

Kent County Council

Project Prioritisation in Adult Social Care



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Version: 1.0 - FINAL

Contents

In this Spotlight Session, we will cover the following:

- New Idea / New Work Request
- Triage
- Prioritisation – Project Value
- DECA – Project Complexity
- Resource Allocation
- Assessment Review of ‘Project Value’
- Challenges, Lessons Learned & Recommendations

Overview of the process



1



New Request

An MS Form is submitted for a new piece of work

2



Triage

PMO undertake an initial triage, determining whether the request is for a new piece of work, supports an existing activity, or is a request for information

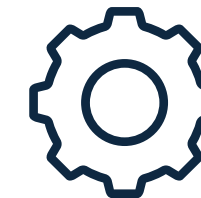
3



Prioritisation

Any new proposed activities are scored using the Prioritisation Matrix

4



Approval & Resource Allocation

Scores are approved by Senior Management

5



Review

Scores are reviewed at the end of the Assessment stage.



Step 1 - New Request comes in

“I’ve got a new idea!”

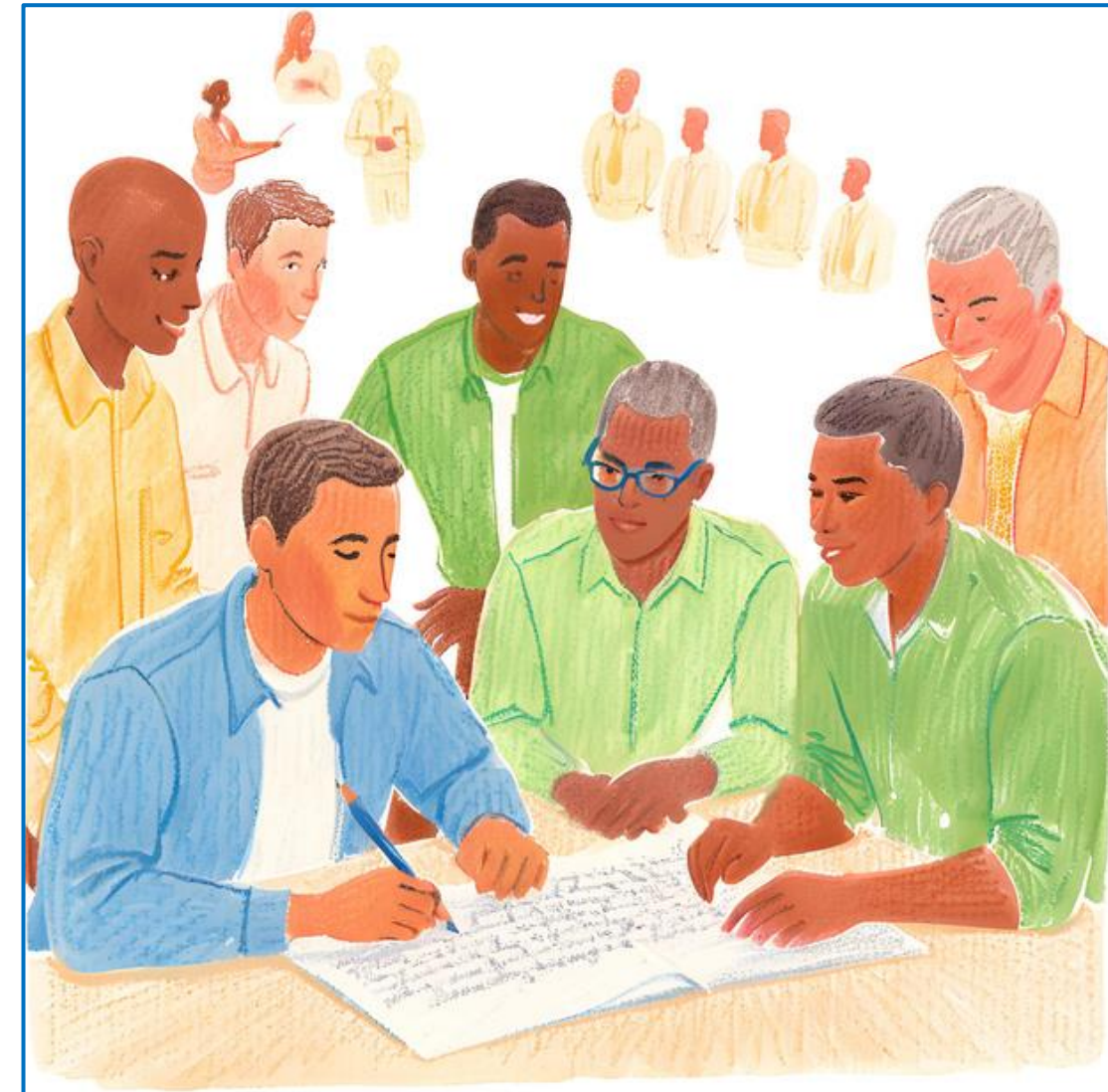
The first step is speaking with someone about your idea – usually your line manager, or perhaps a team or service manager.

“I have an idea that is likely to improve best practice.”

“I have an idea to improve the service we offer to people we support.”

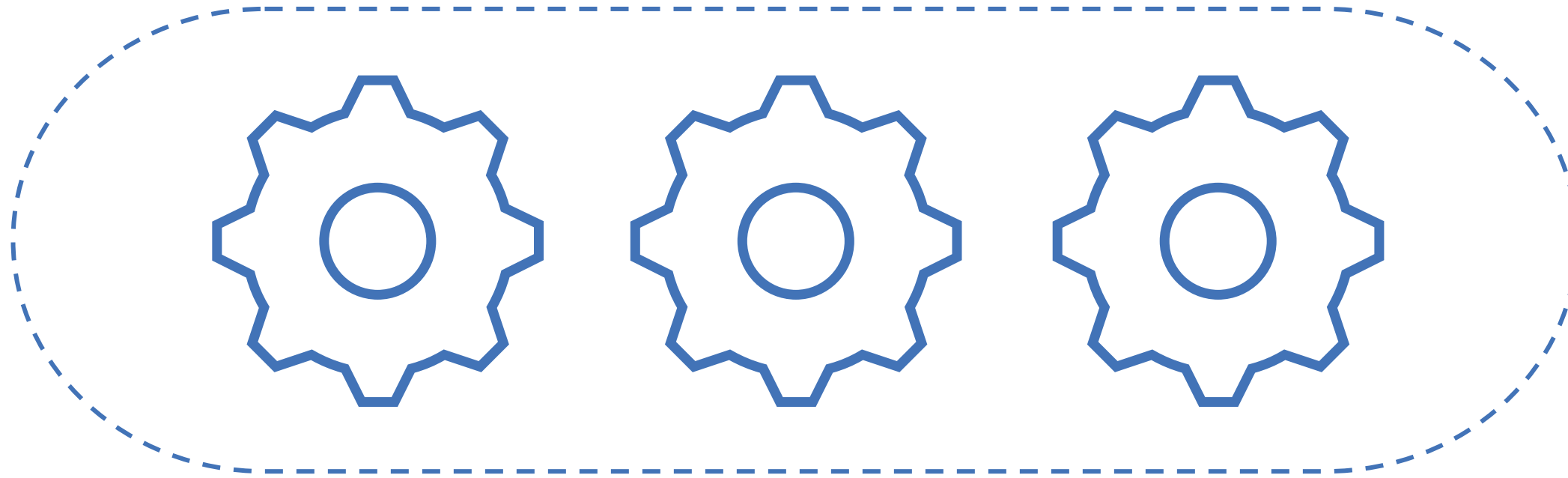
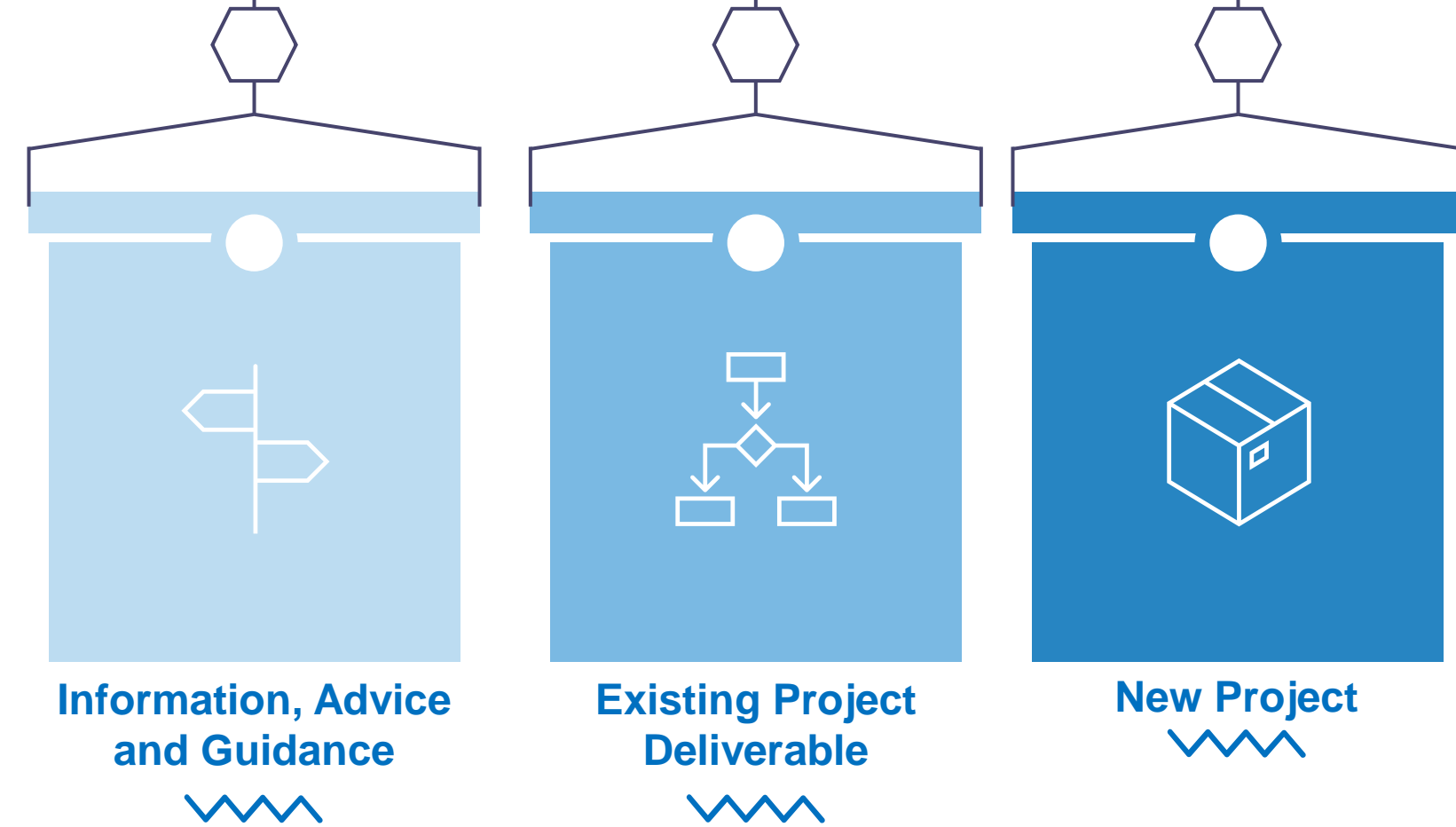
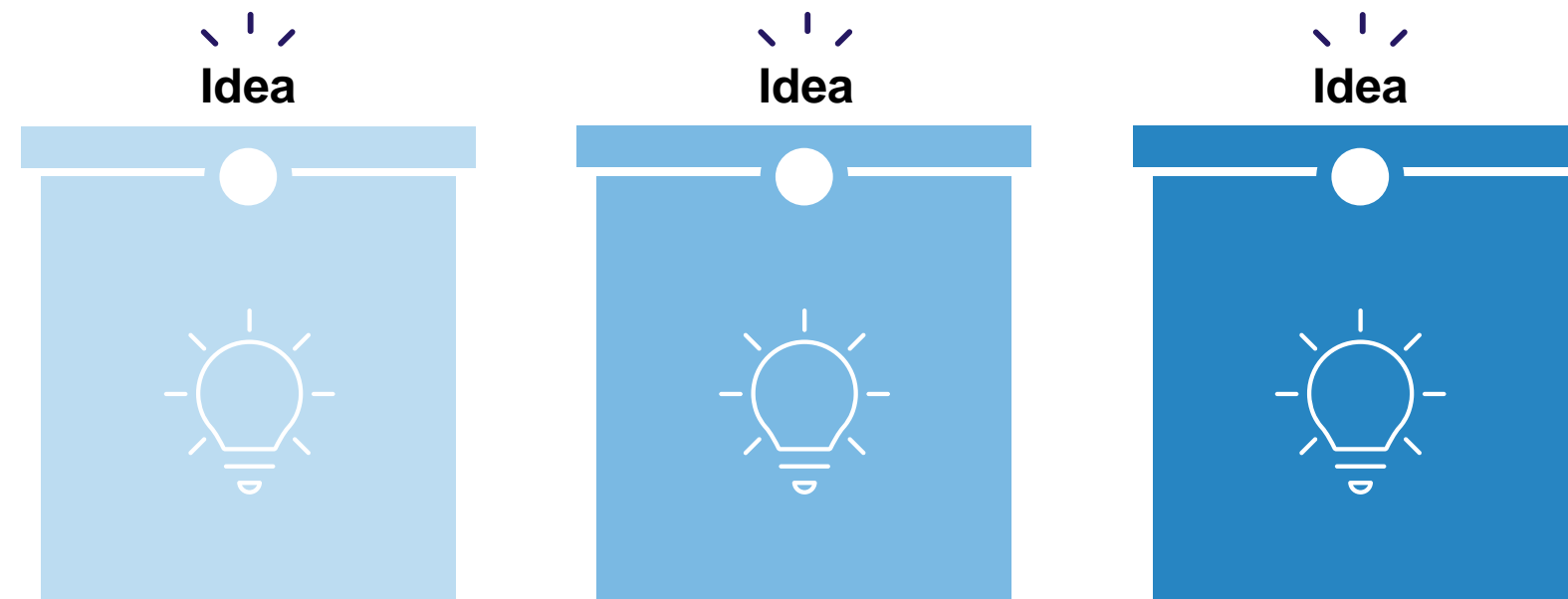
“I have an idea to improve the way we store information in the system.”

Once your idea has been fleshed out, it’s time to fill in the **‘Initial Contact – New Request’** MS Form.



Step 2 - Triage

The Portfolio Management Office (PMO) have automated all responses from the Initial Contact Form, to populate in a kanban board on Microsoft Teams ready to be triaged.



Each request that comes through will be triaged as either **Information, Advice and Guidance**, **Existing Project Deliverable** or **New Project**.

Step 3 - Prioritise

The Portfolio Management Office (PMO) use the Prioritisation Matrix to score each **New Project** against a set criteria. Each New Project will have individually weighted **Strategic, Benefits, Practice Improvements**, and **Integration** scores. The overall scores will form our project *priority order*, which will be used to make informed decisions.

	Weight	Question
Strategic Value (25%)	20%	The project directly addresses the three MADE Pillars
	20%	The project has Senior Management and / or high Political Interest
	50%	The extent to which the activity aligns to Securing Kent's Future (i.e. focus on achieving financial benefits).
	10%	The project is a critical enabler for other projects

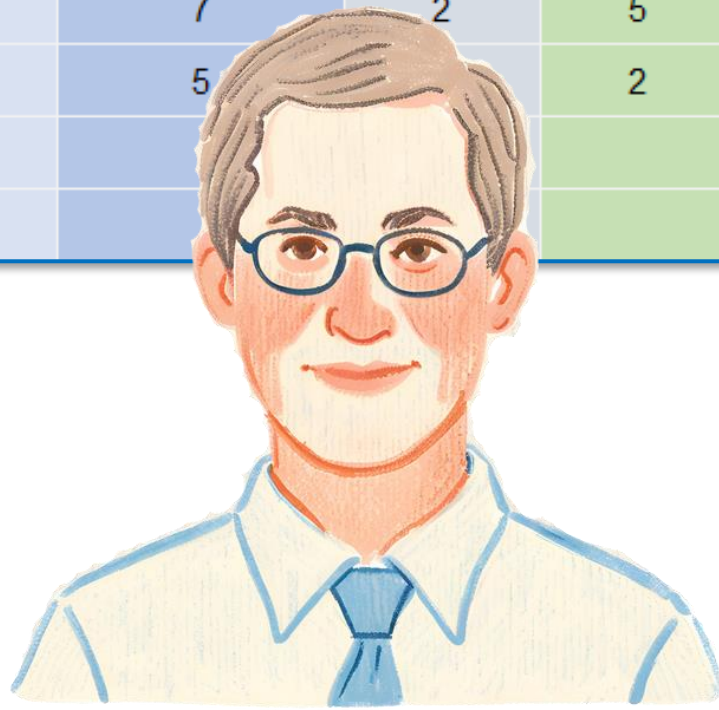
	Weight	Question
Benefit Value (50%)	25%	The project delivers significant benefits for the people we support
	60%	The project delivers cash benefits (savings, cost-avoidance etc.). And / or the investment is expected to deliver significant VFM
	10%	The project delivers significant benefits for staff
	5%	The project is considered a quick-win

	Weight	Question
Practice Improvement Value (15%)	60%	Improves operational performance and best practice
	40%	Contributes towards meeting our statutory responsibilities

	Weight	Question
Integration Value (10%)	100%	The project enables integration between Health and Social Care

Prioritisation dimensions

Strategic				Benefits				Practice Improvements		Integration	Feasibility / Risk				
Directly addresses three MADE Pillars	Management / Political Interest	The extent to which the activity aligns to Securing Kent's Future (i.e. focus on achieving financial benefits).	Critical enabler for other activity (Project and non-Project)	Significant benefits for the people we support	Project delivers cash benefits (savings, cost-avoidance etc.) or brings in income	Significant benefits for staff	Quick Win	Improves operational performance and best practice	Contributes towards meeting our statutory responsibilities	Enables integration between Health and Social Care, or other internal or external partners	Significant Investment Required	Multiple Stakeholders	Significant Project Resources required	Exposes the Council to risk	Complex governance
5%	5%	13%	3%	13%	30%	5%	3%	9%	6%	10%	20%	20%	20%	20%	20%
6	8	7	7	4	5	4	4	6	5	6	5	4	3	1	3
7	6	3	6	7	2	5	5	5	4	2	4	4	2	3	1
2	8	5	1	1	5	2	1	2	1	1	5	5	5	5	8
10	10	9	8	7	10	6	1	8	6	2	10	5	2	6	2
2	9	10	4	1	10	2	1	2	1	1	1	6	5	8	9
8	9	6	9	7	4	10	1	9	8	4	7	9	4	7	7
7	9	7	2	5	6	6	1	7	4	10	5	8	4	6	9
5	8	5		2	4	2	1	5	2	5	5	7	3	5	5



Prioritisation dimensions

Project Priority Order					
	Project	Project or Enhancement?	Tier	Overall Score	Feasibility / Risk
1	Activity 1	Project	Tier 1	7.725	3.8
2	Activity 2	Project	Tier 1	7.45	3.4
3	Activity 3	Project	Tier 2	7.085	4.4
4	Activity 4	Enhancement	Tier 3	7	6.6
5	Activity 5	Project	Tier 1	6.755	8
6	Activity 6	Project	Tier 2	6.625	5.4
7	Activity 7	Project	Tier 1	6.345	6.4
8	Activity 8	Project	Tier 2	6.22	4.4
9	Activity 9	Project	Tier 1	6.115	6.8
10	Activity 10	Project	Tier 2	5.845	2.6
11	Activity 11	Enhancement	Tier 3	5.625	2.2
12	Activity 12	Enhancement	Tier 3	5.5	3
13					
14					

Tiering Projects – DECA scores

The **Delivery Environment Complexity Analytic (DECA)** is a tool developed by the National Audit Office (NAO) to provide a high-level overview of the challenges, complexity and risks to delivery of a project, programme, policy or area of work.

We use the Tier to give an indication for the level of resource that might be required.

Questions include (see appendix for full list):

- How stable is the environment – e.g. are there any pending elections or other external factors that might significantly influence the project?
- How complex are the objectives to deliver?
- Are specialist skills required for delivery – and do we have them?

Score	Tier
21+	Tier 1
18 – 20	Tier 2
0 – 17	Tier 3

- **Tier 1's** require a Project Manager and most likely a team around them.
- **Tier 2's** could be managed by Project Manager or Senior Project Officers.
- **Tier 3's** are small enough that a Project Officer or the PMO could take it on as a development opportunity (with Peer support).

Step 4 – Approval and assign Resource(s)

With our Priority Score and Tier in hand, the PMO will look at the project resourcing heatmap and consider the options.

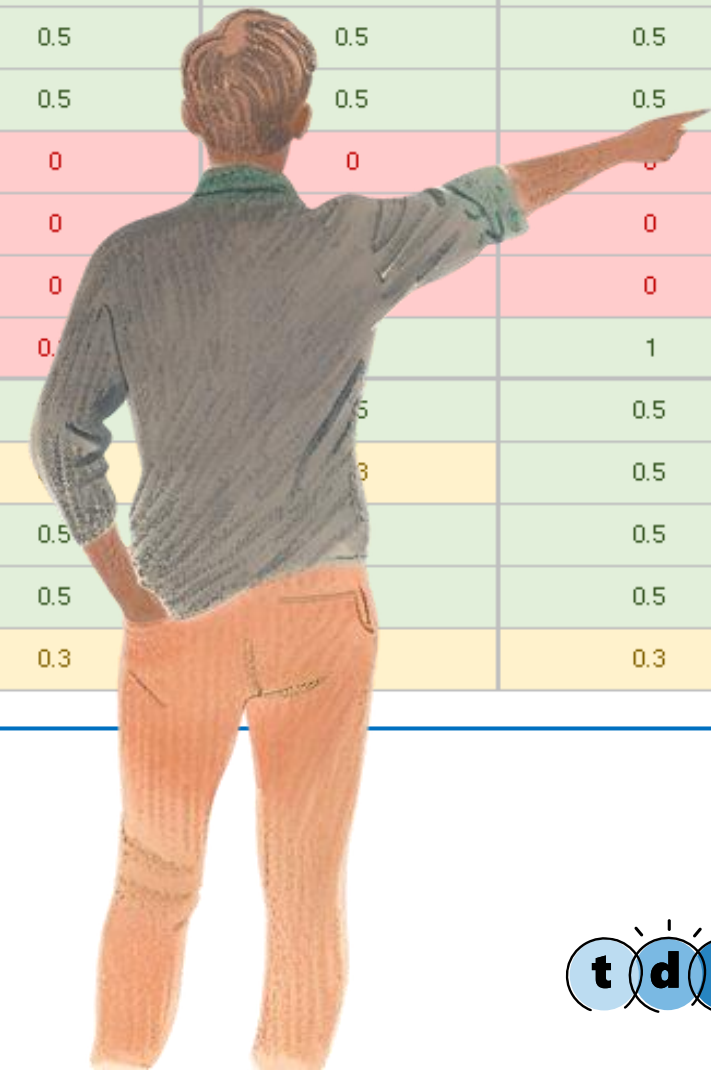
There are several ways these scores impact what we look for in the heatmap:

1. Do we have **any appropriate resources** that could pick this activity up immediately?
 - a) If not, do we have any resources that could pick this up in the **future**?
2. If it simply cannot wait, can we **pause / slow down** any current activity and **reallocate** the resource? (start at the *bottom* of the priority list / any under the 'line').
3. If we can't pause or slow down any existing activity but Senior Management want the new project to start, is there any **temporary funding available** to bring in short-term, fixed resource?
4. If we don't have sufficient resource, and it's a low priority, **is it worth doing** at all? (or if it's *very low* on priority score, do we want to do it even if we *have* someone who could pick it up!).

Step 4 – Approval and assign Resource(s)

Resource Heatmap

	B	C	DD	DG	DJ	DM	DP	DS	DV	DY	EB
4											
5	<i>F. Formula</i>	<i>Formula</i>	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25
6	Role	Project Status	Feb-25 Remaining FTE	Mar-25 Remaining FTE	Apr-25 Remaining FTE	May-25 Remaining FTE	Jun-25 Remaining FTE	Jul-25 Remaining FTE	Aug-25 Remaining FTE	Sep-25 Remaining FTE	Oct-25 Remaining FTE
8	Project Manager	Allocate	0	0	0	0	0	0	0	0	0
10	Project Manager	Allocate	0	0	0	0	0	0	0	1	1
11	Project Manager	Allocate	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
12	Project Manager	Allocate	0	0	0	0	0	0	0	0	0
13	Project Manager	Allocate	0	0	0	0	0	0	0.4	0.6	0.6
16	Project Manager	Allocate	0	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
17	Senior Project Officer	Allocate	0	0	0	0	0.5	0.5	1	1	1
19	Senior Project Officer	Allocate	0	0	0	0	0	0	0	0	1
20	Senior Project Officer	Allocate	0	0	0	1	1	1	1	1	1
23	Project Officer	Allocate	0	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
24	Project Officer	Allocate	0.45	0	0	0.5	0.5	0.5	0.5	0.5	0.5
25	Project Officer	Allocate	0	0	0	0	0	0	0	0	0
27	Project Officer	Allocate	0.1	0	0	0	0	0	0	0	0
28	Project Officer	Allocate	0	0	0	0	0	0	0	0	0
29	Project Officer	Allocate	0	0.2	0.2	0.2	0.2	0.2	0.2	1	1
30	Project Officer	Allocate	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
31	Project Support	Allocate	0.1	0.1	0.1	0.1	0.3	0.3	0.3	0.5	0.5
32	Project Support	Allocate	0.2	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
33	Project Support	Allocate	0.4	0.3	0.3	0.5	0.5	0.5	0.5	0.5	0.5
34	Project Support	Allocate	0.3	0.3	0	0	0.3	0.3	0.3	0.3	0

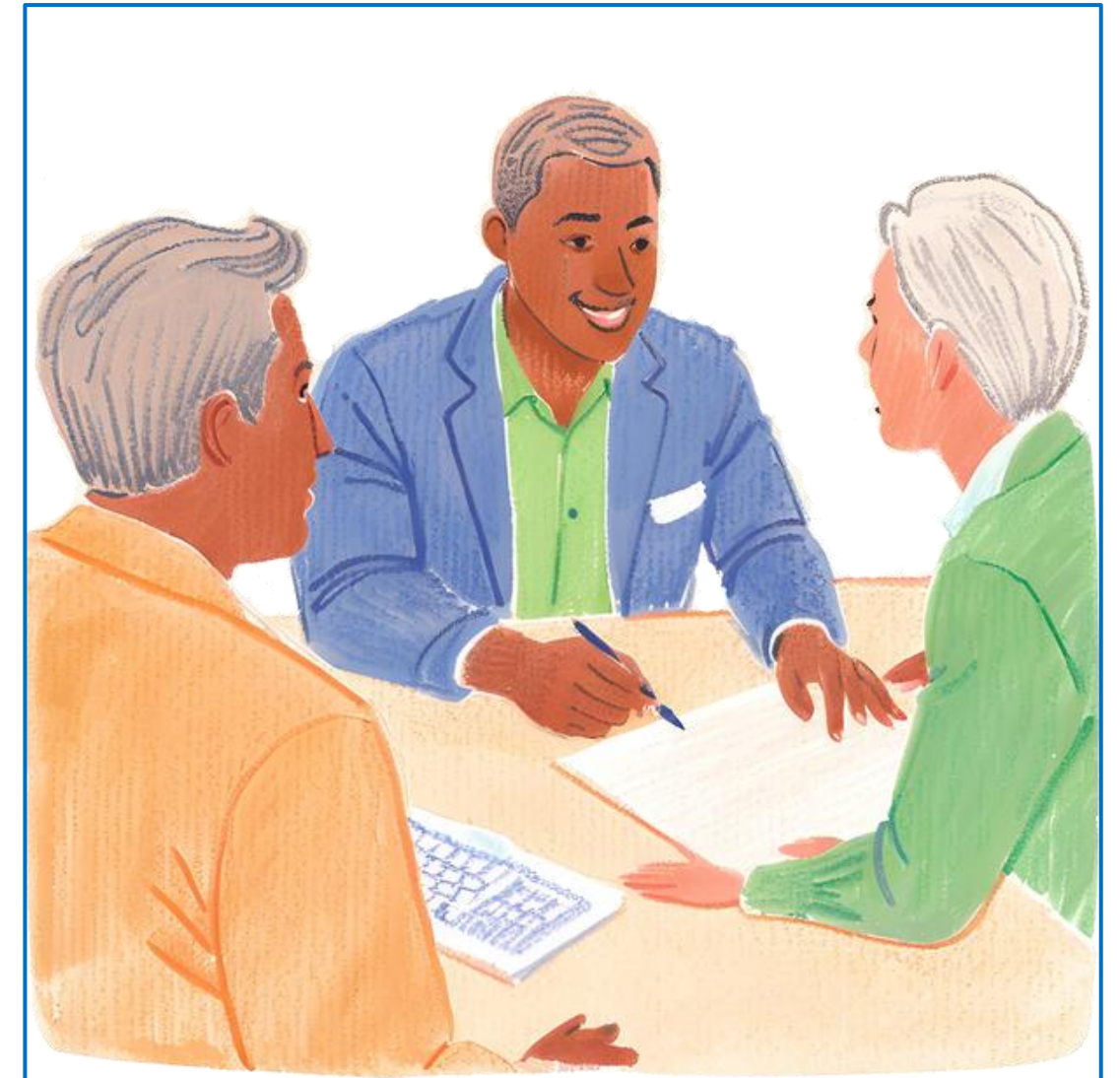


Step 5 – Review

The final step in this process is reviewing the score after the project has been going for a little while.

Typically, at the end of the **Assessment** stage of the Project Lifecycle, the PMO will review the Strategic Value score with the Project Manager during their **Stage Gate Review** (i.e. their decision point on whether to progress to Design, or close).

Sometimes pieces of work can *appear* complex, or highly beneficial, at the outset. As you dig deeper however, you realise there's maybe not as much to the project as initially anticipated – or the reverse!



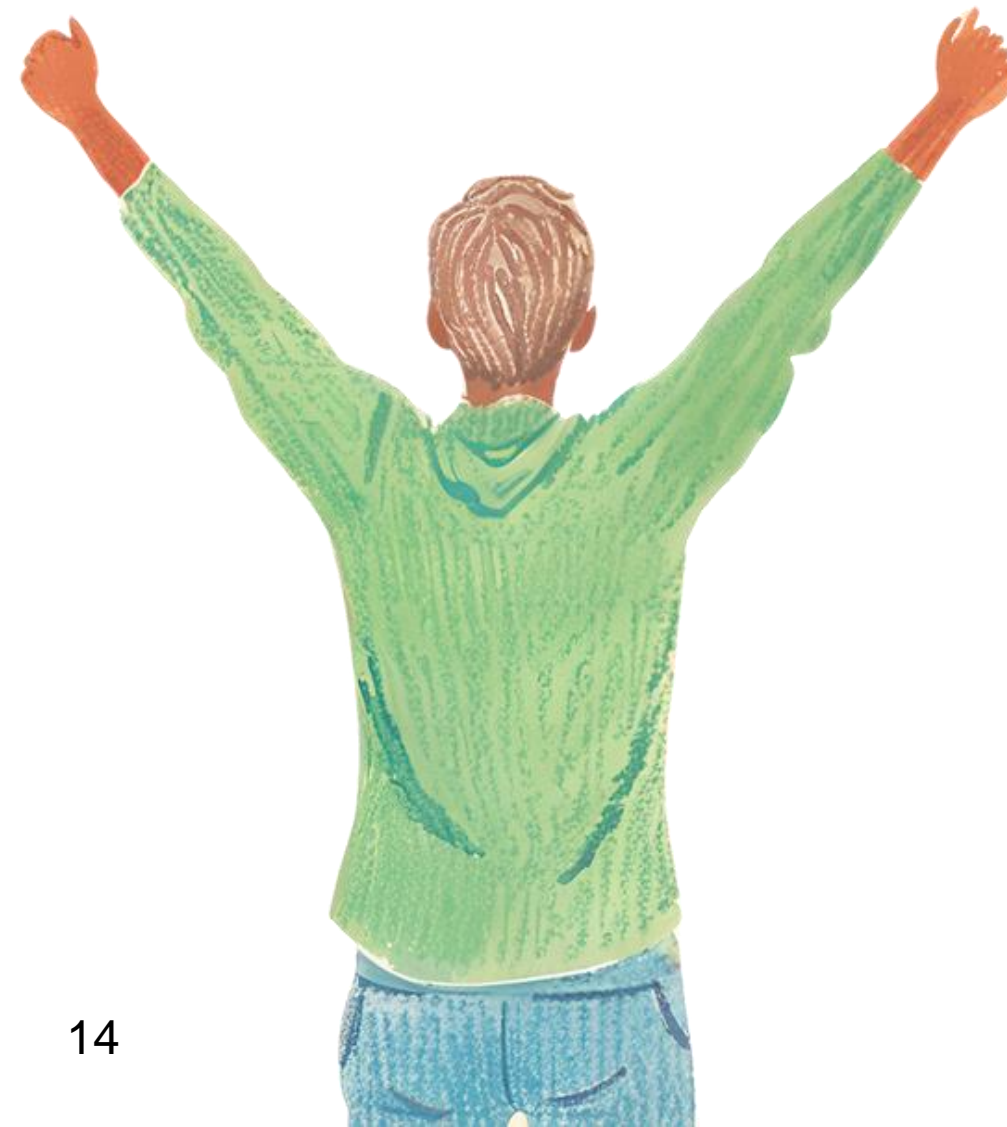
Challenges, Lessons Learned & Recommendations

- Streamline the activity you deliver to **focus** on those that offer the highest, overall value
- Design the questions and agree the weighting **with your key stakeholders** (i.e. Senior Management, Directors etc.)
- Regularly **review the questions** and weighting and update where necessary.
- Decide **where you want your ideas to come from?** Do you want bottom-up ideas or are you only interested in ideas from a top-down approach?
- **Highlight the “wins” often.** Show how you have been able to *avoid* work and “protect” the team by deflecting activities with IAG or demonstrate to decision makers where projects have a low priority score and therefore don't get started.



Challenges, Lessons Learned & Recommendations

- Make sure you can sell the '**added value**' to all the key stakeholders
- Use the process to **sequence** and **forward plan** activity
- Any form of **resource management** is better than no resource management
- Set **targets** for the team to manage portfolio performance (no. of projects, average length of project, savings target per project, risk target etc.)



Thank you for listening – any questions?

