



Australian Government

**Great Barrier Reef
Marine Park Authority**

**ICT Enabled Investment
Capability Improvement Plan
2011 - 2013**

1. Background

In February 2010 the GBRMPA conducted an assessment of its organisational capability in ICT-enabled investment using the Programme and Project Management Maturity Model (P3M3). The detailed self assessment against P3M3 was facilitated by the Director – Spatial and Information Technologies and validated by the Executive Management Group. It identified strengths, weaknesses and opportunities for improving capability that have a direct impact on the GBRMPA's capacity to commission, manage and realise benefits from its ICT-enabled projects.

This *Capability Improvement Plan* has been developed in response to the self assessment of organisational capability. Extensive stakeholder consultations through the assessment process have assisted the Executive Management Group to define immediate and longer term priorities for addressing the significant gaps in organisational maturity that have implications for the GBRMPA's management performance in ICT-enabled investment, including the management of risk and realisation of benefits from this investment. By addressing these priorities through a set of integrated projects and initiatives the GBRMPA is expected to achieve sustainable improvements in organisational performance in portfolio, programme and project management in the life-cycle management of ICT enabled investment and tangible benefits on a wider front across all of the GBRMPA's change initiatives.

2. Objectives

The P3M3 assessment has established a clear business need and priorities for improvement in the GBRMPA's maturity in the life-cycle governance of ICT-enabled investment. This was recognised by the Executive Management Group in confirming the mandate for this plan. While there are many areas of good governance and performance in programme and project management across the GBRMPA, there are also some gaps and inconsistencies.

Over the next two years the GBRMPA will implement, through this plan, broad-based improvement initiatives across all P3M3 process areas. Table 5 summarises these for specific target maturity levels in each process area against the P3M3 model. Current pockets of repeatable good practice, such as in project-governance, will be refined and extended.

In the immediate to short term the GBRMPA will implement a number of initiatives to address all critically immature process areas. Together these initiatives have short term components that will leverage the GBRMPA's strengths to deliver improvements across a range of process areas including the management of benefits, finances and resources at the programme and project level.

The overall objectives for the programme are to deliver an integrated set of projects and initiatives that together address the identified gaps in governance and process maturity with a particular focus on delivering:

- A consolidated and optimised portfolio of ICT-enabled investment through improved strategic, evidence-based ICT investment decision-making;
- Improved visibility and control of ICT investment by ensuring current and planned ICT investment requirements are clearly defined, prioritised from an organisational perspective and managed to realise the right outcomes in accordance with the business case;
- Strengthened ability to consistently and successfully plan, deliver and realise benefits from ICT-enabled investment through programmes and projects; and
- To establish cost-effective and sustainable organisational capability in the provision of skilled resources in programme and project management.

3. Scope & Schedule

The programme will be implemented through two tranches:

- Tranche 1: April 2011 – February 2012
- Tranche 2: December 2011 – September 2012

A follow-up P3M3 assessment will be undertaken in August-September 2012 taking account of achievements under the programme as demonstrated through a focussed gathering and evaluation of evidence across all Process Perspectives.

A high level schedule of the planned projects and initiatives under the programme is set out below.

Table 1: Programme Scope/Schedule:

Project/Initiative	2011		2012												2013										
	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	
Strengthen Governance of ICT Steering Committee	█																								
Programme/Project Management Training	█																								
Review and Strengthen Risk Management Framework			█												█										
Review and Enhance the Project Management Framework									█													█			
ICT BAU Investment– Measurement & Reporting					█												█								
P3M3 Re-assessment & Programme Benefits Review																								█	

Further details of the projects and initiatives forming part of each tranche of the programme is provided in separate project plans.

4. Benefits

The major benefits flowing from this programme are summarised below. The *Benefits Management Plan* provides further detail of benefits measures, benefits risk, tracking and ownership. A high level Results Chain at [Attachment A](#) illustrates the linkages between project outputs and programme outcomes (and benefits).

Tangible Financial Benefits

- Consolidation and prioritisation of ICT-enabled investment across the GBRMPA provides greater control of initiatives and strategic alignment of business value.
- Enhanced ICT investment decision-making supported by a more reliable evidence-base and more rigorous business cases.
- Reduced risk of programme and project failure through strengthened governance, including tracking and assurance in costs, risks and benefits.
- Reduced contingency in programme and project budgets and resourcing through strong portfolio oversight and control of budgetary and resource forecasts and allocations.
- Operational efficiencies in ICT investment life-cycle management, including business case development and programme and project integration, control and assurance.

Tangible Non-Financial Benefits

- The ICT strategic plan is systematically translated into well defined programmes of work that are prioritised against other organisational initiatives.
- Consistent establishment and operation of programme and project boards provides greater assurance over programme and project performance, risk and delivery of business value.
- Defined business area involvement in the life-cycle management of ICT-enabled investment delivers stronger alignment with business value, improved benefits/risk management and more effective integration of business changes.
- Adoption of consistent standards for tracking and reviewing programme and project performance in Stage-Gates and independent reviews delivers capability and opportunity for timely intervention and corrective action.
- Level of overall business and ICT risk in investment is reduced.
- Improved availability of skilled programme and project managers and support personnel.

Other Benefits

- Increased understanding of the contribution of ICT to business value in the GBRMPA.
- Adoption of a fit for purpose, cost-effective framework of better practice standards in programme and project management improves assurance and probability of successful business outcomes.

5. Stakeholder Engagement

Key stakeholders impacted by the programme are identified in Table 2. Key stakeholder engagement activities planned to be undertaken across the programme and coordinated by the programme Manager are summarised.

Table 2: Stakeholder Analysis

Key Stakeholders	Impact	Key Activities
Executive Management Group	Drive organisational changes to existing budget and planning processes, including increased transparency, and redefined control and authority in regards to ICT-enabled investment.	<ul style="list-style-type: none"> ▪ Executive briefings; ▪ Quarterly status reports on programme.
ICT Steering Committee	Enhanced role and responsibility in GBRMPA ICT-enabled investment and the execution of the ICT strategy. Changes to decision-making cycle and presentation of information.	<ul style="list-style-type: none"> ▪ Briefings; ▪ Quarterly status reports on programme.
Chief Information Officer	Review of Project Management structure, function and resources. Potential for expanded responsibilities and enhanced capability. Changes to GBRMPA's framework policies and processes.	<ul style="list-style-type: none"> ▪ Active involvement in review and development of new Project Management model; ▪ Support development and training in new responsibilities.
Programme & Project Managers	Clearer governance roles and accountabilities over programme and project lifecycle.	<ul style="list-style-type: none"> ▪ Regular briefings/workshops;
Branch/ Section personnel	Clearer roles and responsibilities in programme/project management.	<ul style="list-style-type: none"> ▪ Regular briefings/workshops;
ICT personnel	Changes to ICT performance measurement and reporting. Clearer roles in programme/project governance.	<ul style="list-style-type: none"> ▪ Consultations on measurement regime; ▪ Regular briefings/workshops;

6. Programme Governance

Programme Sponsorship & Management

The overall management of this programme will be exercised by the General Manager Corporate Services as Senior Responsible Owner. The overall governance of the programme will be exercised by a Programme Board comprising the following roles:

Programme Board	Executive Management Group
ICT Steering Committee	Various GBRMPA stakeholders
Programme Manager	Director – Spatial and Information Technologies; CIO

Budget

ICT section funding and resource commitments for the programme will be addressed as part of the 2011-12 business planning process and will be built into the 2012-13 forward plan.

Risk Management

The following table summarises key risks and the likelihood and impact ratings pre- and post- risk treatment. Risk treatments have been built into the planned activities across the programme and will be reviewed and integrated at the programme level by the Programme Manager through the *Risk Management Plan*.

Table 3: Risk Analysis (High Level)

Risk	L	I	Risk Treatment	R
ICT Steering Committee decision-framework is slow to establish.	C	3	Establish Executive Management Group commitment & ongoing engagement and oversight.	M
Knowledge and skills required to adopt new framework and processes slow to establish.	B	3	Ensure strong and effective up-front investment in learning and development and communication activities, including the case for change and strong Executive commitment.	M
Resistance to change across branches/sections.	A	3	<ul style="list-style-type: none"> ▪ Regular briefings/workshops; ▪ P3M3 capability improvement bulletins; ▪ Monitoring and feedback processes to identify and resolve issues. 	S
Capability to support sustained organisational change over life of the programme.	B	3	Maintain strong programme governance with regular reviews of progress and resourcing. Identify champions and demonstrate early successes across organisation.	M
Resistance to change in the ICT section	B	3	<ul style="list-style-type: none"> ▪ Regular briefings/workshops; ▪ P3M3 capability improvement bulletins; ▪ Monitoring and feedback processes to identify and resolve issues. 	S

Legend: L = Likelihood (before treatment); I = Impact (before treatment); R = Residual risk rating (assuming effective risk treatment); M = Moderate Risk; S = Significant Risk.

Quality Management

The quality management policies and processes in the GBRMPA's Project Management Framework (PMF) will be applied but extended to ensure a primary focus on programme-level assurance. This function will be the responsibility of the Project Manager and Project Steering Committee. It will provide assurance that all aspects of the programme are working to achieve quality results in line with the programme objectives. The objectives and scope statements in Section 8 of this Plan are a high level statement of quality objectives for the end-products of the programme.

The evaluation of the quality of project end products delivered will be the responsibility of the project steering committee. Individual project plans will set out key checkpoints and/or process steps for ensuring the delivery of the project's quality objectives.

Change Control

The change management discipline in the GBRMPA's PMF will be applied to all component projects within the programme. The Programme Manager will maintain a central log of all issues, risks and changes and conduct formal assessment of issues escalated by Project Managers and Steering Committees or where otherwise considered necessary. The Programme Manager will consider their implications for the programme objectives, including scope, budget, risks, benefits and stakeholder impacts.

All project- level issues and risks will be reported to, and monitored by the Programme Manager. Issues and risks will be escalated to the steering committee as necessary for resolution. Programme level perspective on risks and organisational implications will be maintained through ongoing contact with the Project Manager.

Communication

The success of the programme is heavily dependent on the communication and management of organisational change over the life-cycle. Good communication with those affected by the changes and decision makers who need to lead and influence this change is vital. The communication activities to be undertaken as part of this programme are mutually supportive and will be directed by the Programme/project Manager. The *Stakeholder Engagement and Communication Plan* provides further details of the activities, outputs and key messages that will be undertaken at a programme level.

Each project will develop a communication plan addressing the specific stakeholder engagement and communication requirements for that project. These actions and associated end-products will be incorporated in the project schedule and will be reviewed as part of the project reporting process.

7. Projects and Initiatives

Strengthen Governance of ICT Steering Committee

Objectives: Enable enterprise-wide strategic management of the ICT-enabled investment by strengthening the role and responsibilities of the ICT Steering Committee and investment evaluation and review processes.

Scope: Review the role of the ICT Steering Committee and revise its charter in conjunction with a defined enterprise-wide ICT-enabled investment and governance. Develop ICT-enabled investment criteria to be used by the Committee to evaluate proposals and BAU ICT investment against strategic priorities and business value/risk for approval by the Executive Board. Deliver executive briefings on new Committee role, decision framework and processes.

Project Sponsor: General Manager Corporate Services

Strengthen ICT Investment Risk Management Framework (Phases 1 & 2)

Objectives: To enhance the GBRMPA's capacity to effectively and consistently manage risks in ICT enabled programmes and projects by strengthening the framework of policies, processes and analytical tools covering the identification, evaluation, planning and monitoring/control of risks.

Scope: Develop guidelines and risk analysis and evaluation tools to supplement the GBRMPA's Risk Management Framework that cover ICT-enabled and other significant change initiatives in the GBRMPA. Define common organisational risk categories for programmes and projects and standard governance process and procedures to enable risks to be assessed at portfolio level for organisational impact. As part of Tranche 2, define a standard risk-based independent assurance review process to be applied to programmes and projects supported by internal and/or external sourcing capability of skilled reviewers.

Project Sponsor: General Manager Corporate Services

Review and enhance the GBRMPA Project Management Framework

Objectives: To promote sustained improvement in organisational maturity in programme and project management across the GBRMPA through enhanced governance standards, operational policies and guidelines and support processes.

Scope: Define and implement an enhanced framework for the GBRMPA's ICT-enabled investment management covering life-cycle programme and project management. This includes:

- standard programme and project management governance structures;
- operational policies and guidelines on processes and better practices;
- guidance on the use and tailoring of programme and project management methods;
- improved programme and project business case requirements to address strategic investment priorities and business value criteria, resource estimation and risk analysis;
- enhanced programme and project tracking and assurance, including a standardised stage gate review process.

Project Sponsor: Director – Spatial and Information Technologies

Programme/Project Management Training

Objectives: To raise the general level of knowledge and skills in programme and project management across the GBRMPA and establish recognition of, and support for deployment to programmes and projects of capable managers and team members.

Scope: Define GBRMPA-wide competency needs in programme and project management and standardised learning and development solutions. Source external training services to enable in-house programme and project management training. Establish mechanisms to promote ongoing skilling and knowledge-exchange in programme and project management across the GBRMPA and deployment of these skilled resources.

Project Sponsor: Director – People, Records and Information Systems

ICT BAU Investment– Measurement and Reporting (Phases 1 & 2)

Objectives: In support of strategic management of the ICT investment portfolio, establish robust and transparent measurement and reporting mechanisms for cost and performance of ICT Business-as-Usual operations and services.

Scope: Develop a standardised ICT costing model to be applied across all ICT BAU operations and for new ICT-enabled investment proposals and business cases. In Tranche 1, establish a high level view of current BAU investment by function and broad output categories. Results will feed into ICT Committee’s review of strategic ICT portfolio priorities and objectives. As part of Tranche 2, investigate and report on the feasibility of tracking and reporting ICT lifecycle costs against the GBRMPA’s current ICT service catalogue.

Project Sponsor: Director – Spatial and Information Technologies

8. Current P3M3 Maturity Levels

Table 4 – Current P3M3 Maturity Assessment Results (2011)

	Programme Management (PgM3)	Project Management (PjM3)
Management Control	Level 3	Level 3
Benefits Management	Level 3	Level 3
Financial Management	Level 3	Level 3
Stakeholder Engagement	Level 3	Level 3
Risk Management	Level 3	Level 3
Organisational Governance	Level 5	Level 5
Resource Management	Level 4	Level 4

Programme Management

Management Control:

- Programme management is not consistently understood or applied in the GBRMPA for ICT-enabled investment (or more generally). Programme management roles and responsibilities are not centrally defined and are inconsistent, and often ineffective.
- Some ICT-enabled programmes are defined at the initial stage but there is little control over the programme life-cycle with tracking and reporting focussed on individual projects.

Benefits Management:

- Benefits are identified in ICT-enabled investment proposals but these are rarely consolidated across projects or defined in terms of measurable impacts on the GBRMPA's business operations or performance.
- There is little evidence of clear responsibilities assigned to benefits realisation at programme level and different areas manage benefits in different ways.

Financial Management:

- Financial control is not generally executed at programme level, partly due to the limited adoption of defined programmes and budgets.
- Programme-level budgets and expenditure is not consistently defined, captured or reported within the GBRMPA's ICT-enabled investment management processes.

Stakeholder Engagement:

- While there is no centrally defined or consistent approach to stakeholder analysis or process for involving stakeholders in decision-making on ICT-enabled programmes, some programmes have established formalised engagement processes with formal roles defined.
- The PMO in the ICT Services Division coordinates formal communication with stakeholders in some cases but these tend to be developed and executed for specific programmes and circumstances.
- Stakeholder engagement mechanisms are largely issue-based and stakeholders are not engaged in planning, and execution of initiatives through a consistent or structured approach.

Risk Management:

- Risks are identified for programmes, although there are inconsistent approaches to risk analysis with the full scope of programme-level risks not widely applied. Risk management post-approval of programmes tends to focus on mechanical reporting rather than active treatment and monitoring.
- Risk treatments and owners are generally assigned for programmes but there is inconsistent follow-up and review by programme governance committees. Processes for escalating project risks are working in some cases.

Organisational Governance:

- There is inconsistency in the programme management roles and governance responsibilities generally ad hoc and only well defined at a local level in some business units.
- Some programme governance has been established for some large initiatives, but there is no effective control at the programme level that ensures alignment with strategic objectives and priorities. Linkage of projects to programmes is generally poorly defined with weak control.

Resource Management:

- There is recognition across ICT-enabled programmes of a common need to manage resources effectively and shared dependency on a common and limited resource 'pool'.
- There is no standardised approach to defining common resource roles or needs and very little planning for, acquisition or management of programme resource requirements or allocation of resources for programme management.

Project Management

Management Control:

- The organisation has a centrally defined approach to ICT project management that facilitates planning, risk management, and change management, but it is not complete and not deployed consistently across the organisation.
- There is a project management office and there are local experts working on key projects.

Benefits Management:

- Benefits are identified in ICT-enabled investment business cases but there is little consistency in use of benefits criteria. Quantified benefits are not consistently tracked and ownership and accountability is often poorly defined by projects.
- Where stage-gate and post implementation reviews are conducted, measurement and reporting tends to focus on project activities and outputs rather than achievement of benefits.

Financial Management:

- Some ICT-enabled projects adopt the ICT Services Division standard for the preparation of business cases but wide variation overall in the quality of business cases with no consistent approach to life-cycle costing or budget control.
- Approach to project budgeting for risk and tolerance varies considerably and monitoring of expenditure and forecasts is patchy, unreliable and not transparent in terms of the GBRMPA's overall financial commitment and risk.

Stakeholder Engagement:

- While basic stakeholder analysis is undertaken in the development of business cases and project plans, there is no structured approach to project stakeholder engagement.
- Communications plans are common for projects with sensitive stakeholder interests at stake, but engagement tends to be issue focussed rather than connected to decision-making processes.

Risk Management:

- ICT-enabled projects conduct risk assessments generally in line with the GBRMPA's Risk Management Framework but the evaluation of risks and definition of appropriate treatment is not consistent across projects.
- Tracking and reporting of risk status is often ad hoc and risk treatments are not always assigned or followed up.

Organisational Governance:

- There is a lack of an effective control across the GBRMPA over the initiation of ICT-enabled projects or a common definition of projects or project governance roles and responsibilities. There are some Project Boards but they do not operate consistently and often lack Business Unit representation.
- There is poor visibility of ICT-enabled projects at Executive level and progress is not reported consistently or in many cases outside of Business units.

Resource Management:

- There is a lack of consistency in the way ICT-enabled projects plan or manage resources. There is no detailed resource profiling undertaken at the planning or project approval stage and forecasts are not applying risk-based analysis.
- Utilisation of resources assigned to projects is tracked at an aggregate level by some Project Boards although there are few examples of timely interventions to address risks based on quality resource forecasts. Resource overstretch is therefore common across projects with adverse impacts on schedules.

9. Target P3M3 Capability Maturity Levels by 2013

Table 5 – Target P3M3 Capability Maturity Levels (2013)

	Programme Management (PgM3)	Project Management (PjM3)
Management Control	Level 4	Level 4
Benefits Management	Level 4	Level 4
Financial Management	Level 4	Level 4
Stakeholder Engagement	Level 5	Level 5
Risk Management	Level 5	Level 5
Organisational Governance	Level 5	Level 5
Resource Management	Level 5	Level 5