Are we throwing the baby out with the bath water?

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Scale of the Public Sector project landscape

ACT supports business change

Government ICT Strategy

Advocates AGILE to help combat the perceived problems with traditional methods for ICT-enabled business change projects. These include:

- low user satisfaction, because people find systems difficult to operate;
- late delivery of systems and failure to realise the expected benefits;
- high costs to make simple system changes; and
- obsolescent systems, because technology changes rapidly.

NAO report to help government learn from others
Cabinet Office Guidance is:

- Best practice written down such that it is:
  - Repeatable
  - Adaptable
  - Flexible
  - Tested

Agile methods are:

- Iterative
- Adaptable
- Rapid
- Cooperative
- Quality-Driven
What is a project?

- PRINCE2 - A temporary organisation that is created for the purpose of delivering one or more business products according to an agreed business case.
- APM - A unique, transient endeavour undertaken to achieve a desired outcome.
- BSI - A unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or organization to meet specific objectives within defined schedule, cost and performance parameters.
- Agile - no single definition
Building Success

AIMS/SCOPE

GOVERNANCE

BUSINESS READINESS

EXTERNAL DEPENDENCIES

SKILLS AND CAPABILITIES

PROCESSES

DELIVERY CONFIDENCE

Time

Benefits & Quality

Cost

UNCLASSIFIED
**PRINCE2**
- Continued business justification
- Learn from experience
- Defined roles and responsibilities
- Managed by stages
- Managed by exception
- Focus on products
- Tailored to suit the project environment

**Agile Manifesto**
- Delivers valuable software
- Harness change to advantage
- Working software frequently releases
- Business and developer together
- Face to face conversations
- Working software is the measure of progress
- Sustainable development
- Excellence and design enhance agility
- Self organising teams
- Self learning
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DSDM Atern
- Focus on business need
- Delivered on time
- Collaborate
- Never compromise quality
- Build incrementally
- Develop iteratively
- Communicate
- Demonstrate control
Common threads

- Something of value, has a business justification or need - change is required to advantage the business
- Learn from experience - self learning
- Focuses on products - working software, quality
- Communicate continuously and clearly - stakeholder engagement
- Build incrementally - break into manageable stages from firm foundations
- Time bound delivery - delivery against a plan
- Managing the process (control)
Balance is important

VALUE

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Balance between benefits and expenditure

Balance between use of resources

Satisfaction of needs (benefits) (monetary and non-monetary)

Use of resources (expenditure) (money, people, time, energy and materials)

Balance between stakeholders

UNCLASSIFIED
An organization here is out of balance and is not able to effectively support the business strategy.

An organization here is quite balanced, but tends to fix services that are not broken, resulting in higher levels of change.

Achieving balance: focus on reactivity
An organization here is out of balance and is in danger of ignoring changing business requirements.

An organization here is quite balanced, but may tend to overspend on change.

Achieving balance: focus on change.
An organization here is out of balance and is in danger of not meeting business requirements.

An organization here is quite balanced, but tends to under-deliver on promises to the business.

Achieving balance: focus on business delivery.
An organization here is out of balance and is in danger of losing service quality because of heavy cost cutting.

An organization here is quite balanced, but may tend to overspend to deliver higher levels of service than are strictly necessary.

**Achieving balance: focus on cost and quality**
Business change governance

Validation

Business change value
Are we getting the business benefits?

Verification

Business change strategy
Are we doing the right things?

Business change design
Are we doing things the right way?

Business change delivery
Are we getting things done well?
Portfolio Management
- Doing the right programmes and projects

Programme Management
- Doing things right
- Outcomes that contribute to strategic intent

Project Management
- Doing things right
- The desired outputs

Work Packages
- Doing things right
- Appropriate approach
Myths affecting uptake

**PRINCE2**
- Too bureaucratic
- Too much up front planning
- Too rigid
- Too rigidly applied
- Only for big projects

**Agile**
- Just for software
- Often interpreted as Agility
- Yes but which one
- How does it fit with our existing processes?
Where is the baby?

- Common principles: generic vs. specific
- Frameworks and Agile can complement each other
- Appropriate approach
  - Tune to your project
  - Tune to your organisation and environment
- Get the best out of both approaches
Agile is not a silver bullet
- It’s more about people not processes and paperwork
- You still need documentation but focus is on something of

Ensure you have senior management understanding
- Finance and procurement

The ideal agile team is collocated
- Be prepared to travel
- Sit with the developers and tell them what they’re doing right
- Let them tell you what you’re doing wrong
- Retrospectives: learn and improve

Release little and often
Successful projects

1. Initial Assessment
   - Get off on the right foot
   - Have the right people

2. Programme Leadership
   - Define the task appropriately
   - Know your environment
   - Keep feet on the ground

3. Scope aims and benefits
   - Know what could go wrong
   - Have the right know-how
   - Appreciate who can help or harm you
   - Make it work for real

4. Position within an organisation
   - Ensure everyone is clear what they bring

5. Managing the Time/Cost/Quality triangle

6. Assumptions, Risks, Issues

7. Skills and expertise

8. Stakeholders

9. Business models

10. Managing suppliers/consultants
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