

Best Practice Showcase 2006

Programmes and authority. More than just talk!

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Agenda

- The Environment Agency - strategic aims
- Water Resources Change Programme
- Establishing appropriate authority



Making it Happen



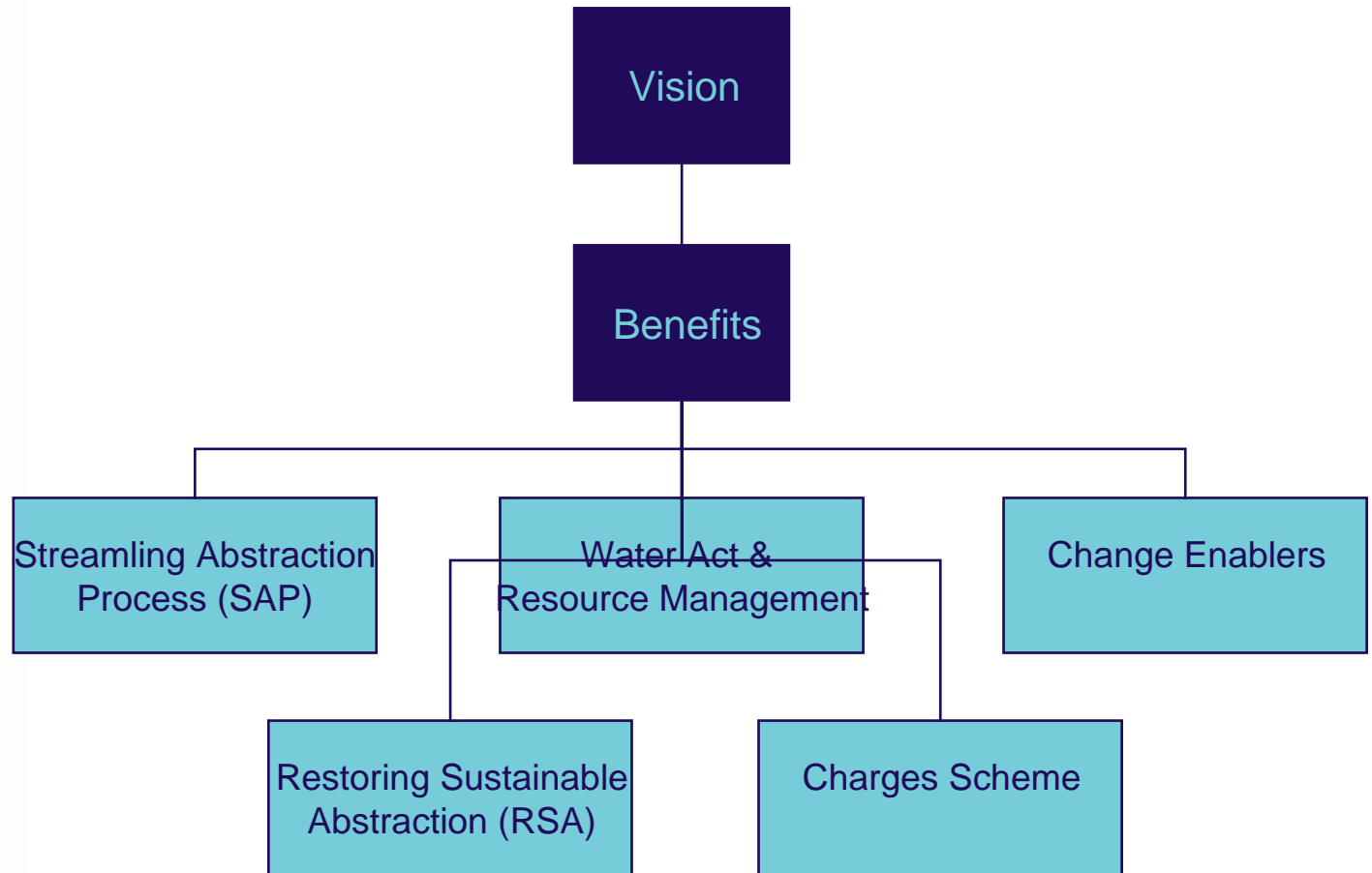
What is the Environment Agency

- Defra agency
- Create a better place - land, air, water
- 12,500 staff
- £750m turnover, charges, public funds
- 7 Regions in England and 1 in Wales
- 26 Areas
- Head office Policy and Process teams
Bristol, London and dispersed
- Regulatory and operational duties

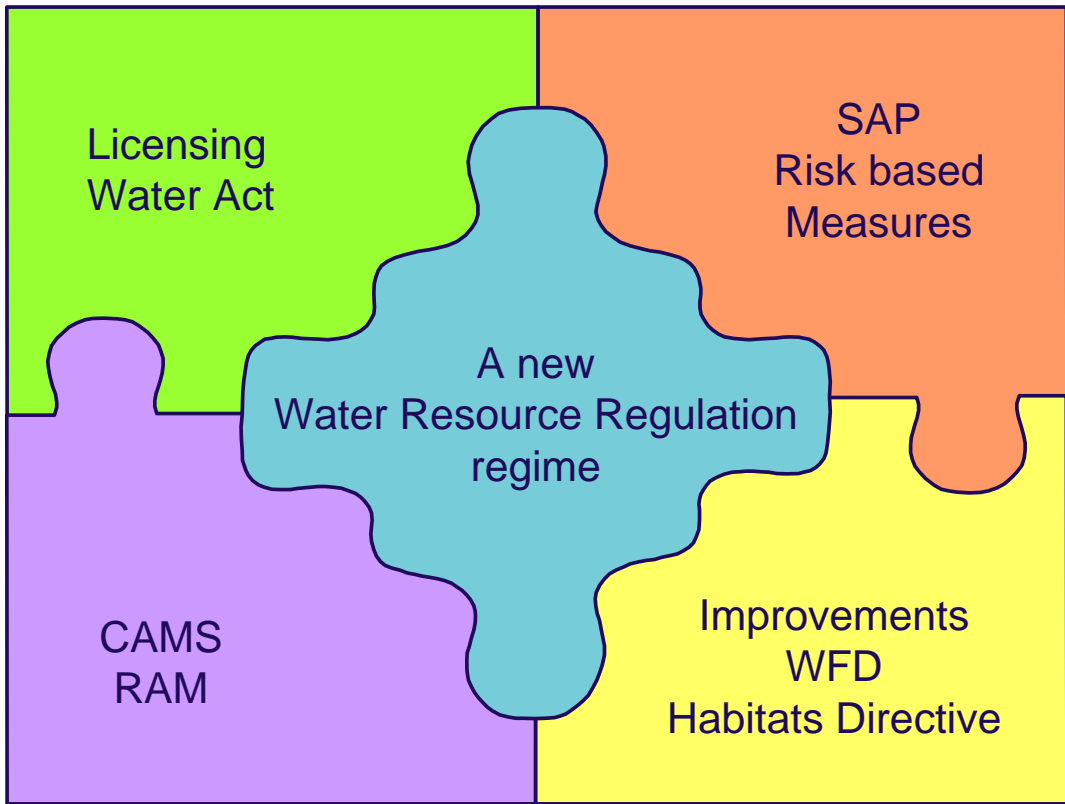
The UK Public Sector: Why do projects fail?

- Senior management did not buy into it and it was not given any priority
- The reasons for change were never clear to us / No clear benefit / business case for doing it in the first place
- No consultation or communications with staff or customers
- Little or no project management and no single point of responsibility
- Under-resourced / had my day job to do at the same time
- Lack of budget / budget withdrawn before we got the benefits
- Not finished, overtaken by the next initiative, so we got no benefit from it
- “They did it to us, then walked away, so we went back to doing what we always did”

Water Resource Change Programmes



What will success look like?



Integrated Approach

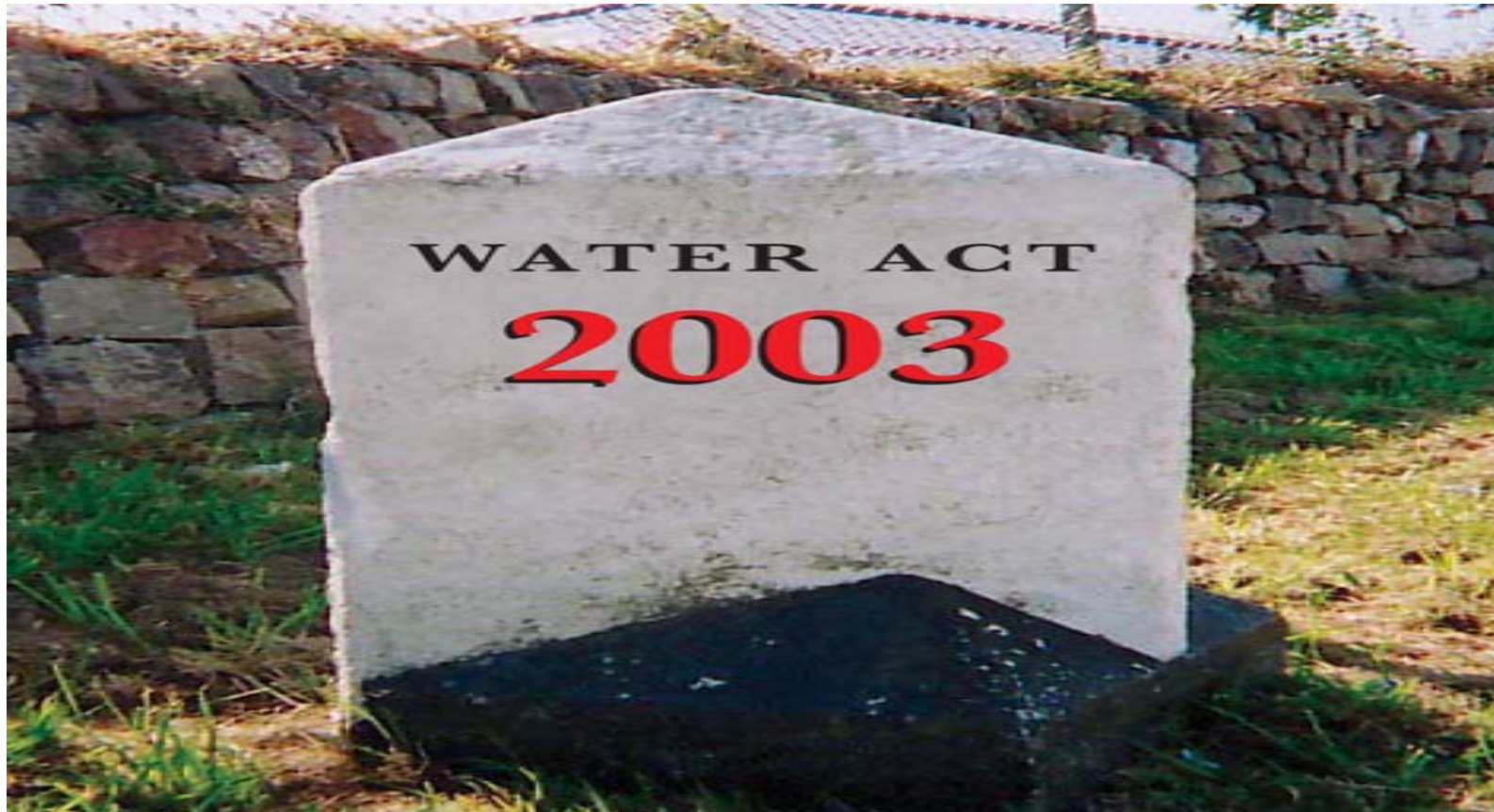
How good are we at Programmes?

- Project management long history, strong in civil engineering
- Competent in water resources, waste, water quality, conservation, recreation, navigation, capital projects
- Developing business change programmes
- Programmes recent history - collection of projects
- Resourcing - time, money, leadership
- Developing programme support
- Skills and competence
- Level of commitment

What is the route map to success?

- Options appraisal
- Mandate
- Business case
- Blueprint
- Benefits groups
- Programme Board
- Programme Office
- Organisation and structure

Milestone, Millstone or Tombstone?



-
- EA is developing on most fronts
 - Review what EA is already changing, or committed to change?

The Portfolio Management Project
The Strategic Change Programme
The Change Lifecycle

- Challenge - who makes the go / no go decisions on the Improvement
- Lifecycle stage boundaries
- Where there is currently little or no planned change is in corporate governance!!!!

Where is the power?

- Government
- Chief Executive and Directors
- Policy Managers
- Process Managers
- Regional Directors
- Area Managers
- Programme Managers
- Project Managers
- Programme and Project support officers

Programme/Projects vs Day Job

- Leadership
- Accountability
- Reconciliation
- Resource demands - recycling staff
- Handover of products to the business
- Embedding learning
- Training development
- Lessons learned
- Trust
- Communication

Role of Consultants

- Agents of change
- Challenge
- New ways/ideas
- Developing the champions
- Fast track to solutions
- Knowledge transfer
- Success criteria



Programme Review findings

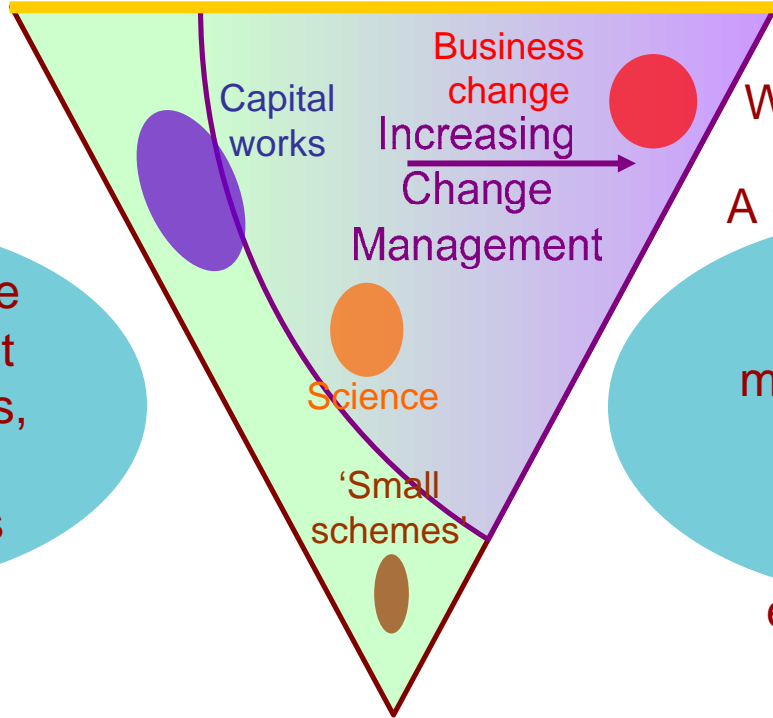
- Competent programme (Pg) staff
- Recognition of problems and work still to do
- Pg will not succeed in its present form
- *Wholemind* approach used to evaluate Pg.

Types of initiatives

Infrastructure

Structures
Platforms
Engineering

An infrastructure project does not produce benefits, only enables other initiatives



Change

Culture
Ways of working
Business
A change project

will always require management of change and active stakeholder engagement.

Environment

Social
Conservation
Disposal

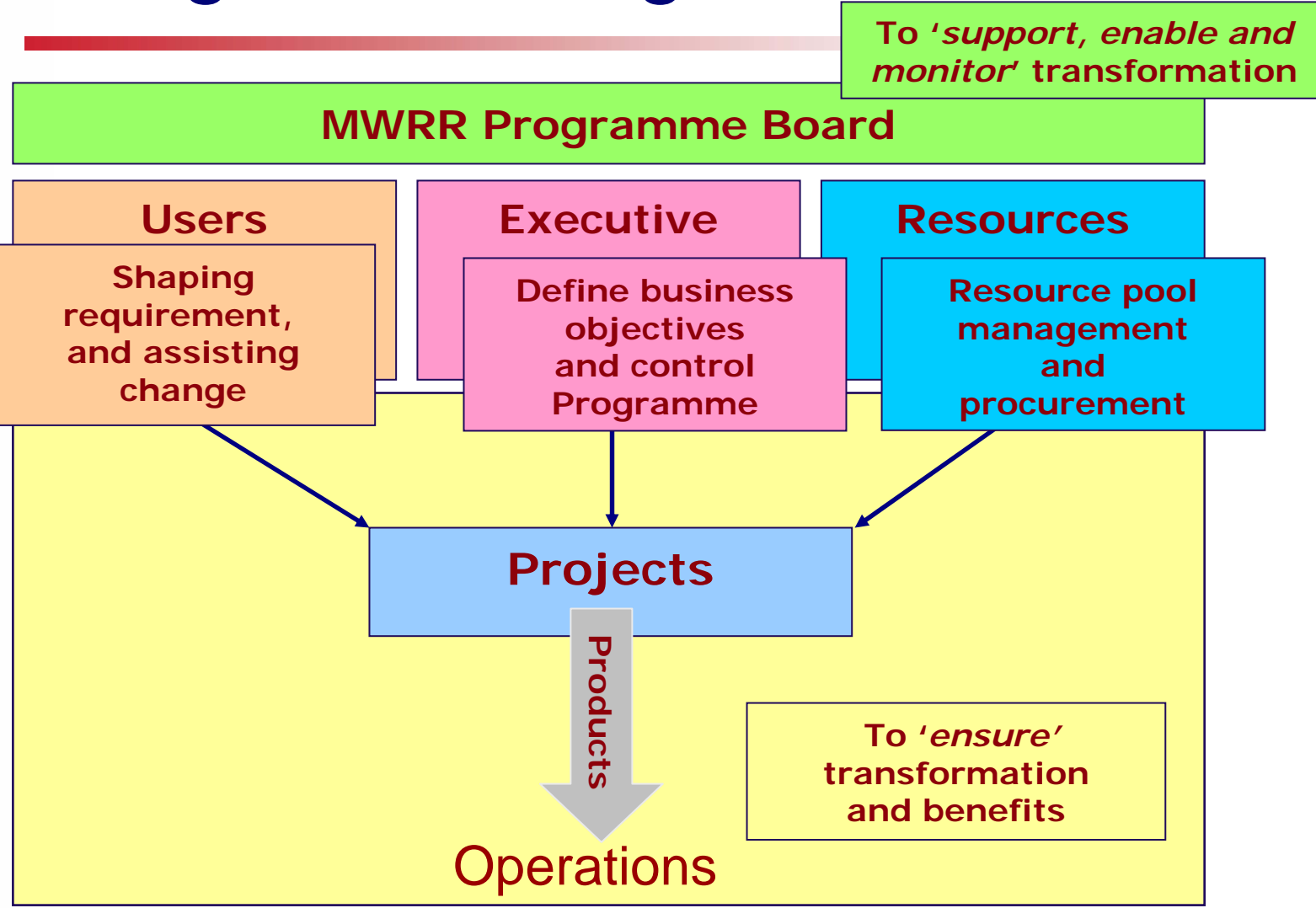
An environment project improves quality of life

Business Change vs Enabling

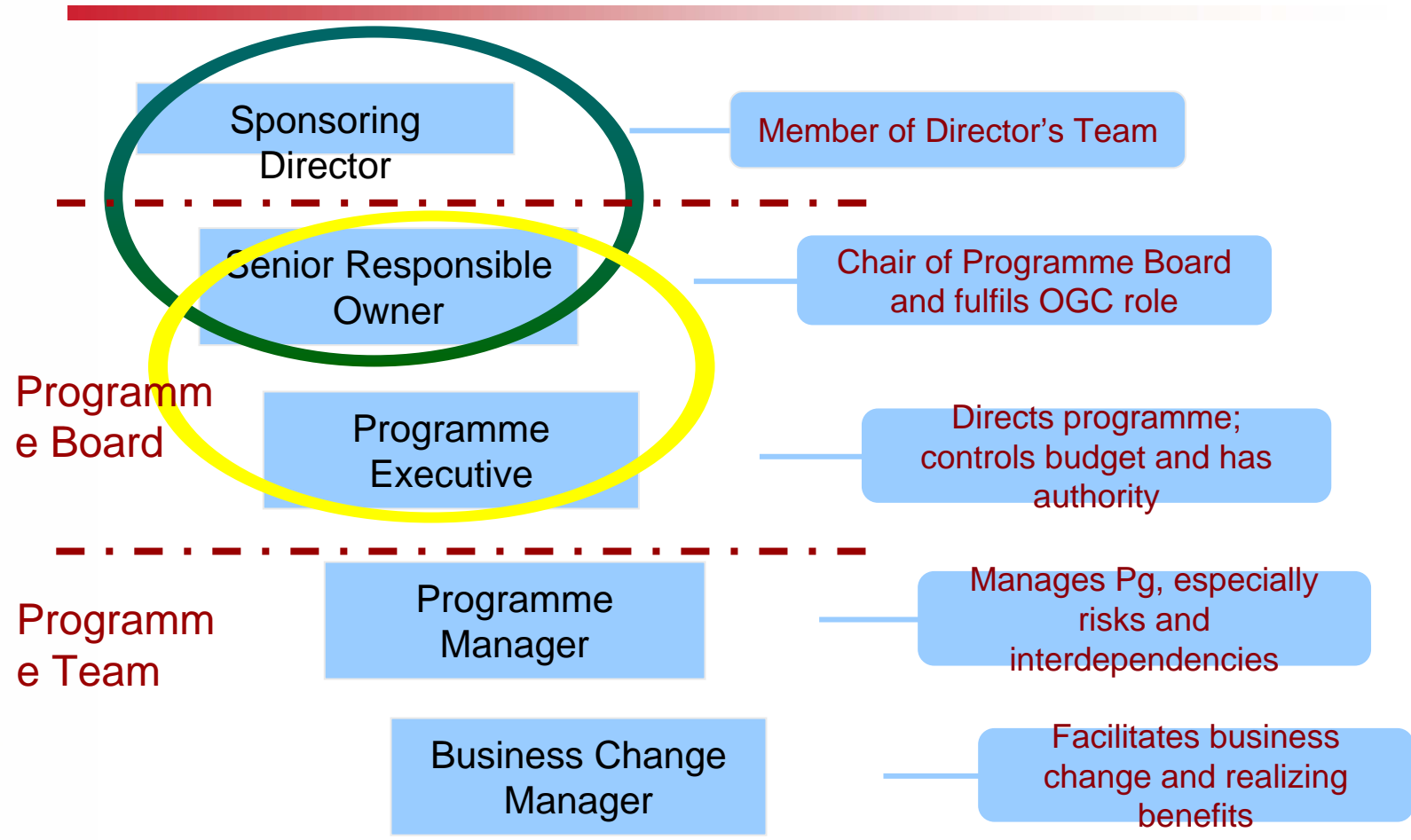
In October '05

- Pg currently scoped to be an enabling Pg
- Destination statement scopes Pg to create business change by 2012
- All Pg principals believe it should be a change Pg.

Programme Organisation



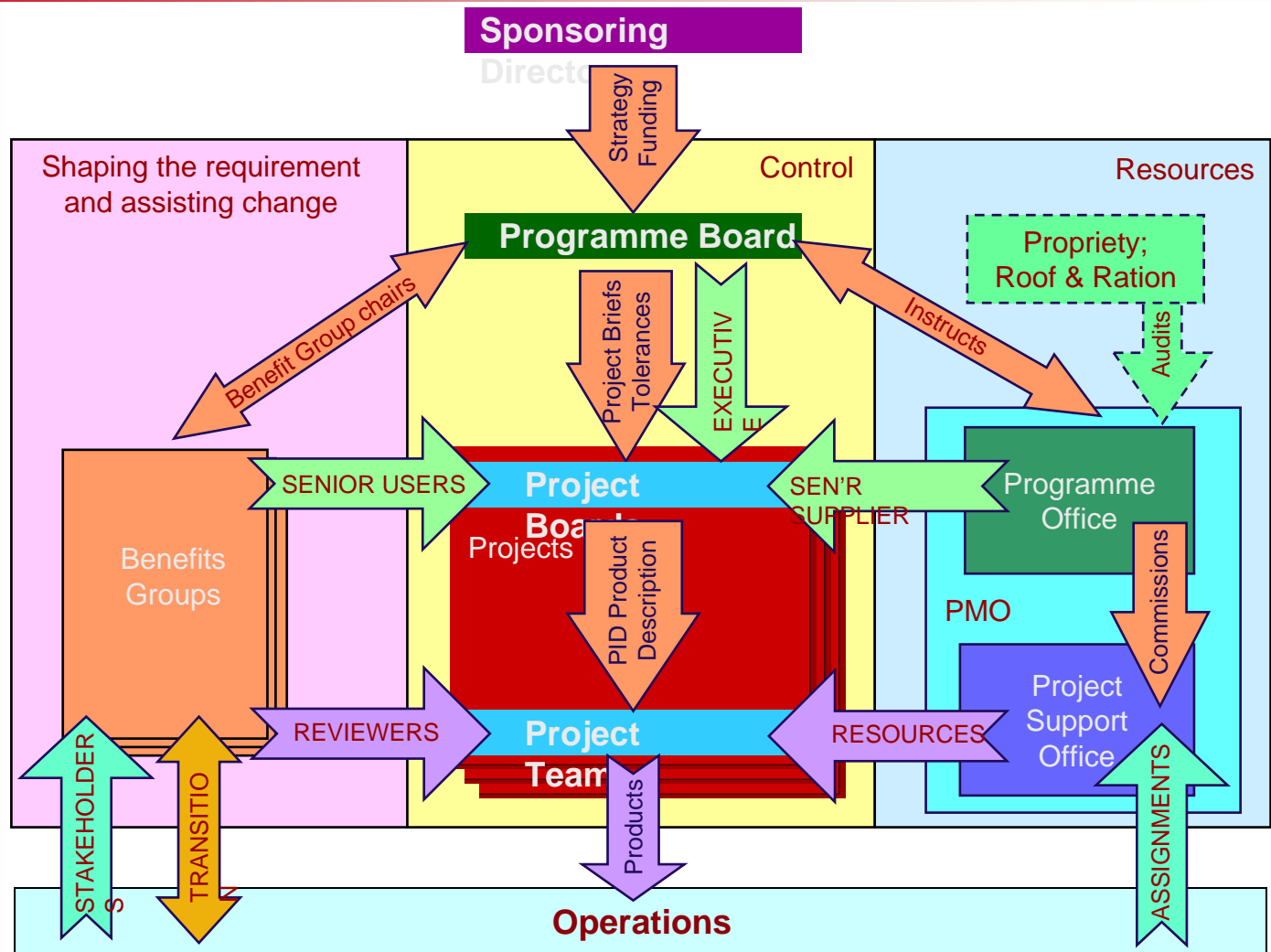
Programme Roles



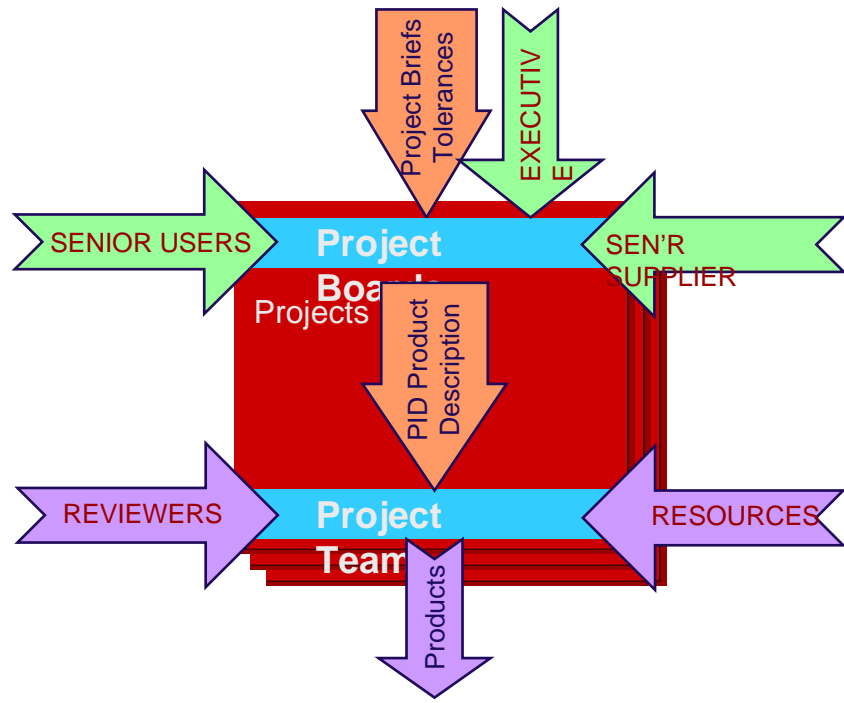
Resources

- Need to:
- Strengthen programme team
 - Deputy Pg Manager
 - Pg Risk Manager
 - Relieve Pg Manager of all Project Executive duties
- Fund stakeholder engagement
- Fund ways-of-working changes in Operations
- Respond to resource requirements in programme business justification.

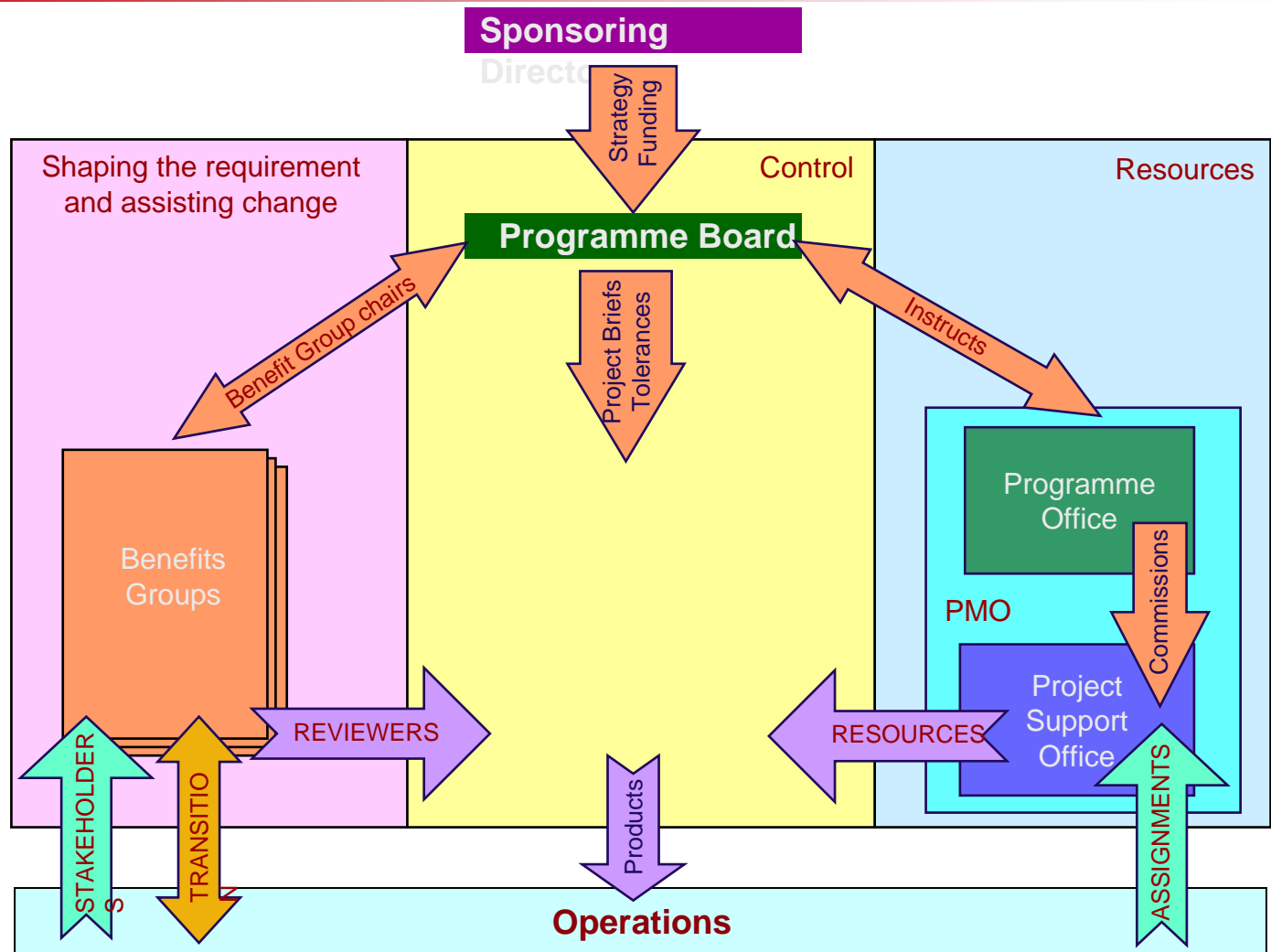
Programme Organisation

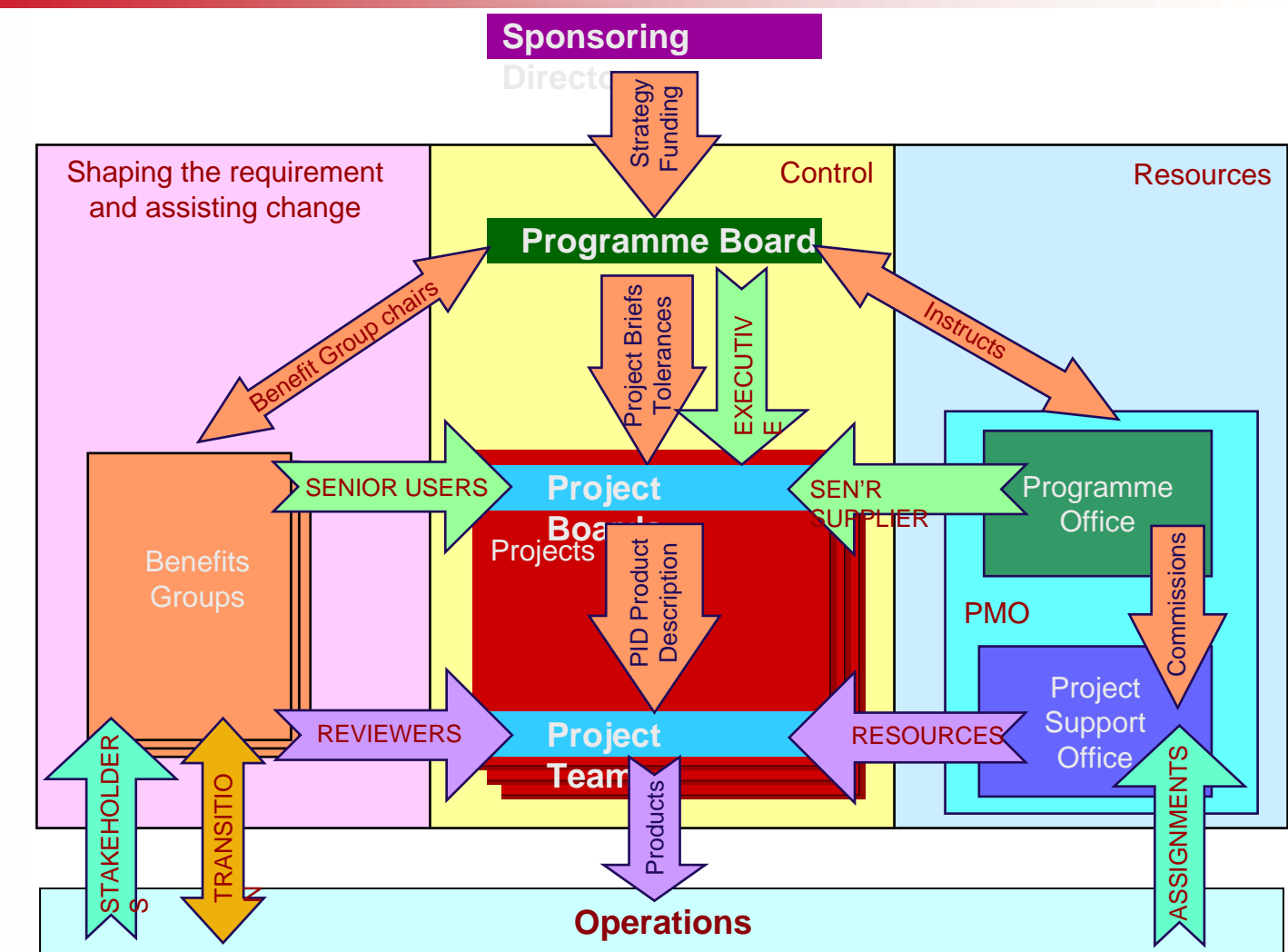


Programme Organisation



Programme Organisation





Programme is easier to achieve

In October '05

- Projects lead programme
- Pg currently scoped to be an enabling Pg
- Vision sets scope to create business change 2012
- Resources insufficient and inflexible

In March '06

- Budget held by Programme Executive
- Programme leads projects
- Staff managed by PMs not functional managers
- Best resourced Pg in Environment Agency
- Resources being applied flexibly