

Lawrence Rowland Recent Governance framework set-ups and resets

❖ Setting up Portfolio Governance at Bentley Motors

Bentley Motors has a large digital initiative underway, at the same time as a lot of heritage systems. Up to then a lot of the work was being handled via a typical project framework and via IT service management. The CIO recognised that the current PMO did not have any portfolio management capability and this was a critical precursor for serving the increasing expectations of the business in digital operations. Pcubed worked with the client to help them select a portfolio governance structure that fitted with their current senior management meetings. A portfolio model was then co-designed with the client which showed how requests and projects would be handled at each stage. Hosted on this model, the client was then shown to run a rolling portfolio process, which would allow them to regularly reset their sub-portfolios and reallocate resources and money. A simple prioritisation method was agreed, based on a fast, frugal decision tree.

❖ Governance of early projects and new initiatives within DS Smith plc

DS Smith's IT department have had a significant change in the amount of demand for new IT, owing to their large acquisition programme. They needed to get better at managing work coming in, and this assignment focussed on four key areas. Firstly management of the demand coming in from the business. Secondly understanding what the scope of that demand is, and how it relates to the business capabilities. Thirdly, how to supply appropriate resource to meet that demand, and fourth, how to initiate projects.

❖ Portfolio Office at Network Rail with Governance and control focus

Lawrence led a team of four in setting up an appropriate Portfolio Management Office. The PfMO is a key function, embedded within build and arterial across NRT for ensuring they are 'Doing the right things' in terms of governing intake, effective gateway management and achievability based prioritisation. In addition 'Doing things right' involving project control measures, reporting and programme and project delivery support. Following an extensive and detailed round of interviews with key stakeholders across NRT, We were able to understand how the business operates, challenges, the levels of maturity and the regulatory frameworks that the organisation is governed by. We provided a blueprint along with descriptions and work procedures for these services, and a roadmap for implementation. Lawrence later supported Network Rail in aligning the Portfolio Office to a changed organisational picture following a re-design.

❖ Aligning programme governance with commercial governance at Sellafield

Lawrence was working for the Commercial Directorate to deliver their Excellence Plan for improving project and contract performance. He recast the guidance for how Sellafield Programmes develop their own Acquisition Strategy, with an emphasis on Category Management across Programmes, understanding the supply chain for the long term, and relating to the other key Programme shaping documents. He has worked to strengthen the business case for the PFCS key programme, and strengthened the options appraisal within business case development. He helped to develop new principles by which Contract Officers will run their procurement competition. Lawrence also provided guidance in the set up of the Enterprise Portfolio Office, around tasks and roles.

❖ Portfolio Office Manager, Virgin Atlantic

Lawrence established a new investment governance process to prioritise, review and approve all project spending. The portfolio office has successfully run three cycles of the new process, and the PMO has been handed back to the business.

Lawrence also ran the portfolio office for managed funds of £100m pa for Virgin Atlantic, for projects across the business. This was an interim role to support the Portfolio Governance Director, as the portfolio office transitions from a role of project support & administration to an enterprise wide portfolio oversight function, which supports the business in ensuring that the projects overall are aligned to the corporate objectives.