



# **Implementing PRINCE2 and MSP into Group Change Governance at Barclays**

**Chris Venning**

Head of Change Governance

Barclays Group

# Agenda

- Background – Barclays, change and the requirement
- Approach - the Change Governance Framework
- Challenges and response
- Integrating PRINCE2 and MSP – key challenges
- Where are we now, and what's coming next

## Barclays...

- is a UK-based financial services group – over 300 years old
- Engaged in banking, investment banking and investment management.
- in top ten largest banks in the world (in terms of market capitalisation)
  
- Presence in over 60 countries in Europe, USA, Africa and Asia
- More than 78,00 permanent employees
  
- For the full-year ended December 31st 2004:
  - Pre-tax profit of £4,603 million (up 20 per cent on 2003).
  - Barclays paid £1,289 million in taxes in 2004.

# Background

## The Culture of change:

- Spend over £750 Million a year on change projects/programmes
- Over 5,000 people involved, with over 2,000 registered projects

## Issues/challenges

- Management by committees - Lack of single point ownership
- Benefits delivery not measured or managed
- Focus only on financials in monthly and quarterly reporting
- Different approaches to managing change across the businesses – the “Clusters”
- Lack of consistency, visibility, control, response to regulation, etc.

# Approach

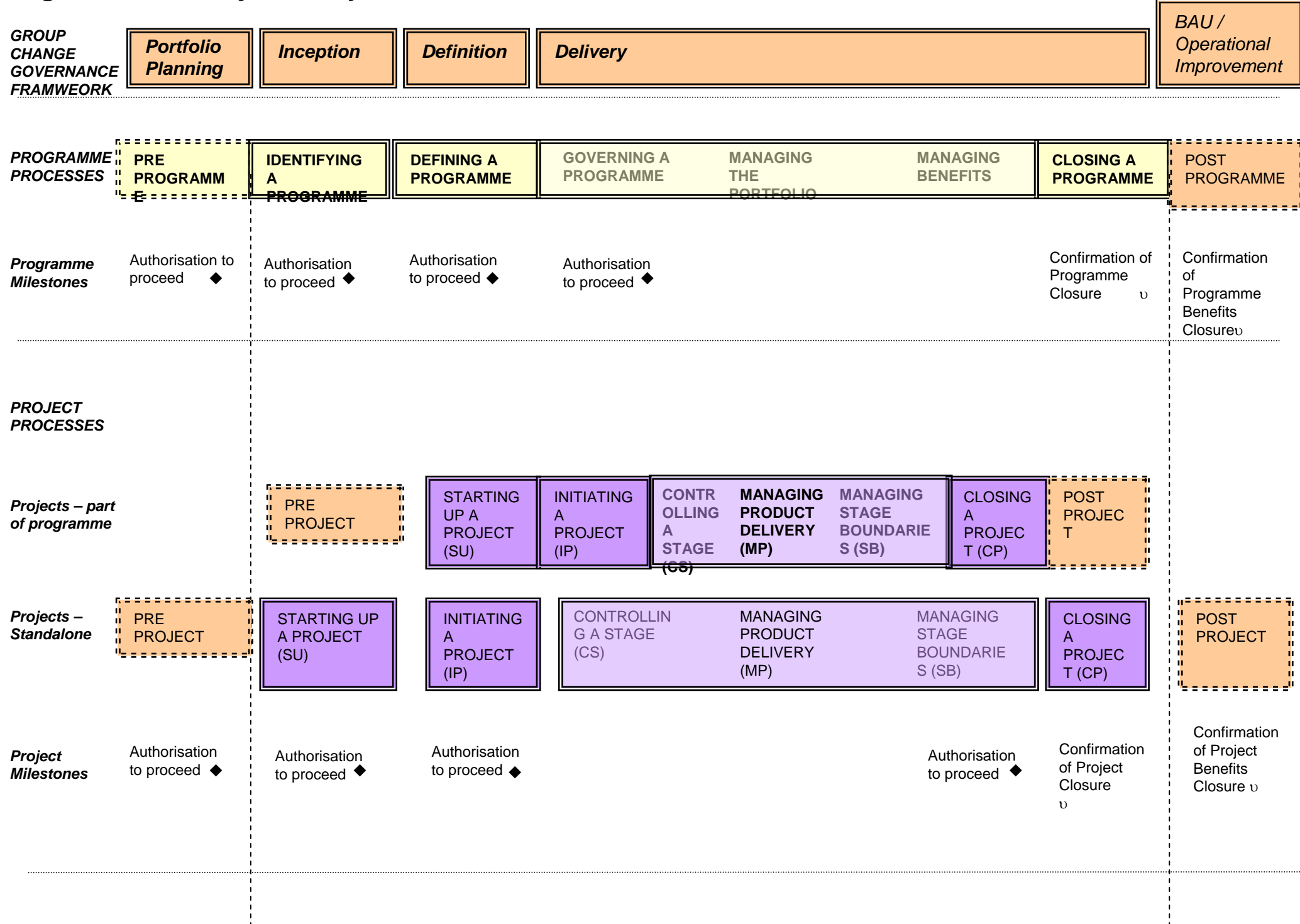
## To ensure successful deliver:

- Implement a new Change Governance Framework, mandating best practice
- Deliver the Change Governance Framework with templates, guidance, mandated deliverables, consistent approaches, via Cluster level Governance
- Focus on ownership and delivery of benefits

## And:

- Benefit delivery to be measured and managed (on Group central SAP system)
- Single point accountabilities
  - Accountable Executive's contract to include delivery of overall benefits
  - Ownership of delivery of discrete benefits at operational level
- Map outputs (deliverables/products) to benefits

# Programme and Project Lifecycles



# Definitions – Project, Programme and Portfolio

## Portfolio:

- The collection of programmes, projects and activities that delivers both the strategic intent and operational transformation of the organisation.

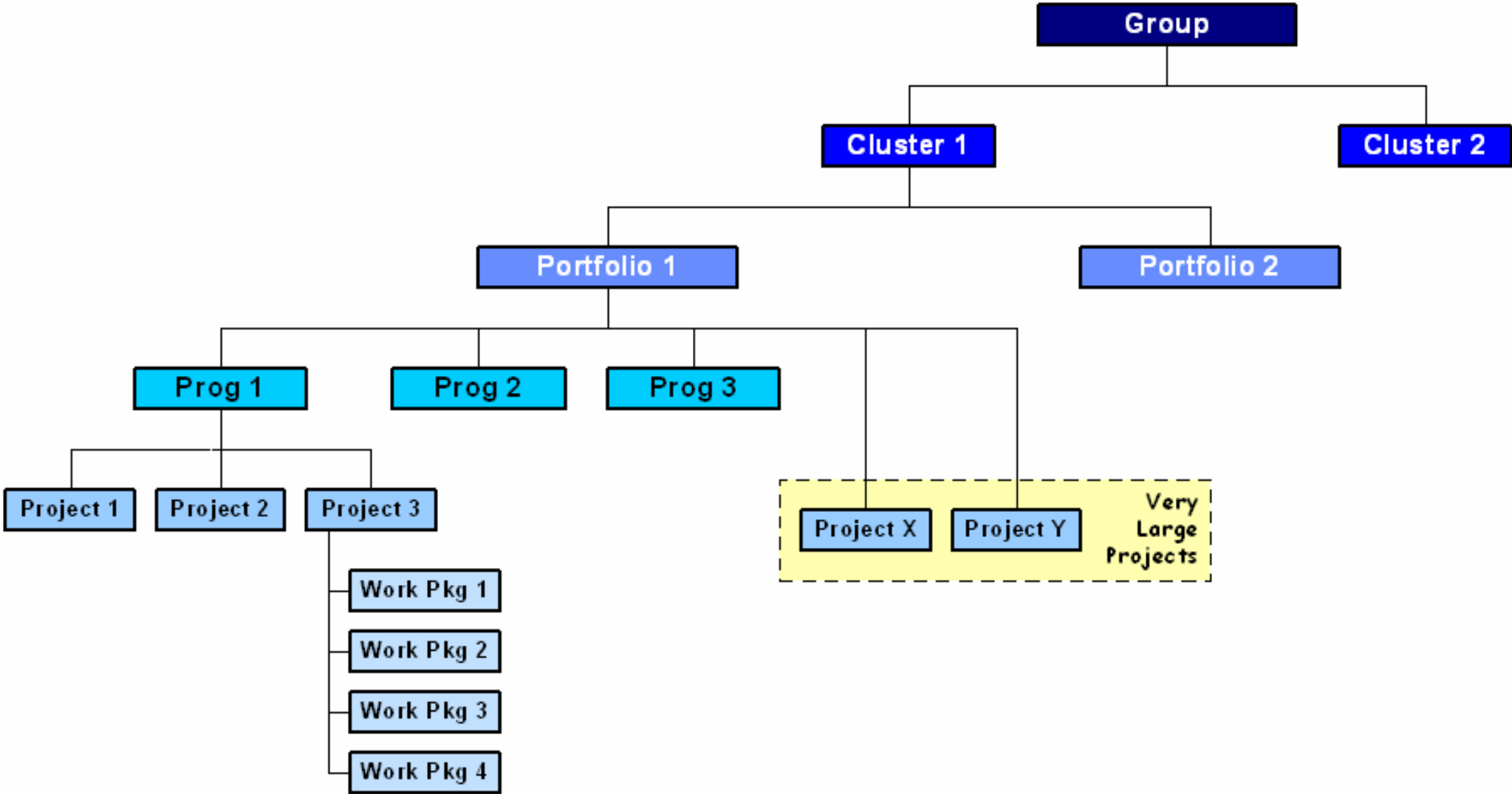
## Programme:

- “A collection of projects that together achieve a beneficial change for an organisation.” (PRINCE2)”
- “The co-ordinated organisation, direction and implementation of a portfolio of projects and activities that together achieve outcomes and realise benefits that are of strategic importance” (MSP)

## Project:

- “A temporary organisation that is created for the purpose of delivering one or more business products according to a specific Business Case.” (PRINCE2)
- “A particular way of managing activities to deliver specific outputs over a specified period and within cost, quality and resource constraints.” (MSP)

# Portfolio, Programme and Project definitions and organisation



# Key Challenges and our responses

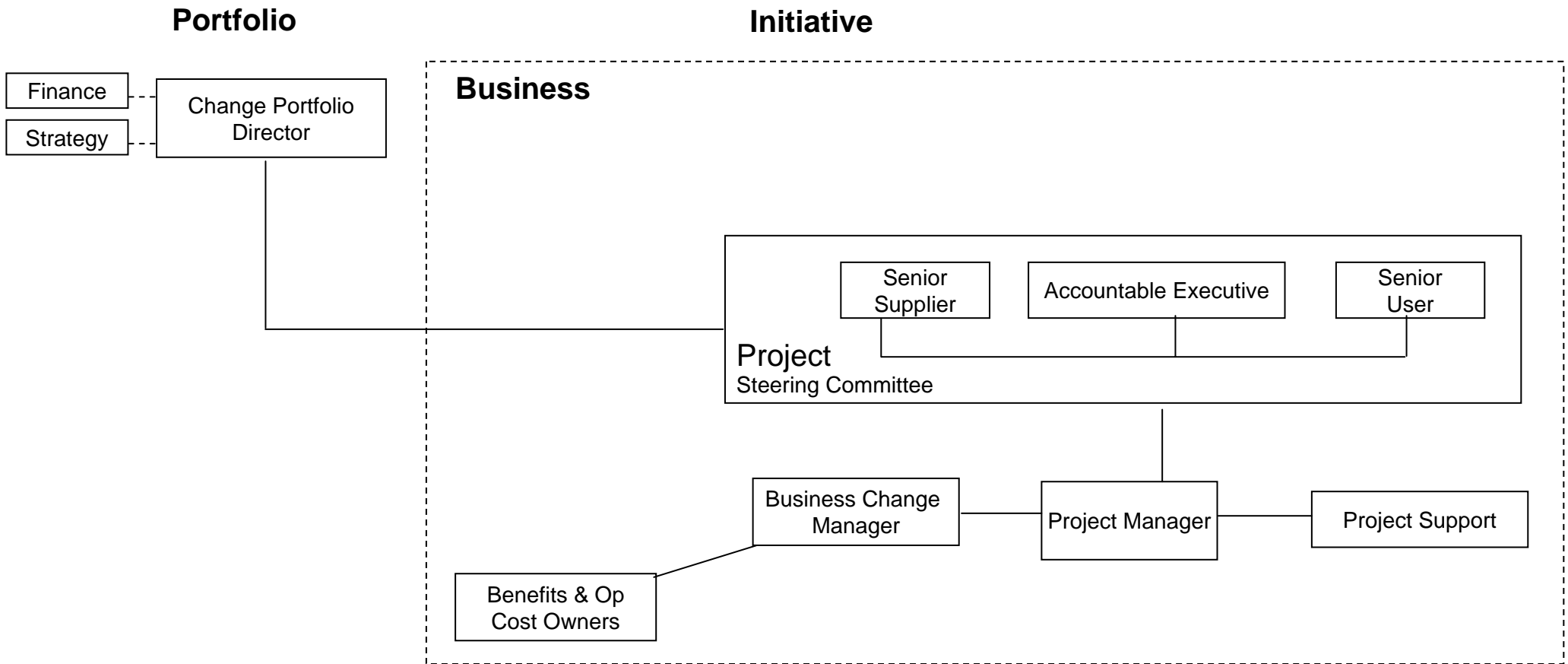
## Challenges:

- Shortage of P2 / MSP skills and experience
- Funding for training and education
- Time needed to build understanding
- Managing change, customers and ourselves differently

## Assimilation as the keyword:

- Adoption for new £1m + initiatives – 01 July 2004
- Adoption for new £100k + initiatives – 01 Jan 2005
- No migration of in-flight initiatives
- Existing control approaches in use (e.g. monthly and quarterly reporting)
- Adoption of Prince / MSP disciplines to follow Roadmap and skills building

# Change Organisation – Stand-alone Project Environment



## Training & Accreditation – Revised Schedule

Barclays Change Roles	Required MSP level (* if in programme environment)	Required PRINCE2 level
Principal Project Manager (B7)	Foundation *	Practitioner
Senior Project Manager (B6)	Foundation *	Practitioner
Project Manager (B5)	N/A	Practitioner
Senior PMO (B6)	Practitioner	Practitioner
PMO Manager (B5)	Foundation *	Practitioner
PMO Officer (B4)	Foundation *	Foundation
Principal Change Manager (B7)	Practitioner *	Practitioner
Senior Change Manager (B6)	Foundation *	Practitioner
Change Manager (B5)	Foundation *	Foundation
Principal Programme Manager (B7)	Practitioner *	Foundation
Senior Business Analyst (B6)	N/A	Foundation
Business Analyst (B5)	N/A	Foundation

# In Summary

## **Change Governance Framework**

- MSP and PRINCE2 nested within the Change Governance Framework for programmes, programme projects and stand-alone projects

## **Products**

- Project and programme mandatory products defined and issued
- Templates created for the mandated products;

## **Organisation**

- Programme and project organisation defined and issued
- Role descriptions for the defined organisation roles agreed and issued

## **Training programmes**

- PRINCE2 and MSP accreditation, Accountable Exec, Product based planning etc. under way

## With controls...

### **Business Case, benefits and benefit profiles**

- Business Case must exist for each and every project
- Business Case built up from benefit profiles
- Benefits profiled must be tangible (financial and non financial)

### **Role-based ownership of benefits via Business Case and benefit profiles**

- AE performance contracts include delivery of benefits
- AE moving off a project must hand-over the delivery of its benefits
- Incoming AE to sign up to delivery of Business Case benefits
- Benefit profiles signed up to by the “Benefits and OpCost” of that project

### **Control**

- Quarterly review of validity and ownership of Business Case, benefits and benefit profiles

### **Outcome**

- Project organisation and processes supporting ownership and delivery of benefits