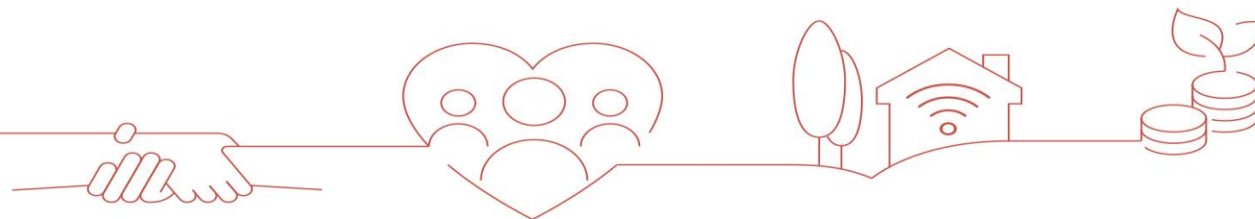


# Prioritisation Methodology

## LGA Transformation Roundtable

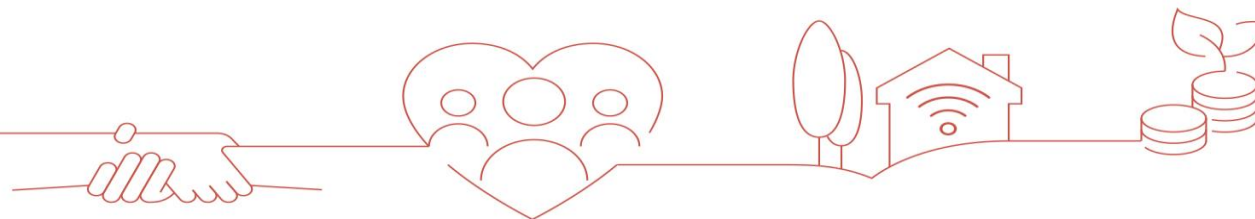
18<sup>th</sup> February 2025

Davinder Gill, Corporate PMO Manager



# Situational context

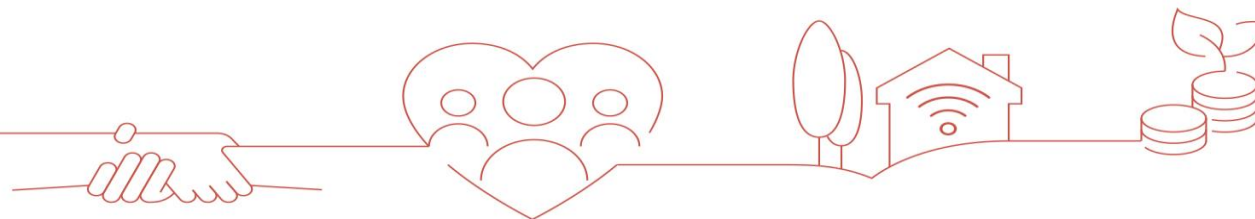
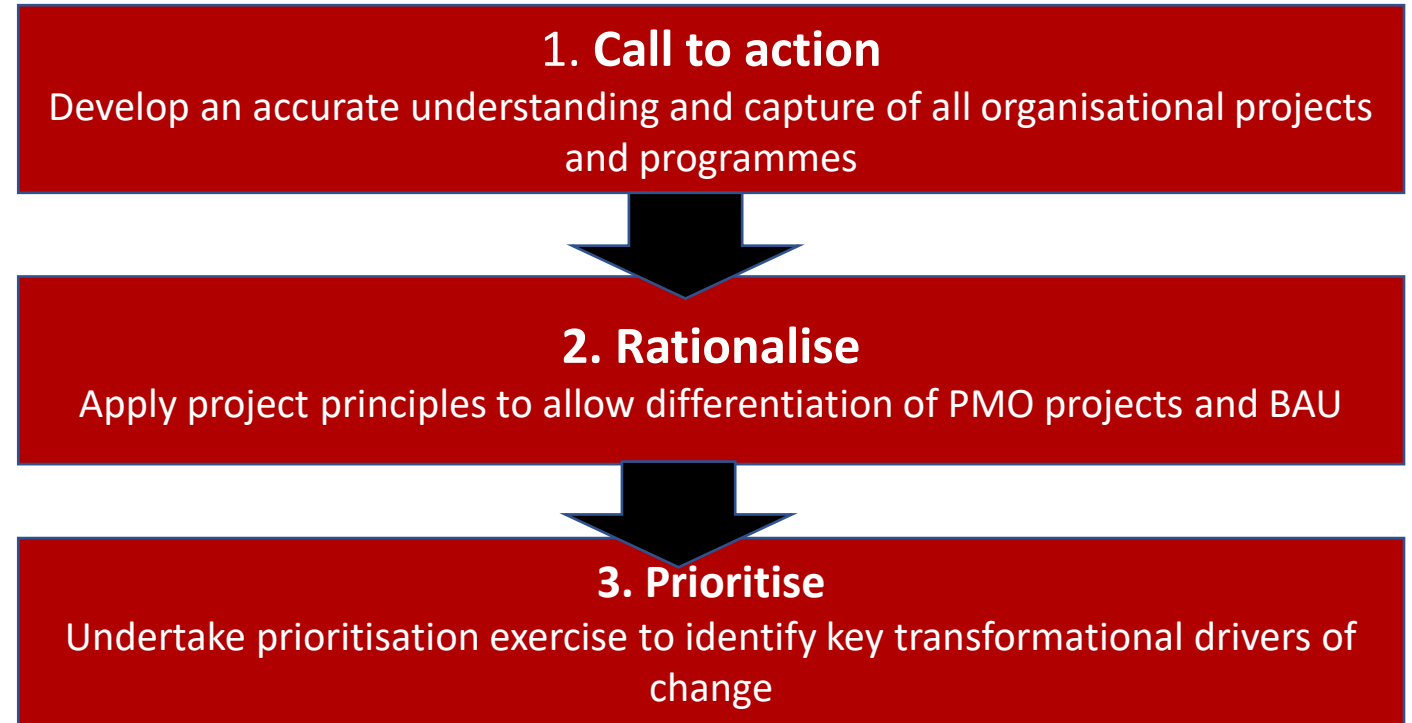
- 20+ 'transformation programmes' part of organisational narrative
- Mixture of BAU and time-limited projects
- Some sense of difficulty in ascertaining evidence base for transformation – mixture of influences (political)
- Lack of clarity on what each programme was trying to achieve
- No clear reporting infrastructure, benefits or budget mapping
- No dedicated resource, delays and lack of progress in some areas



# Agreed approach

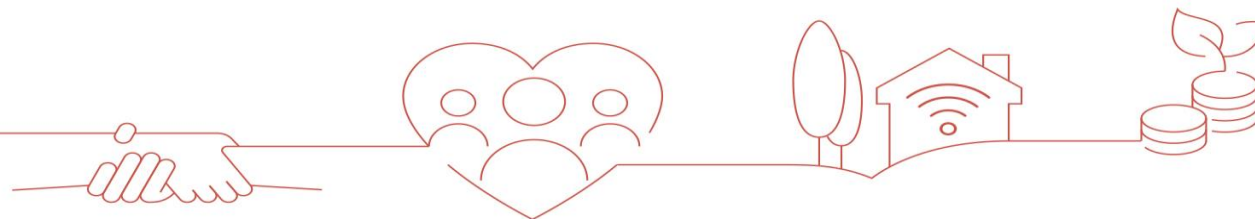
Undertake a review process to rationalise and prioritise to:

- Capture single version of the truth
- Differentiate between BAU (Business plans) and project and programmes (PMO framework)
- Allocate resource accordingly based on sound evidence and analysis.



## 2 - Rationalisation – Project Principles

1. **Time-bound** – has a clear start and end date – can't be ongoing!
2. **Discrete**- Not part of service specific role e.g. IT development/MTFP
3. **Complex**- requires technical project management support to 'make it happen'
4. **Relationship-based** – requires extensive stakeholder management at multiple levels across numerous departments
5. **Impactful** - adds strategic value or manages significant risk



# 3 - Prioritisation

Risks

Risks	
Technological	High – 3
Complexity	Medium – 2
Benefit	Low - 1
Delivery	

Strategic Value

Strategic Value	
Service Delivery	7
Statutory Compliance	8
Revenue Growth	8
Operational Risk Treatment	6
Productivity	6
Efficiency	10
Outcomes	9

Value of income or savings

Value of income or savings	
High (>£500,000)	7
Medium (>£100,00 but <£500,000)	5
Low (<£100,000)	2

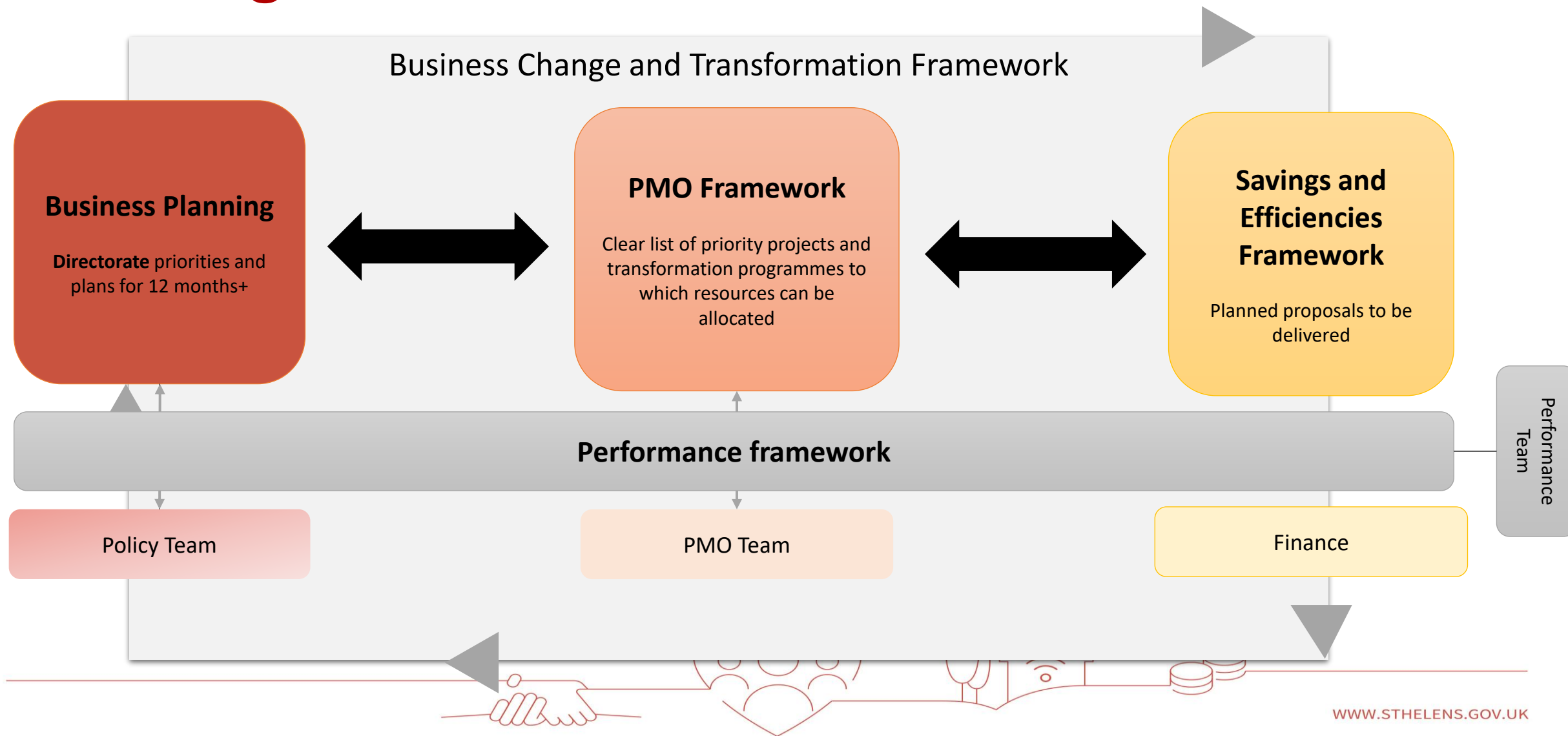
Project Length

Project Length	
High (>3 months)	3
Medium (>1 month but <3 months)	2
Low (<1 month)	1



Prioritisation exercise																			
Technology Risk Rating	Complexity Risk Level		Benefit Risk Level		Delivery Risk Level		Total Risk Score	Risk Rating	Investment Driver	Strategic Score	Value of Income / Saving			Project Length		Total Stratgic Score	Strategic Rating	Total Score	
Medium Risk	2	Low Risk	1	Medium Risk	2	Medium Risk	2	7	Medium	Efficiency	10	High (more than £500k)		7	Between 6 months and 1 year	2	19	high	26
Low Risk	1	Medium Risk	2	Medium Risk	2	Medium Risk	2	7	Medium	Efficiency	10	Low (less than £100k)		2	Under 6 months	1	13	Medium	20
Low Risk	1	Low Risk	1	Medium Risk	2	Low Risk	1	5	Medium	Productivity	6	Low (less than £100k)		2	no finish date provided	0	8	low	13
Low Risk	1	Low Risk	1	Medium Risk	2	Medium Risk	2	6	Medium	Service Delivery	7	Medium (Between £100k and £500k)		5	more than 1 year	3	15	high	21
Low Risk	1	Low Risk	1	Low Risk	1	Medium Risk	2	5	Medium	Efficiency	10	Low (less than £100k)		2	more than 1 year	3	15	high	20
High Risk	3	High Risk	3	Medium Risk	2	Medium Risk	2	10	high	Outcomes	9	Medium (Between £100k and £500k)		5	more than 1 year	3	17	high	27
Low Risk	1	High Risk	3	High Risk	3	High Risk	3	10	high	Outcomes	9	Low (less than £100k)		2	more than 1 year	3	14	Medium	24
Low Risk	1	High Risk	3	Medium Risk	2	High Risk	3	9	high	Efficiency	10	Medium (Between £100k and £500k)		5	Between 6 months and 1 year	2	17	high	26
Low Risk	1	High Risk	3	High Risk	3	High Risk	3	10	high	Service Delivery	7	High (more than £500k)		7	more than 1 year	3	17	high	27
Low Risk	1	High Risk	3	High Risk	3	High Risk	3	10	high	Efficiency	10	High (more than £500k)		7	more than 1 year	3	20	high	30
Low Risk	1	Medium Risk	2	High Risk	3	High Risk	3	9	high	Efficiency	10	High (more than £500k)		7	more than 1 year	3	20	high	29
Low Risk	1	Medium Risk	2	Medium Risk	2	Low Risk	1	6	Medium	Statutory Compliance	8	Low (less than £100k)		2	Between 6 months and 1 year	2	12	Medium	18
Medium Risk	2	Low Risk	1	Medium Risk	2	Medium Risk	2	7	Medium	Statutory Compliance	8	High (more than £500k)		7	more than 1 year	3	18	high	25
Low Risk	1	Low Risk	1	Medium Risk	2	Medium Risk	2	6	Medium	Outcomes	9	High (more than £500k)		7	more than 1 year	3	19	high	25
Low Risk	1	Medium Risk	2	Medium Risk	2	Medium Risk		5	Medium	Service Delivery	7	Medium (Between £100k and £500k)		5	more than 1 year	3	15	high	20
Low Risk	1	High Risk	3	High Risk	3	High Risk	3	10	high	Service Delivery	7	Medium (Between £100k and £500k)		5	more than 1 year	3	15	high	25

# Strategic Framework



# Outcomes and Learning

- Agreement on organisational transformation priorities
- Closer alignment with budget/savings planning
- Dedicated PMO resource in place for top ranked transformation
- Nothing was stopped but resource and strategic focus agreed
- Previous examples projects stopped/paused to focus on priorities
- Prioritisation also used on capital programmes to manage resource and could be used more broadly across organisation

