contact)
- Records NI (EDRM)
- Network NI (Broadband)
- Workplace 2010

NI Citizens deserve better

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NI – Public Sector Reform

Current

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Local

26 District Councils

Plus..

5 x Education & Library Boards

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18 x Health Trusts

New

11 + Dept of Criminal Justice

Significantly fewer

53 – merger, transfer

7 announced – increased powers

Abolished – New E&S Authority

Abolished – New HSS Authority

Dissolved – 5 New Trusts

NI – Public Sector Reform

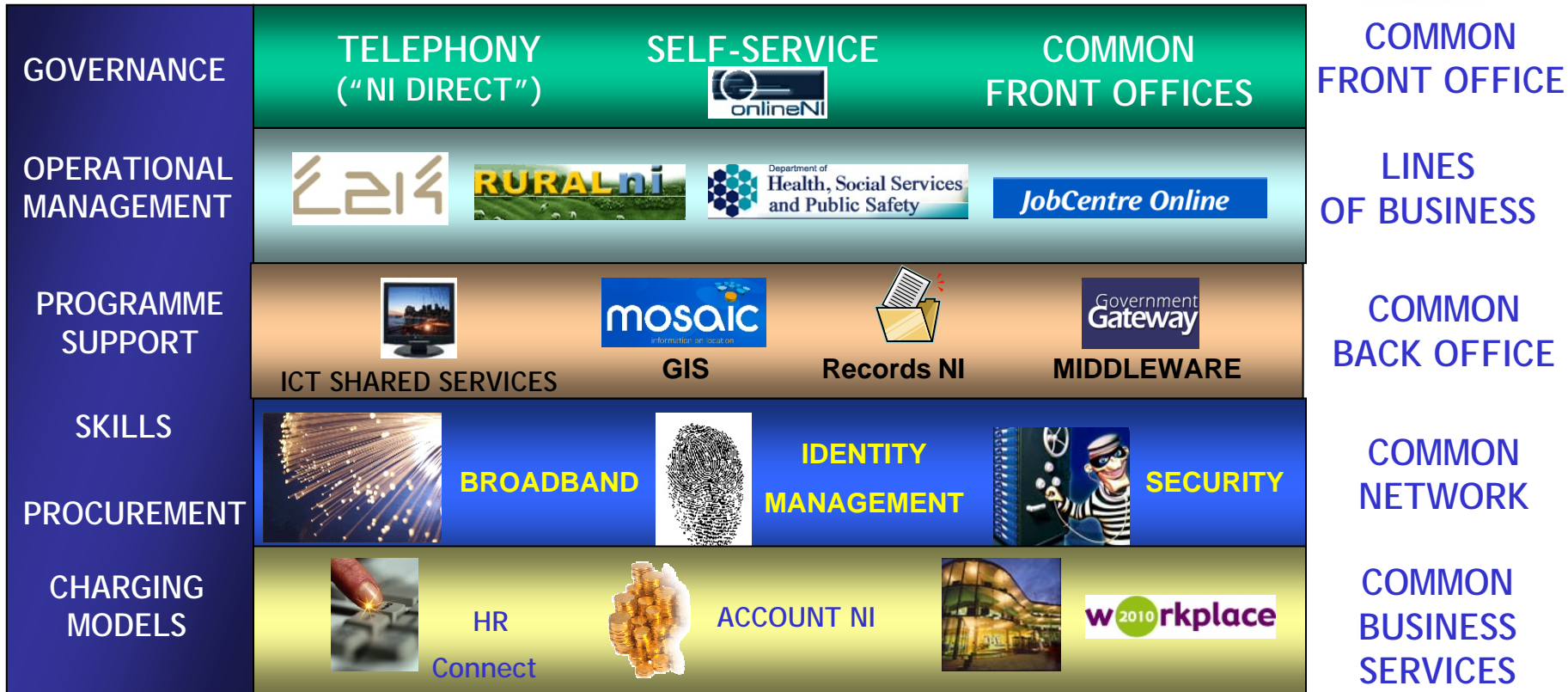
Known as the Review of Public Administration (RPA)

- Subject to Gateway Review Process
- PMOs established in leading Departments
- Staff not that experienced in PPM/Delivery
- CoE working with PMOs on PPM best practice
- Pragmatic approach founded on MSP/PRINCE2
- Strong emphasis on Benefits Realisation

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Centre of Excellence for Delivery

NI – Civil Service Reform Programme



MSP & PRINCE2 widely used in NI Civil Service Reform

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NI Challenges – VFM & Affordability

VFM – *Optimum combination of whole life costs & quality (fitness for purpose) that meets the requirement*

- robust business case is fundamental
- analysis of costs, risks, benefits of options – preferred option
- encompasses Costs/Benefits *to society* not just purchaser

Affordability – *Measured against baselines, what is available v what is will cost*

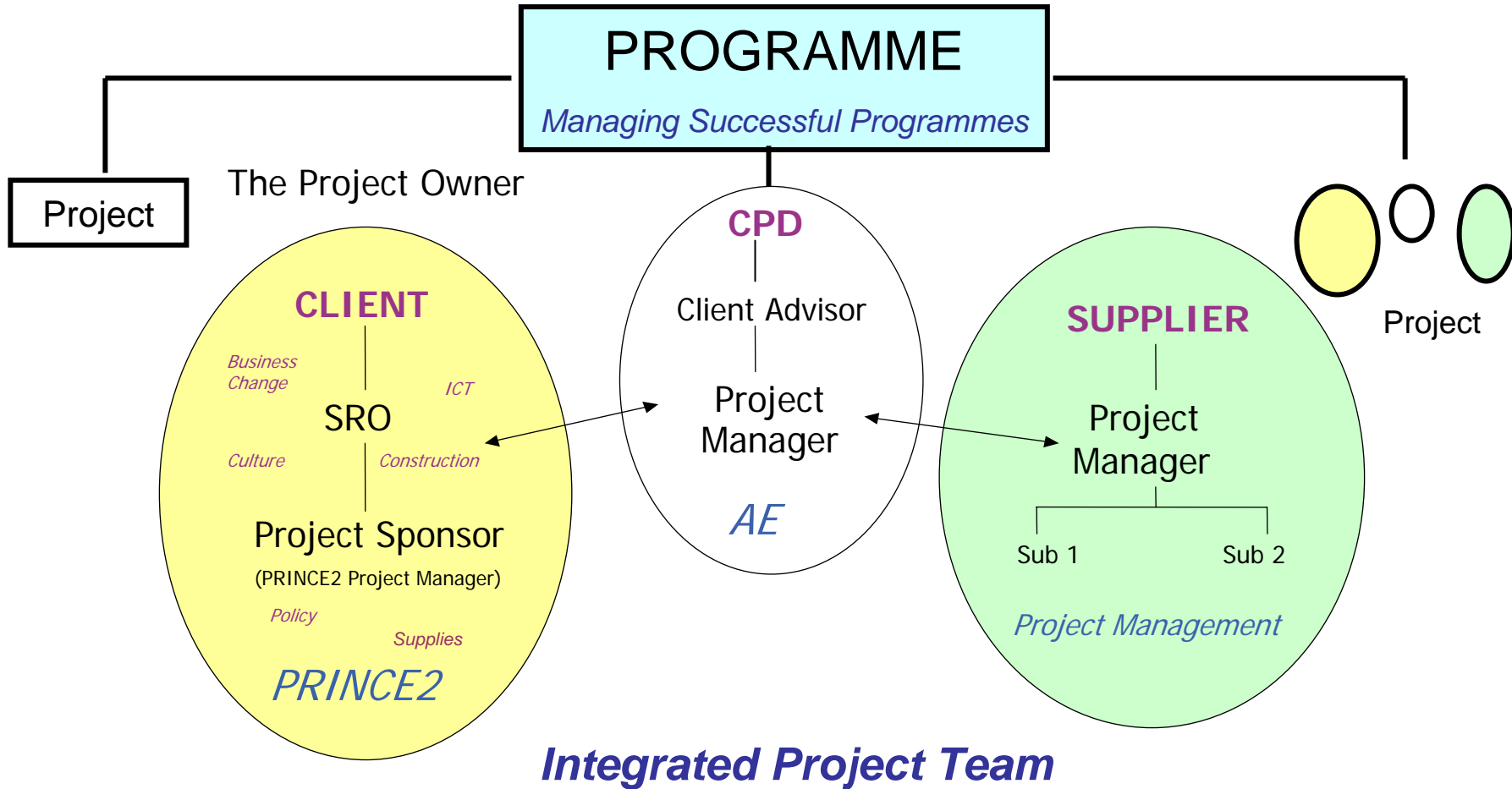
- alignment with budgets and timing of expenditure
- capital & operational expenditure of preferred option
- NI Executive programme funding?
- opportunity for private sector innovation wrt funding solutions

NI Challenges – Business Case

	Type	Key Features	Why do it
Discretionary	Strategy Business Case (hen's teeth)	<ul style="list-style-type: none"> •Early conceptual stage •Very early/high level assessment of possible scenarios, costs, risks, benefits and timescales 	<ul style="list-style-type: none"> •Links strategy to business •Formulates an early Programme approach •Tests senior management buy-in to the proposals
	Strategic Outline Case (SOC)	<ul style="list-style-type: none"> •Initial consideration of need, objectives, constraints etc •Formulation and 'long-listing' of potential options plus costs, risks & benefits •Programme issues considered 	<ul style="list-style-type: none"> •Forum for early stakeholder consultation •Assessment of VFM and achievability potential •Rule out unsuitable options
Mandatory	Outline Business Case (OBC)	<ul style="list-style-type: none"> • Detailed assessment of options and identification of preferred option •Introduces procurement options •Details of supporting management arrangements 	<ul style="list-style-type: none"> •Vehicle for formal approval to proceed •Provide robust analysis of options •Provides basis for developing thinking on benefits realisation and procurement strategy
	Full Business Case (FBC)	<ul style="list-style-type: none"> •Reconfirmation of costs, risks & benefits •Final test of VFM & affordability 	<ul style="list-style-type: none"> •Reassess and confirm VFM & affordability before contract •Confirm implementation arrangements

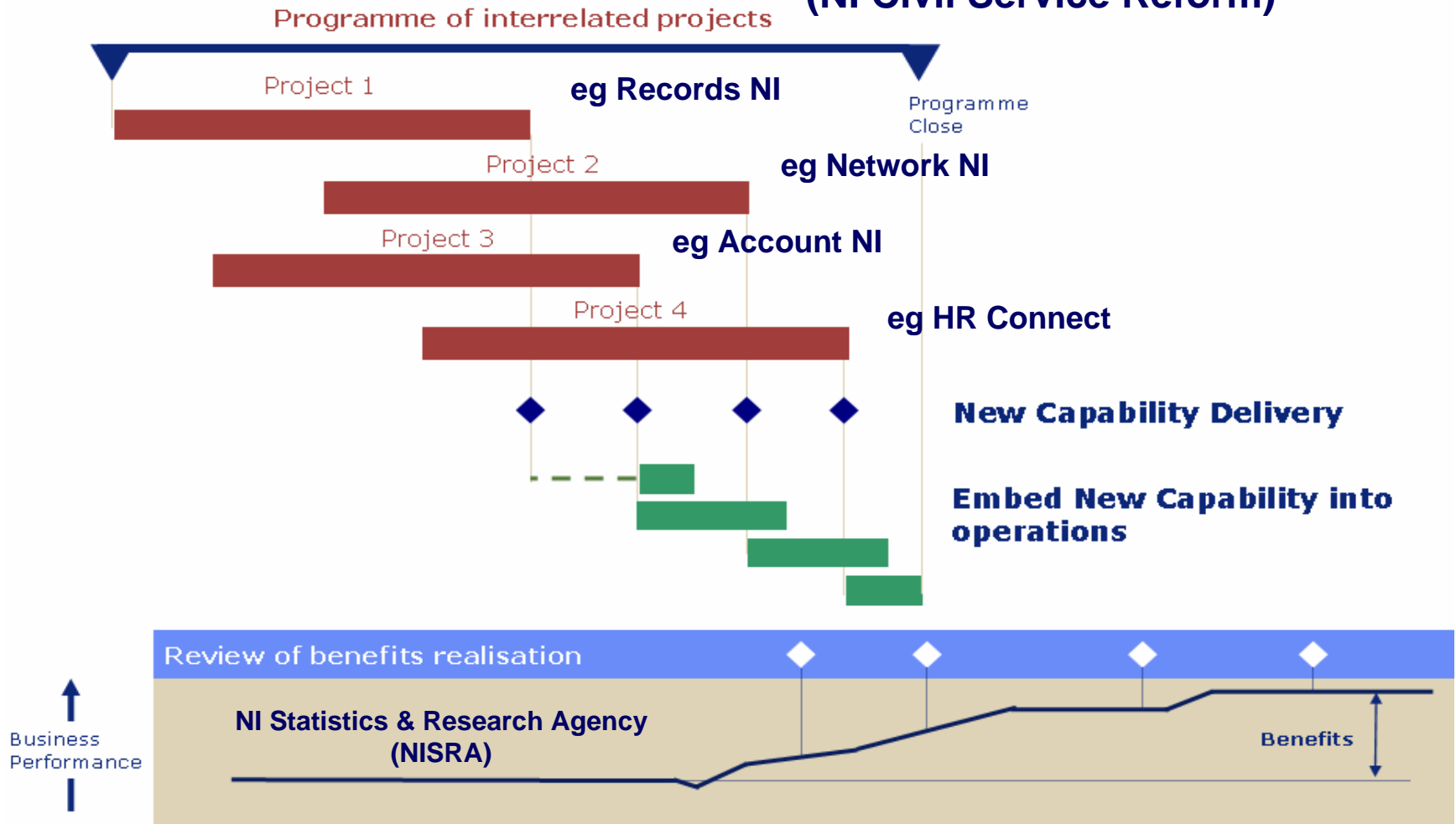
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NI Challenges - Construction



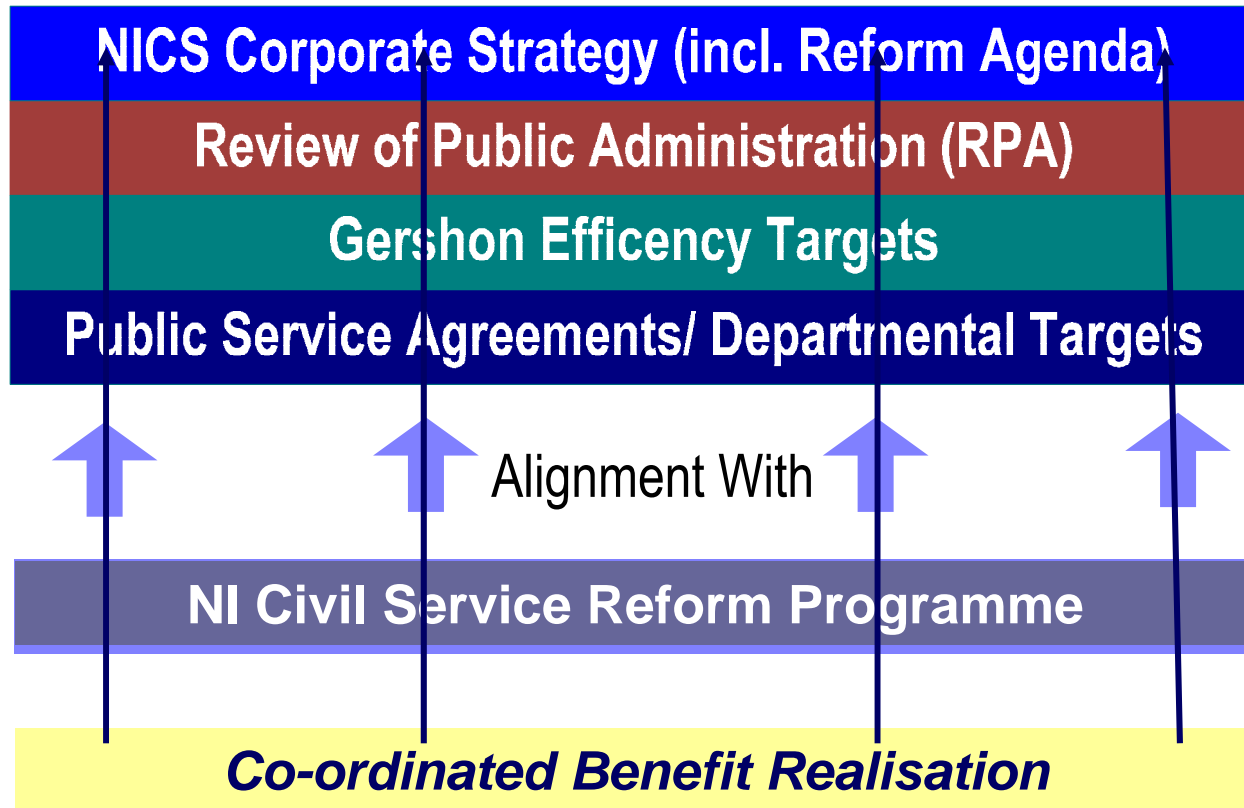
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NI Challenges – Benefits Realisation (i) (NI Civil Service Reform)



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NI Challenges – Benefits Realisation (ii)



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NI - Conclusions

- Massive reform - much to be done
- Capability/capacity still uncertain
- Can we afford it?
- Can we co-ordinate implementation & delivery?
- Portfolio Management doesn't really exist
- Best practice (*MSP/PRINCE2*) — a common approach
- Gateway Reviews - independent assurance, move to Authorised Hub

The future for NI - brighter than ever !

Thanks for listening

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Any Questions?

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