Steve Wake
Chair BSi MS/2

People

Policy

Practice

A personal view

Where it began for me

The Proper Conduct of Public Business Committee of Public Accounts - Eighth Report 1993-94 ISBN: 0102154945 Publication date: 27 January 1994

HC 154 1993/94 THE PROPER CONDUCT OF PUBLIC BUSINESS

1. In recent years we have seen and reported on a number of serious failures in administrative and financial systems and controls within departments and other public bodies, which have led to money being wasted or otherwise improperly spent. These failings represent a departure from the standards of public conduct which have mainly been established during the past 140 years. This was the period following the publication of the Northcote and Trevelyan Report which condemned the nepotism, the incompetence and other defects of the Civil Service and brought about fundamental change. It is from that period that we acquired the principles and the standards which have come to be copied by some countries and admired by many more. It is our task to retain those standards.

Poor monitoring of expenditure on capital projects leading to overspends and waste.

Major capital projects require specific, financial and project management skills and experience, and the projects should not be embarked upon unless such skills are available and utilised.

15 APRIL 1996 BS6079 Guidelines for Project Management

Eurofighter VFM

Here and Now
28 years later

ISO/TC258/WG12

ISO 21512

Project, Programme and Portfolio Management – Earned value management implementation guidance

BS202001 Project Controls Specification Standard

44-54(65) white male engineers

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STATUS QUO

Qualified Competent Community

And then the PMI said this

- It is hard to think of any part of modern life that will not benefit from project and programme management techniques
- And, in coming years, the scope for growth in this profession is significant indeed
- The size of the global project industry is estimated to be $6.6tn by 2020 ....
- And there will need to be 15.7m more project professionals than there were in 2010.

Listening Learning and Leading in an uncertain world

People (individuals)

Sectors(corporates)

CHARTERED

YOUNG PROFESSIONAL NATIONAL CURRICULUM

KNOWLEDGE

CONTEXT

CITY
OF
LONDON

WHAT IS FUSION

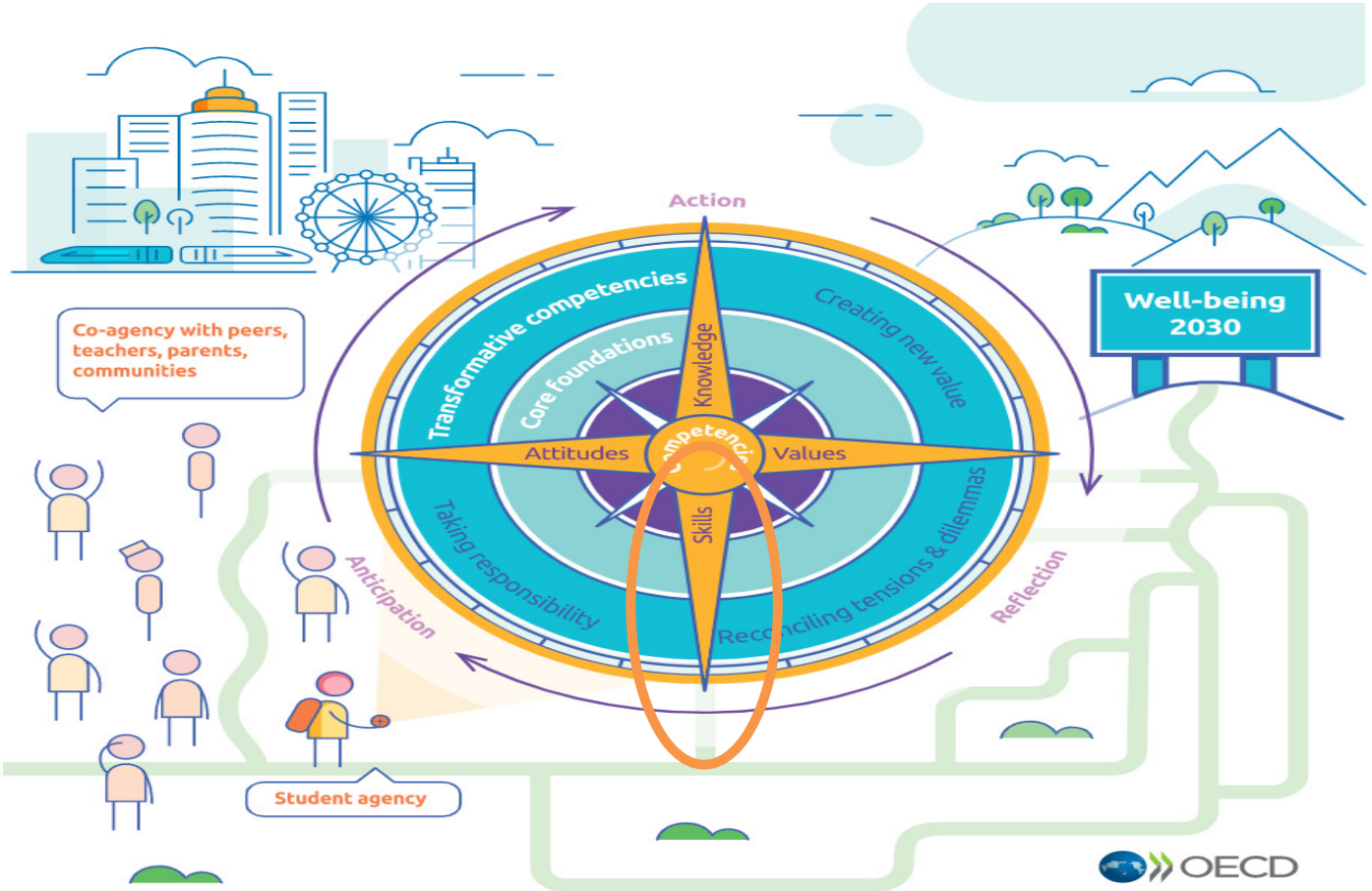
Fusion is the combination of skills, attitudes and behaviours needed to flourish now and into the future in learning, working and in life generally.

THE TOP 12 TRANSFERABLE FUSION SKILLS RATED BY EMPLOYERS

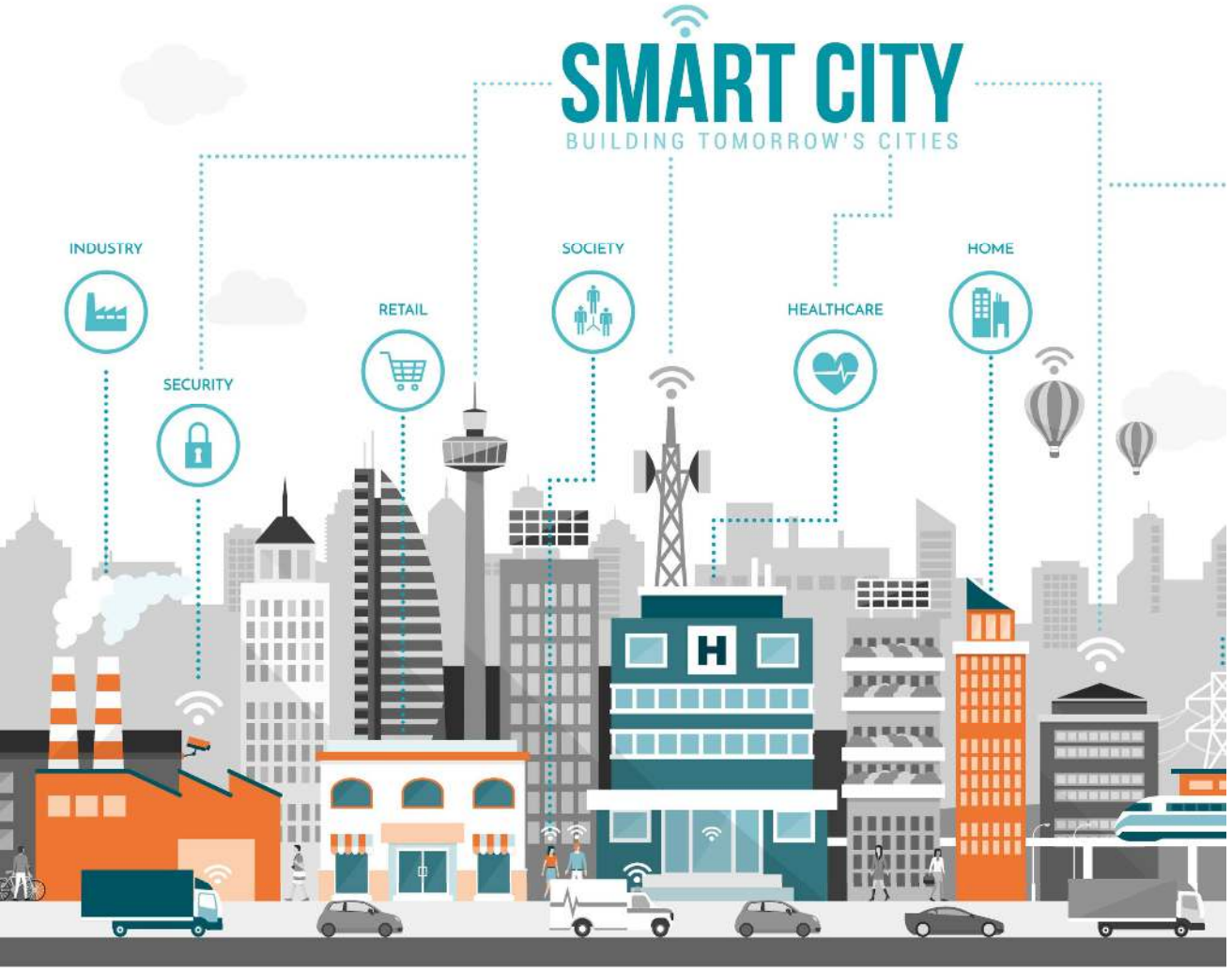
1. **Oral communication/presentation skills**
2. **Collaboration and teamwork**
3. **Initiative**
4. **Problem solving**
5. **Organisational Skills**

   (planning, time management, deadlines, prioritisation, multi-tasking)
6. **Adaptability/flexibility**
7. **Written communication**
8. **Independent working/autonomy**
9. **Critical thinking**
10. **Resilience**
11. **Creativity**
12. **Analysis and evaluation skills**

The OECD Learning Compass 2030



CITIZENS WITH FUSION SKILLS. ALL OF THEM



CONFUSION

- Who plans this city?
- Who builds this city?
- Who works in this city?
- Who learns in this city?
- Who lives in the city?
- Who makes this city work?
- Who should?

FUSION THINKING

SMART CITIES

+

SMART CITIZENS

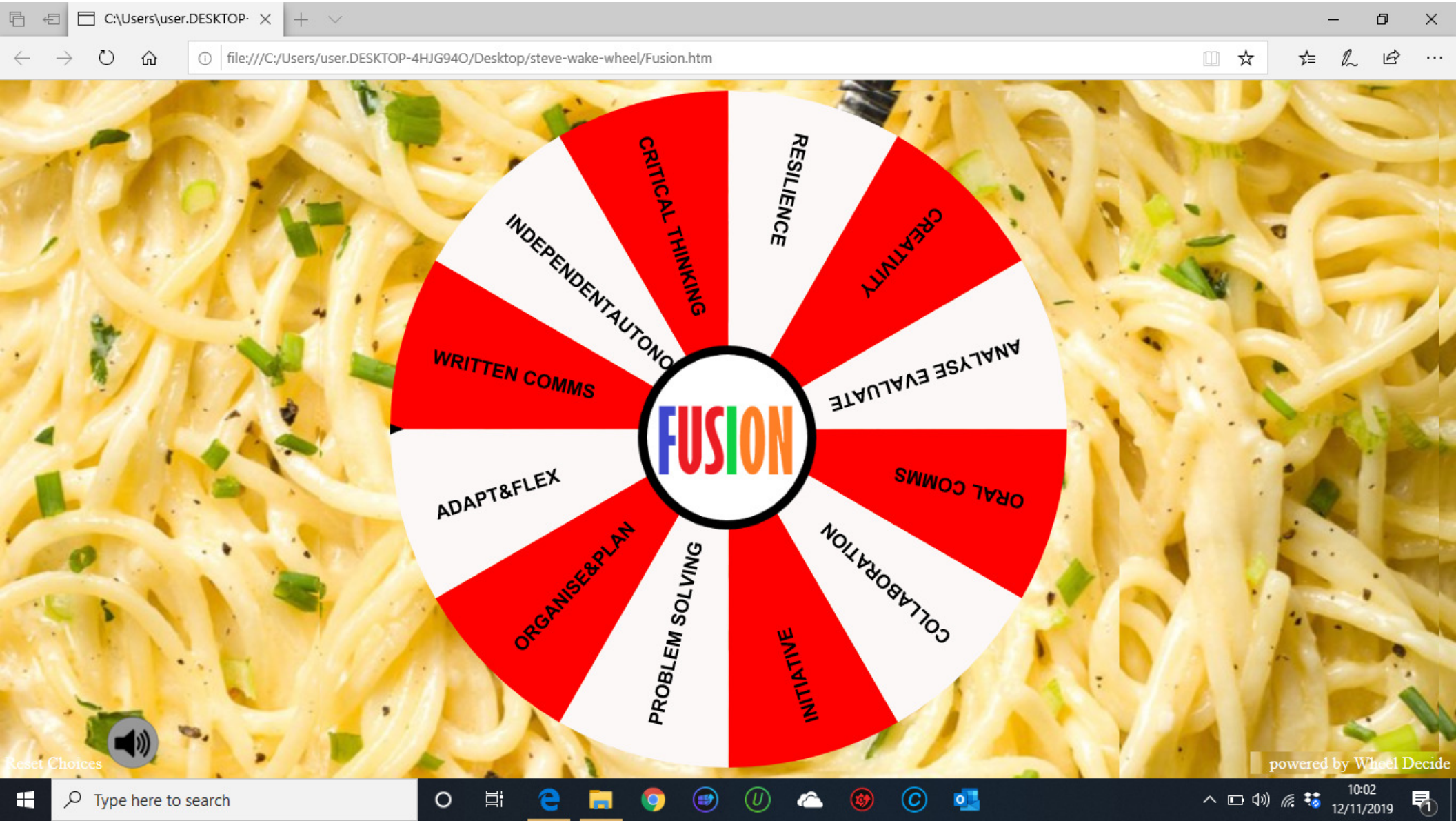
=

The Way Ahead(Maybe)

- GCSE Project Management 14-16
- T-Level Project Management 16-18
- Fusion Skills 7-17
- Lifelong Learning 7-70

BSI

ISO International Organization for Standardization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file:///C:/Users/user.DESKTOP-4HJG94O/Desktop/steve-wake-wheel/Fusion.htm
CRITICAL THINKING
RESILIENCE
CREATIVITY
ANALYSE EVALUATE
ORAL COMMS
COLLABORATION
INITIATIVE
PROBLEM SOLVING
ORGANISE&PLAN
ADAPT&FLEX
WRITTEN COMMS
INDEPENDENTAUTONO
FUSION
Reset Choices
powered by Wheel Decide
Type here to search
10:02
12/11/2019

NAO Press release: 31st January 2019

- Today the NAO has published its report on Projects leaving the Government Major Projects Portfolio.
- The report found that monitoring of the UK's biggest and riskiest projects has improved, but the Infrastructure and Projects Authority (the Authority) and government departments need to do more to increase transparency about what benefits are delivered to ensure taxpayers secure maximum value.
- We have recommended that the Authority and HM Treasury require all projects to have a business case which is kept up to date to reflect any changes to a project's scope, and work together to deliver intended benefits, keep costs within budget and select the right projects for future funding.
- Government departments should also manage the delivery of major projects until it is clear what benefits they have achieved and publish evaluations on projects when they complete to help departments learn lessons.

We have a Project Management Standard BS6079

- Since 1996. You don’t see it much. No training courses. No accreditation. No project controls. And it's a guideline.
- So a project controls standard is required.
- 198 British organisations say so.
- A standard which makes the blah blah blah work.
- A standard everyone knows is coming and collaborated on.

BS202001: Project Controls

Specification not
Guideline
Shall should
Not must

Specification is a mirror for assurance.

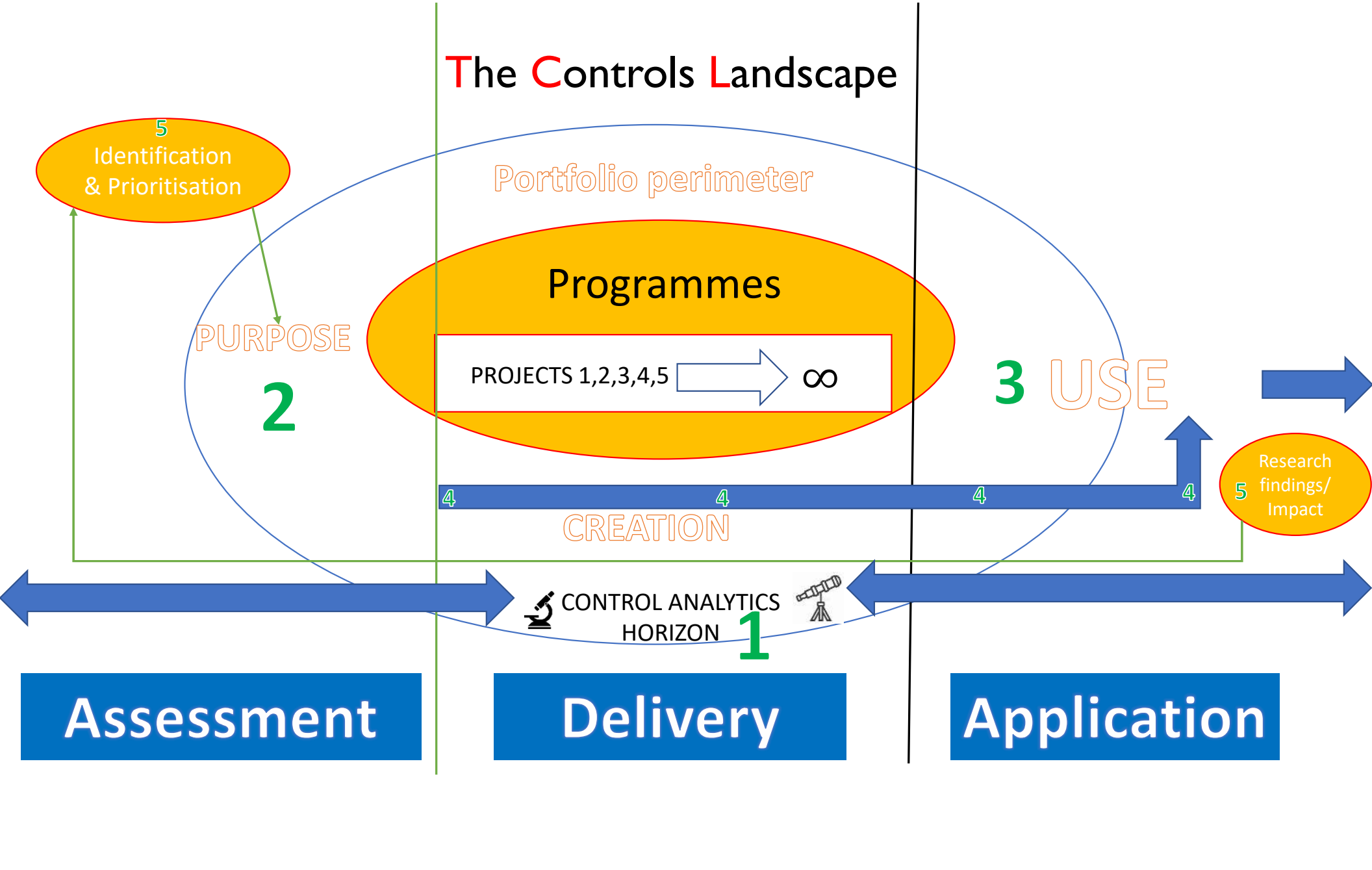
A show-me statement

100% compliance is not mandatory
But proof that every statement has been considered is.
Context is crucial.

The HOW you do it
is 4 U to define

Specification Assurance

And a national
standard can become
an international
standard


The Controls Landscape
5
Identification
& Prioritisation
Portfolio perimeter
Programmes
PROJECTS 1,2,3,4,5
∞
PURPOSE
2
3 USE
4
4
4
4
CREATION
5
Research
findings/
Impact
CONTROL ANALYTICS
HORIZON
1
Assessment
Delivery
Application

The Controls Landscape is informed by ideas that become projects and the use they are put to after they have been delivered.

1 The Control Analytics Horizon extends from the Assessment of an idea and its potential benefit 2 through Delivery of scope and change into Application which could be 20 years or more ahead whilst the planned benefits are delivered through use 3 .
The microscope and telescope illustrate the close-up detail and far-off overview range of required control analytics.

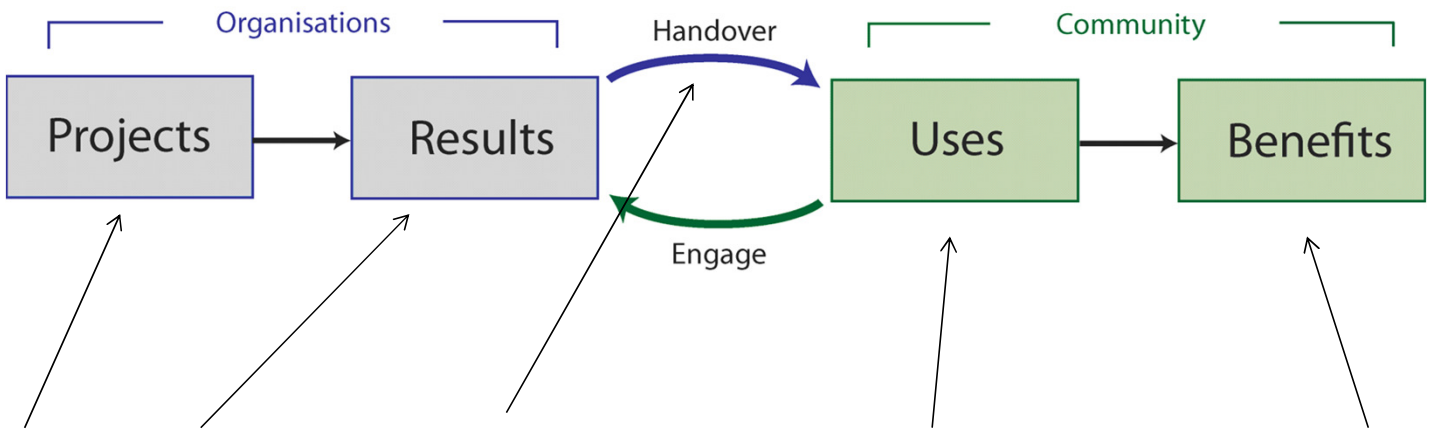
4 The purpose and benefits arising from an idea should be defined in a business case and benefits realisation map tracked from origin and through creation and use. Benefits are possible from the very start of creation in projects and programmes through to final use long after the projects and programmes have finished. The delivery of benefits should be tracked throughout this time line and compared with the original creative idea recorded in the approved business case.

5 Research evidence, lessons learned, expert analysis can inform improvements to practice which in turn can be fed back into the entire process at the appropriate point.

Phil Driver

OpenStrategies
liberating collective wisdom

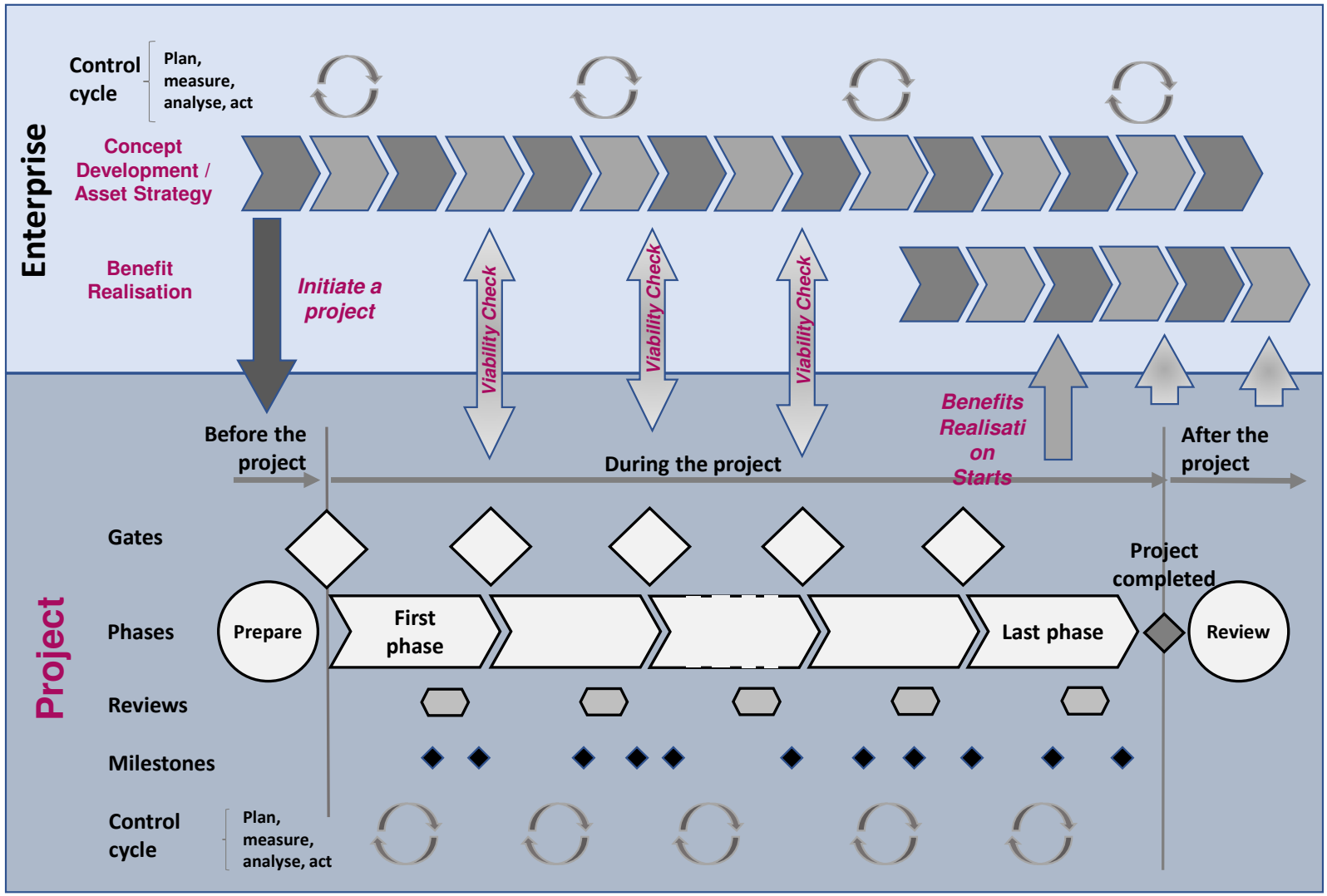
P R U B



Create assets that enable & motivate people to Use assets to create Benefits

Project Controls Lifecycle Overview – How Does Project Controls Support Programme Project Delivery

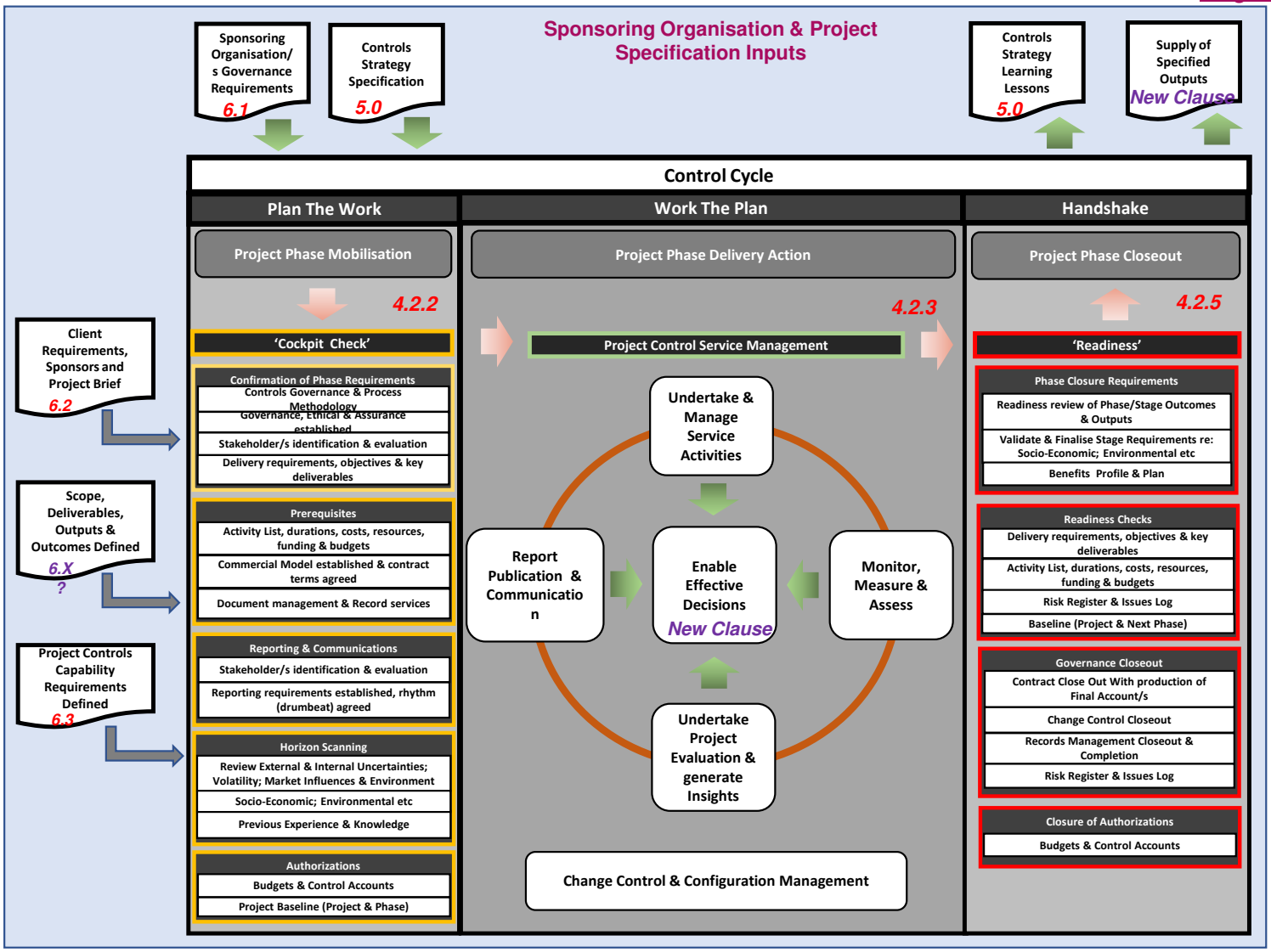
Diagram 2



Version 9 August 2022

Project Controls Overview - Control Cycle

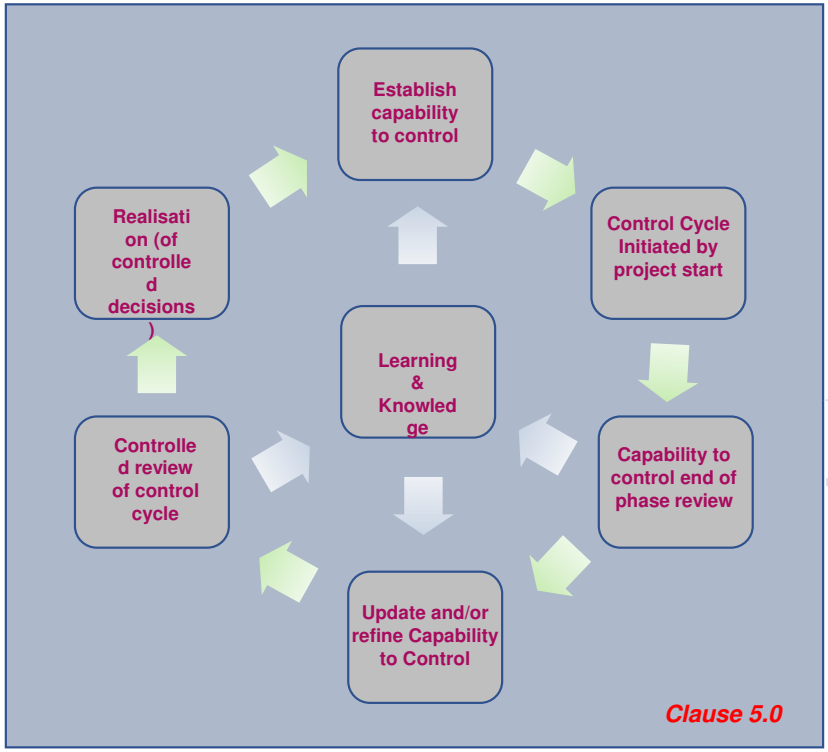
Diagram 3



Version 9 August 2022

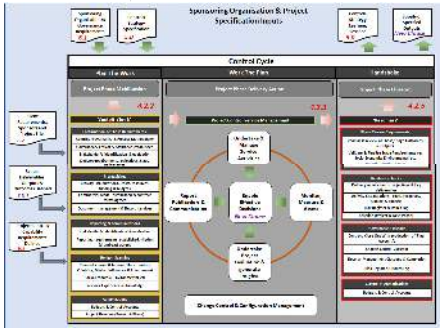
Project Controls Lifecycle Overview – Control Cycle Strategy Specification

Diagram 4



Notes:

- Integration of mikes diagram to aid the thoughts around defining the controls strategy.
- I have changed the text in the boxes – needs review and agreement to make sure its suitable.
- If we want to retain probably need to review clause 5 to reference the key activities?



A Manifesto for
Responsible Project Management

This is a call for project professionals to expand their roles by advocating for beneficial change. This Manifesto aims to help facilitate conversations that value:

- **Conscious awareness** over ignorance of project impacts
- **Regenerative** and circular approaches over consumption, damage and waste
- **Collaboration** and **engagement** over competition and control.

While we recognise that projects programs and portfolios need to deliver outputs, outcomes and benefits, we believe that unless we all look after local communities, society and the natural world, projects will contribute to the destruction of humanity. The signatories to this Manifesto are developing and applying ways of managing projects to realise social, environmental and economic value without preference.

10 Driving Principles

1. Purpose. Identify and understand the intentions underpinning projects from different perspectives
2. Awareness. Raise cognizance of potential impacts and unintended consequences of projects
3. Engagement. Involve a wide range of stakeholders in decision-making and promote common interests
4. Curiosity. Be inquisitive, uncover and address ethical complexity, conflict, and hidden impacts
5. Uncertainty. Recognise knowledge gaps, seek clarity and encourage information sharing
6. Anticipation. Surface changes, evaluate options and promote informed decision-making
7. Creativity. Understand needs for ingenuity and innovation: make space for imagination
8. Transparency. Foster openness and sharing of visions, thoughts, and feelings among stakeholders
9. Stewardship. Encourage considered and ethical management of human and natural resources
10. Balance. Seek harmony between the needs of people, planet and profit; short, medium and long term.

Version 2.0 Available as a free download from **www.ResponsiblePM.com**

1 Sustainability

1.1 General

All projects shall have an assessment of the environmental, social, and economic resources, impacts, and benefits of undertaking and implementing the project.

The sustainability assessment shall complement the project plan by documenting the requirements for sustainable development (n.n.n), including the approaches to understanding the impacts on local and global ecosystems, mitigating detrimental impacts, re-shaping requirements, and regenerating resources.

The project client shall request preparation of a sustainability assessment that justifies the environmental, social, and economic investment in the project. The assessment shall include, as a minimum:

a) objectives for the project in terms of environmental, social and economic outcomes, together with references to relevant strategy, plans or feasibility reports;

b) environmental justification for undertaking the project, to include:

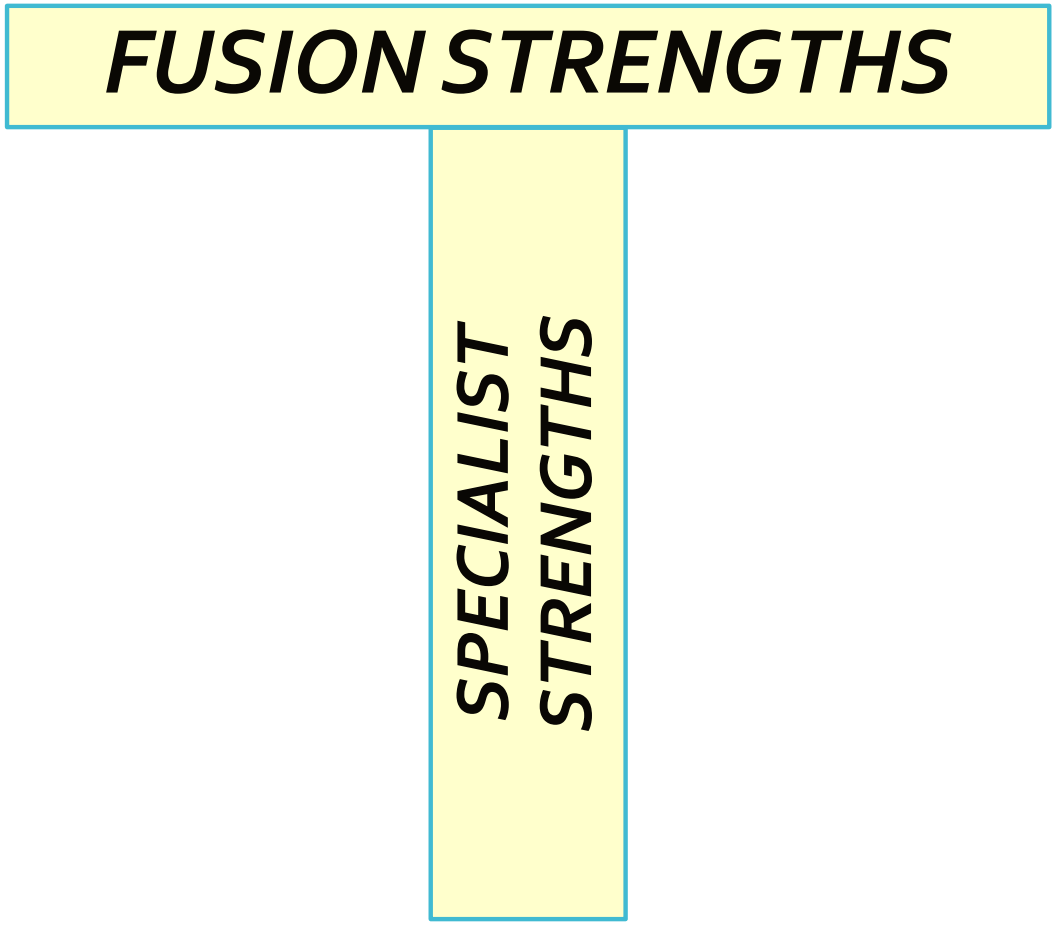
   1) forecast of the impact of the project on local and wider ecological systems and the environment, including carbon emissions, biodiversity, water use, transportation, energy use, and waste disposal, re-use, and recycling;

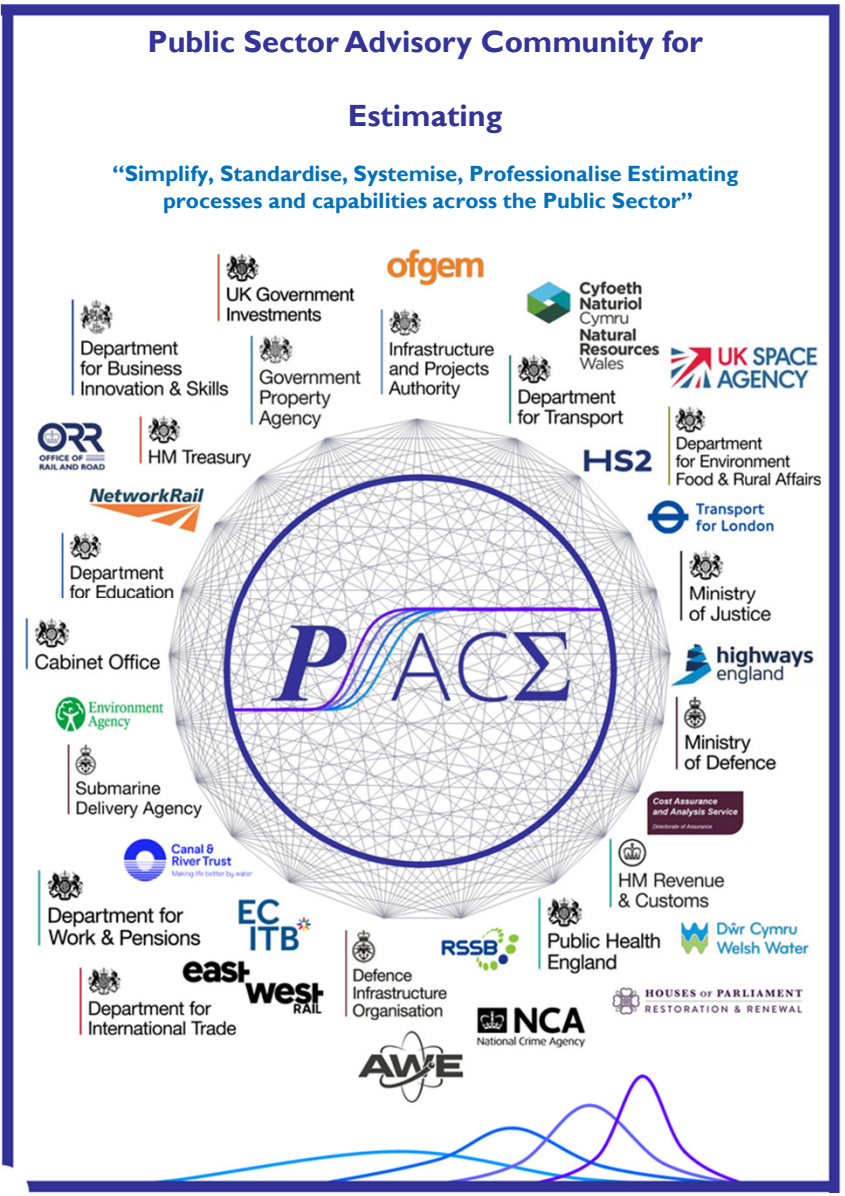
   2) ecological and environmental impacts of operating the solution throughout its life, which might include the use of resources and disposal of waste, carbon emissions, energy use from maintenance, and disposal or decommissioning; and

   3) actions to identify and regenerate ecological and environmental resources;

T-SHAPED PEOPLE

- Builds and celebrates T-shaped teams and the skills needed to manage them
- Coined by Dave Roberts of IBM in 2001, T-skills refers to "…a breadth of knowledge, and a depth of understanding".
- The vertical stroke of the 'T' represents the deep, specific skills an individual has in their specialism; the horizontal denotes the broad understanding of the whole process involved in their sector, as well the fusion skills, needed for success.


FUSION STRENGTHS
SPECIALIST STRENGTHS



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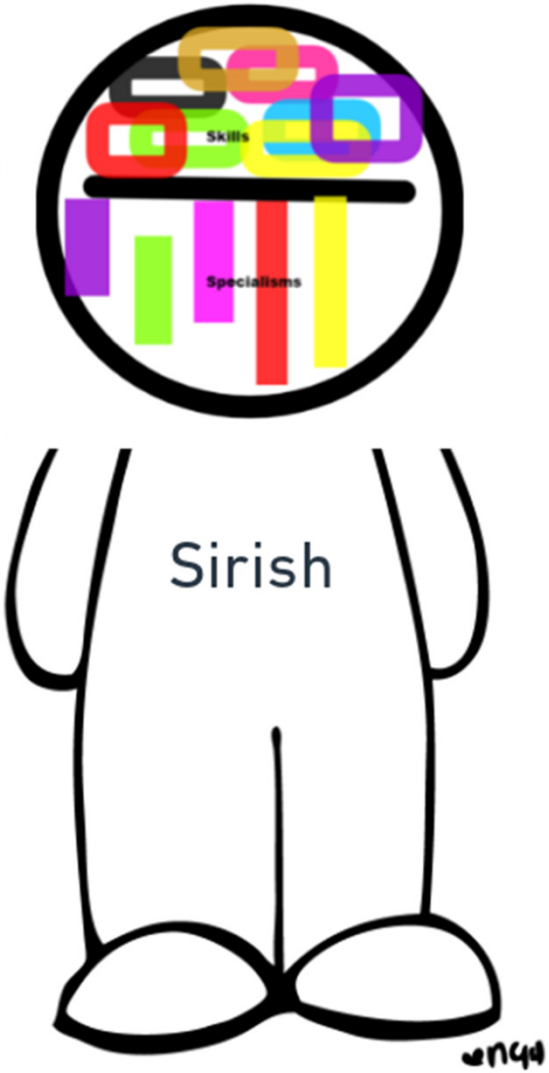

Steve Wake
Chair BSi MS/2

People

Policy

Practice

A personal view

Time for Conversation?

- City of London Corporation ED-EN Project
- Fusion Skills
- Freeman of Guild of Educators
- Bsi Management Standards Committee Chair
- BS202001 Chair Author Panel
- ISO EVM Implementation Guide SME
- EVA Conference annually since 1996
- Conversation club every Thursday at 4
- Loves music and silence in equal measure.

- Steve Wake