

Environment Agency Flood and Coastal Erosion Risk Management (FCRM) Improvement Portfolio Support

Background

As part of Defra's wider 6-year investment to improve the nation's resilience to Flood and Coastal Erosion Risk, over 12 weeks Methods worked with the FCRM Improvement portfolio team to create tools and processes which would improve the planning and delivery of flood and coastal erosion business improvement projects and programmes.

As a newly set up team who were growing quickly, the portfolio management office (PMO) tasked Methods with reviewing their current offering, scope, and maturity, and providing a roadmap of improvement over a 24-month period.

Key requirements



Methods to identify areas of improved ways of working within the portfolio management office in order to set their team up for success and to achieve level 4 PPPM maturity at a future date

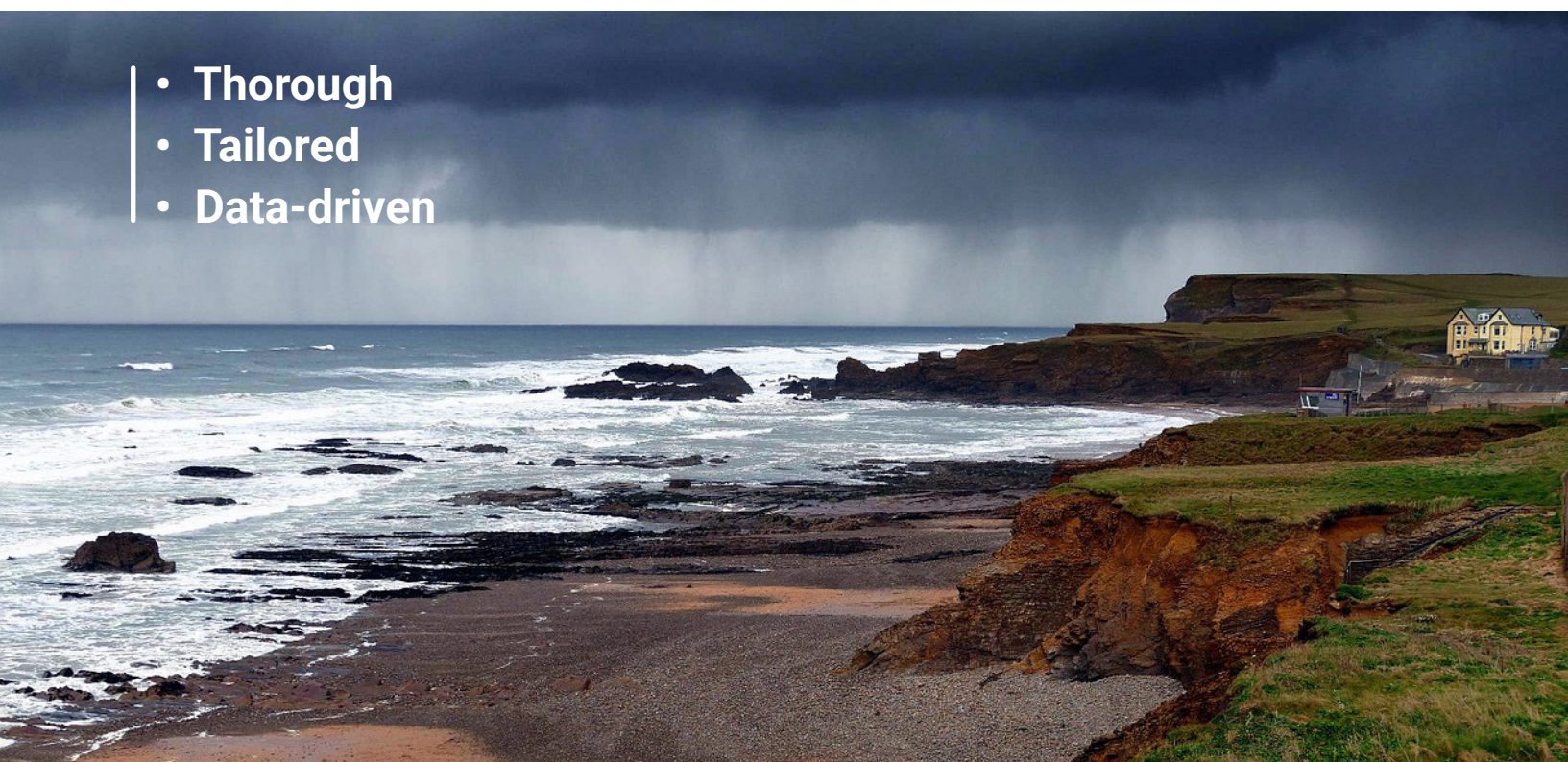


To review their resourcing approach for their project management and technical resources, and comparing this against external best practices in order to provide a more resilient and efficient operating model to take forward as the portfolio increased in size



The client already had good knowledge and understanding of portfolio management, but they wanted a practical and targeted approach that could be quickly implemented to embed the new PMO and make a step change improvement across all aspects of managing the portfolio, where quick wins could be identified and deployed over a purely textbook-based approach

- Thorough
- Tailored
- Data-driven



Outcomes

Over 200 comments were received in the Critical friend feedback. Methods summarised all of this into the 7 P3M3® perspectives:



From this, a further 8 theme threads were identified to describe the common action areas to help with the analysis of strengths and weaknesses:

- Assurance
- Behaviours
- Information and Knowledge Management
- Infrastructure and Tools
- Organisation
- Planning
- Process
- Standards

After we wrote the blueprint we presented it back to all stakeholder groups, not just to the Directors. Each presentation was tailored to the relevant team, e.g strategic level actions to Exec group, day-to-day tasks for operational teams, etc. By tailoring the information in this way, we were able to provide immediate and relevant actions that people could take and put into practice straight away.

We provided the client with clear next steps that showed them where to focus their resource, as well as a roadmap to follow which put all actions into a logical order.

What knowledge was transferred?

16 individual and targeted sessions over 3 months, including show and tells, on-site workshops, and 1-2-1 sessions on top of the day-to-day team engagements. The content of these sessions included portfolio lifecycle reviews, PMO maturity assessments, blueprint overviews, and walkthroughs of the recommendations.

Methods team was extremely approachable and a good cultural fit

The client fed back that in working with Methods, he felt he had peers to bounce his ideas off at a strategic, practical, and theoretical level – the Methods team was extremely approachable and a good cultural fit.