Project and Programme Management

What to do when projects fail and programme value disappoints

A QOREX case study

The Situation: A public sector organisation with an operating budget of £133m was required to significantly improve service quality while making cost savings of £4.7m and meeting increased staff costs of £2.9m.

To achieve this, the organisation put in place a transformation programme comprising a number of key projects designed to make existing services easier to use, more responsive and efficient; to equip staff with technology and work flexibly, and to launch new services to meet changing demand.

A conflicting and over-complicated governance structure was in place so accountabilities were unclear.

Project reporting was time-consuming to generate so project information was often out-dated or inaccurate.

The impact of project delays and cost-overruns on the overall transformation programme was not immediately visible.

The Challenge: Projects were failing to meet time, cost and quality targets and the resulting business critical transformation programme was failing to deliver service enhancement and cost improvement.

It was imperative that the design, implementation and management of programmes and projects was undertaken effectively and a Project Management Office (PMO) function was established to oversee this process. The PMO was tasked with ensuring projects met, time cost and quality deliverables, that programmes delivered real value and resources were allocated optimally.

However, without an effective methodology and supporting tool, the PMO function was faced a series of challenges;

The complexity of who is delivering what, by when for whom and to what purpose was obscured by convoluted governance and the existence of departmental silos.
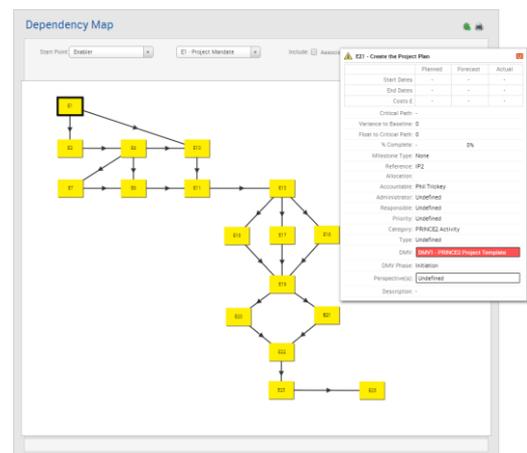
In the complexity of establishing multiple projects and programmes, maintaining a clear register of deliverables and benefits, how they relate to each other and to delivery of overall value became a gargantuan and time-consuming task.

Without the visibility to understand if the initiatives were compatible in terms of outcomes or resource and which offered the greatest return on investment, it was challenging for the organisation to determine which initiatives should be awarded the greatest priority.

Each stakeholder within the governance structure of the programme of projects needed to understand progress in terms appropriate to them. Without an appropriate tool to facilitate the sharing of this information this task became highly complex and time-consuming.

Without an early warning system, for time, cost, quality and value, the reporting was simply stating too late that programmes and projects were out of control with no allowance of time to bring matters back under control.

Project Sponsors and Project Managers are necessarily personally invested in their projects. Each project was a priority for a particular business area. Without the ability to see how each programme and each project was in reality going to contribute to the priorities of the organisation it was difficult for the PMO function to identify and address priority, duplication and non-value-adding projects.

Inconsistent and disjointed reporting methods resulted in project and programme managers taking an age to manually produce reports from a variety of sources which led to inaccurate and out-dated information.

Without consistent mechanisms and methodologies across the organisation appropriate to the level of project and programme, inaccuracies, inefficiencies and overlaps were inevitable.

The QOREX Solution: Ensuring the organisation's projects met time, cost and quality requirements and programmes delivered measurable benefits.

QOREX created a systematic and integrated approach that linked the organisation's strategy to key management processes, activities and people. This resulted in the organisation making better decisions to deliver enhanced services and achieve cost improvements.

QOREX is a securely hosted, true web-based system enabling it to be accessed from any device that has an appropriate internet browser and access to the internet. It can be configured to control who has access to what data and functionality, not just within the organisation, but across multiple organisations and individuals. This made QOREX the perfect choice for this public sector organisation which needed to manage integrated, multi-organisation initiatives.

The Portfolio, Programme and Project Management module (PMO) provided a structured and well defined approach to delivery management across the organisation and became the hub of the organisation's Programme Management Office. It ensured the adoption of a standard and consistent approach to managing delivery along with the capability to share best practice and lessons learned across the organisation.
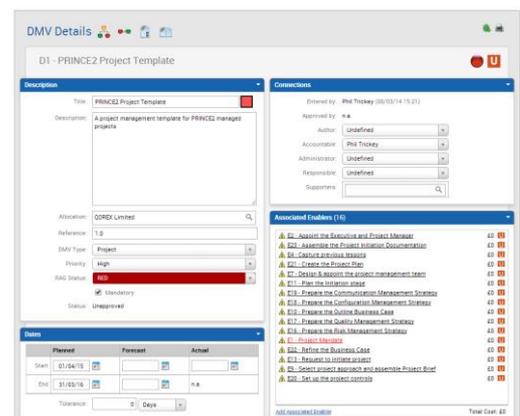
QOREX addressed these challenges and achieved the desired outcomes through:
- **Accountability.** Associating every deliverable and organisational outcome to individuals, from accountability, responsibility, support and administration perspectives.
- Creating a **catalogue of deliverables**. Enabling controlled and appropriate access to a central catalogue of deliverables and targeted organisational outcomes.
- Requiring a **structured approach**. Enforcing a consistent, structured approach to portfolio, programme and project management.
- Enabling appropriate and timely **communication and collaboration**.
- **Integrity.** Putting in place integrity checks to identify inefficiency, duplication and redundancy across the portfolios of work.
- **Automated reporting.** Automating portfolio, programme and project reporting, control and distribution and providing automated benefit maps and dependency network diagrams.

PMO Benefits and Return on Investment

At QOREX we understand the importance of identifying, quantifying, prioritising and realising benefits associated with any investment. Our solutions and supporting services are designed from the ground up with a focus on maximising our clients' return-on-investment.

Deploying QOREX at the centre of the Programme Management Office solution provided the opportunity for the following benefits for this public sector organisation:

- **Clarity**. The relationship between projects, work-streams, programmes and portfolios of work and their contribution to the organisation's strategic and operational objectives were identified and communicated. QOREX provided transparency of accountability and responsibility for delivery and benefit realisation were also made clear.
- **Consistency**. QOREX enabled the organisation's programme and project management methodologies of choice to be applied and adhered to consistently across the organisation.
- **Focus and Accountability**. QOREX provided prioritisation of which programmes, projects, deliverables and benefits provided the greatest contribution to organisational value. Provided a clear chain of accountability for the programme of change, with the facility to take personalised views of the data based on sphere of responsibility.
- **Collaboration.** QOREX enabled collaboration on programmes and projects across the organisation and beyond. Contained the potential to expand collaboration across organisational boundaries, to include stakeholder organisations.
- **Efficiency.** QOREX removed duplication and redundancy of effort, resource and delivery, to maximise efficiency and productivity. Reduced effort through the automation of reporting, version control and document distribution. Optimised delivery which reduced timescales and increased quality.
- **Cost saving**. QOREX increased clarity, consistency and focus along with the enabling of effective collaboration, improved efficiency and delivery, and led to cost reduction and improved quality.

What our clients say:

The best Christmas present that you could give a control freak like me"
Catherine Timmins, Head of PMO at Mid-Yorkshire NHS Trust

Contact us:

QOREX is designed in the knowledge of the financial and resource constraints that our clients face and, so is focused on speedy deployment, minimising the time investment from our clients and maximising an early return on their investment. The combination of our methodology and structured approach with our leading-edge web-based software provides a compelling solution for our clients.

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