

# Leading a PMO for effective transformation

LGA Roundtable discussion

Wed 4 Dec 2024



We've been on a journey...

**1. New leadership**  
Haringey 'deal' / CDP

**2. New Change**  
**Framework**

**3. In flight reviews &**  
**assessments**

**4. New Prioritised**  
**Projects/Programmes**

**5. New Change Team**  
**& PMO**

**2022**

**2023**

**2024**



# 1. New Leadership, Haringey Deal, Corporate Plan and Borough Vision



New Leader elected with strong support followed by appointment of a New Chief Executive.

**Haringey Deal** and **Corporate delivery plan** with a commitment to being “**collaborative** and **radical**”. New **Vision** developed this year

## Haringey Deal

**FOUNDATIONS**

Knowing our communities	→	Knowing our communities
Getting the basics right	→	Range of projects under Think Haringey First programme and Change Framework
Listen and prioritise relationships	→	Leadership development culture change corporate values
Focus on what's strong not what's wrong	→	Prevention and community strategy
Share power	→	Participation framework Participatory budgeting refreshed citizens panel
Listen and prioritise relationships	→	Leadership development culture change corporate values
Focus on what's strong not what's wrong	→	Prevention and community strategy
Learn from our mistakes	→	Corporate Feedback review and Restructure of Resident Experience programme
Create space for good things to happen	→	VCS strategy / waste strategy / Parks and Green spaces strategy
Hear voices too often overlooked	→	Knowing our communities project / consultation improvements + participation framework

New corporate values and behaviours

**THE CHANGE WE WILL MAKE**



## Corporate Plan: 8 Themes

Adults, Health & Welfare	Resident Experience
Children & Young People	Homes for the future
Place & Economy	Safer Haringey
Culturally rich borough	Climate emergency

## Borough Vision



## 2. New Change Framework and overall alignment with Council Strategy

### Rationale

- Lack of alignment in some instances between MTFS and certain political priorities.
- Major financial challenges ahead with a mixed record of previous delivery (both savings & transformation).
- Need for shared/single prioritisation criteria for key projects and standardised governance

### Opportunities

- New leadership with a new vision for Haringey and the Council's relationship with its residents and communities.
- Significant MTFS savings alongside demand and cost pressures, demographic change and cost of living crisis.
- Look beyond service identified savings towards opportunities that are cross-council.
- Previous learning and use of iterative approaches that focus on service redesign should feature in any new framework.

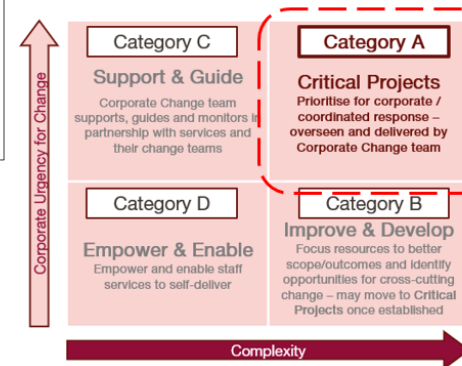


# 3. In flight reviews & assessments

[1] Reviewed 'in flight' savings and transformation projects (e.g. circa 130+ projects and initiatives)



[4] Moderation sessions where Projects were reviewed and allocated against agreed categories



[2] Developed prioritisation criteria and assessed all 'In flight' projects assessed these

Criteria	Description
<b>Financial</b>	Delivers significant or at risk MTFS saving or income generation work
<b>Regulatory</b>	Comply with statutory requirements, law change or audit / inspection recommendation
<b>Reputational</b>	Sensitive, controversial, significant public impact
<b>Political</b>	Manifesto Commitment
<b>Service Improvement</b>	Needed to improve service performance/sustain a service at the right level

[3] Uploaded into PPM system (Monday.com) for initial classification based on assessment

Item		Category	Directorate
[P&H1] Housing Improvement Plan	+	AA	Placemaking & Housing
[P&H2] Decentralised Energy Network (DEN) Programme	+	AA	Placemaking & Housing
[AHC_H1] Systems change and transformation across the ad...	+	A	Adults, Health & Comm...
{ASC} Adults Change Programme	+	A	Adults, Health & Comm...
[CYPS4] Schools estates / master Plan	+	A	Childrens
[CYPS5] Safety Valve Programme	+	A	Childrens

## 4. Priority Projects: Fully aligned to delivering CDP / MTFS

### CORPORATE

Civic Centre/Office

Resident Experience

Borough of Culture

ERP

### PEOPLE

Adults MTFS

Housing Demand

Community Hubs

Children's MTFS

Safety Valve

### PLACE

Housing Improvement

Waste commissioning

Carbon reduction

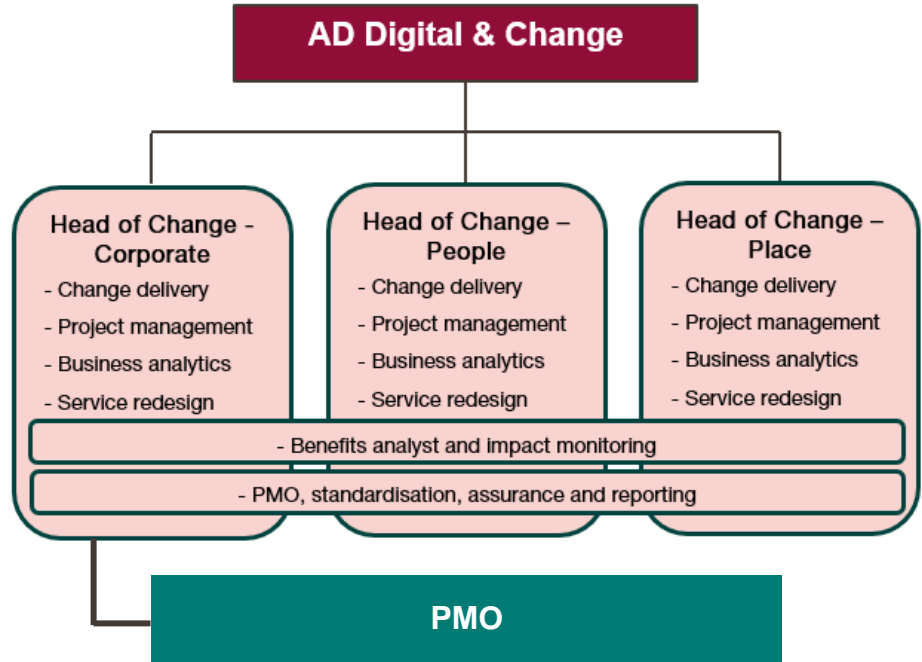
Housing Energy

Asset Management

# 5. Change Team and PMO

- Three new change teams - **Corporate, People & Place**
- Each team contains:
  - Head of Change
  - Change expertise
  - Project Management
  - Business analysis and service redesign
- Shift towards **delivering successful outcomes**, rather than just delivering project management processes
- **Standardisation** across all three areas but each area can tailor their approach to the needs of their portfolios
- Provide capacity for **Priority / Category A projects**.

Supported by a PMO function for delivery of **Cat A projects**







# Some reflections

## PMO driving transformation and change projects

- **Inflight reviews** which informed our list of ‘priority’ projects.
- **Cross Council: Digital transformation** to drive change through service redesign, delivering efficiencies & savings.
- **Services: Using Agile approaches (Sprints)** to drive service redesign in **Adult Services** (e.g. Direct payments) and **Housing** (e.g. Temporary accommodation) (**get examples**)

## How have you empowered and upskilled staff

- Invested in permanent change team with career path progression e.g. Apprentice roles into PMO & Project Manager (range grade).
- Investment in new PPM system Monday.com (training via PMO).
- Provision of accredited Agile training for public services (PSTA).
- IAG function to support wider staff base through provision of tools & templates.
- Launched a CoP for change and project professionals which is open to staff & managers across the Council

### Day 0 - Define the challenge

Before the Impact Sprint begins, the team define the challenge and the outcome they are hoping to deliver. This acts as a north star from this point onwards.



### Day 1 - Explore

The team works with service users and senior managers and uses data and feedback to understand the root cause of the challenge they are facing.



### Day 2 - Create

Inspired by existing great practice within and outside the service area the team develops a wide range of initial ideas to address the challenge.



### Day 3 - Test

The team prioritises their ideas and tests them with service users, staff and senior leaders to understand their potential for real impact.



### Day 4 - Iterate

The team use the feedback and evidence gathered during testing to quickly iterate on and improve their ideas. Continued testing, sometimes at a greater scale, enables them to improve on their ideas further.



### Day 5 - Scale

Together with senior leaders, the team develops a plan to incrementally scale and embed successful ideas beyond the sprint.



## Delivery to date & learning through the process

- Collaborative approach stakeholders from the outset created a shared sense of ownership (e.g. agreement on list of prioritised projects and new Change function).
- PPM system provides transparency/visibility across the whole change portfolio, enabling leaders to see the 'totality' of change, which has increased overall delivery confidence.
- Simplified/standardised governance and reporting arrangements to provide appropriate assurance and GRIP

## Summary reflections

- These things take time, and everyone will start from a different point, be clear on the destination and the value of a PMO. *#Progress not perfection*
- Cannot under estimate the significance / importance of support from top table. Absolutely critical to ensure ownership, adoption and uptake.
- Don't move quickly into 'solutionising', spend sufficient time assessing 'current state', it may help with any future proposals. (re-use of FUCRs)
- Change function / PMO 'sized' to provide core support to prioritised projects (with any change control via CLT). Outliers that require dedicated teams to be funded separately.
- Blended teams – particular projects will always require SME that shouldn't be hardwired into Council team. Ensure these arrangements are VFM (e.g. 3 days per week), with full knowledge transfer to internal team.
- Use of exception monitoring has been key in focusing on the areas that matter, but beware of the Watermelons!

