

Subject: GLA Project Management Methodology - update

Report Number: 5

Report to: Business Management and Appointments Committee

Date: 7th December 2005

Report of: Executive Director – Finance and Performance

1. Recommendations

- 1.1 That the Committee adopt the revised methodology for managing projects *Managing Projects – the GLA approach* (attached as Appendix A) for those functions for which the Assembly is responsible.
- 1.2 That the appropriate implementation measures including training be progressed by the Squares and Business Development Group in the Finance and Performance Directorate.

2. Background

- 2.1 The current project management methodology was written in the early days of the organisation when there was limited experience of managing projects in the GLA. The original authors took some basic project management principles and developed them into a methodology for the GLA. The methodology was subsequently fine-tuned and streamlined but not substantially changed. The Squares and Business Development Group has provided training and general project management support for the GLA and the methodology has played a key part in this process.
- 2.2 However the GLA has moved on since this original methodology was written. The GLA is now in its second term with a focus on the delivery of the Mayoral strategies and is more involved across the GLA group with the functional bodies in managing and delivering major projects. This focus has resulted in the need to assure the delivery of key outcomes from major projects and has demanded greater clarity from our decision-making activities and more effective project management processes.
- 2.3 The GLA is also subject to the Government's review of public sector efficiency and this will demand a more efficient use of project resources.
- 2.4 The project management focus for the Assembly and Secretariat continues to be with the scrutiny process and with events. They had adopted the previous methodology and the Squares and Business Development group have worked with the Secretariat to review how scrutiny processes could benefit from the GLA's project management approach. The Secretariat have also developed a Project Management Handbook that deals with some of the more specific project management issues that relate to the Assembly. This is referred to in the revised methodology.

- 2.5 Current scrutinies include the Commission on London Governance, MRSA in London, Designs on London and Flooding Risk in the Thames Gateway. Assembly events, that range in size and nature from stakeholder engagements to the Holocaust Memorial Day, could also benefit from using this approach.
- 2.6 The Mayor agreed the new Project Management Methodology on 5 September 2005.

3. Issues for Consideration

- 3.1 Following the changes made to the GLA's decision making procedures earlier this year, we are recommending a number of changes to update and streamline the Authority's Project Management methodology including clearly positioning the Approval stage before the project starts (it is recognised that the Assembly have their own decision making processes and these are referred to in the methodology).
- 3.2 New steps in the Start-up stage including:
- the establishment of an effective project structure and organisation for key corporate projects
 - greater clarity about the role of the Squares and Business Development Group
 - a new, more clearly defined Delivery stage
 - more focus on lessons learned
 - clearer linkages to the GLA's Risk Management framework.

4. Equalities Implications

- 4.1 The methodology incorporates the requirement to undertake an equalities impact assessment.

5. Strategy Implications

- 5.1 There are no direct strategy implications. However this revised methodology will support the GLA in effectively delivering the mayor's strategies and promote joint working through projects across the GLA group.

6. Legal Implications

- 6.1 Under section 34 of the Greater London Authority Act 1999 (the 'Act') the Authority, acting by the Mayor or the Assembly, may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of any functions of the Authority exercisable by the Mayor.
- 6.2 The adoption of the revised project management methodology across the Authority is intended to facilitate the work of the Authority. Therefore, the proposal falls within the scope of section 34 of the Act.

7. Financial Implications

- 7.1 There are no direct financial implications from adopting the revised approach to project management. The ancillary costs in respect of printing and training will be contained in the Finance and Performance budgets.
- 7.2 The adoption of the revised approach should facilitate the efficient and effective use of GLA resources.

Background Papers: *Managing Projects – the GLA approach*
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