

Project Management

How to deliver Projects which *maximise impact*

About me

- Physical Chemist
- Civil Servant (17 years)
- Worked for >8 years on Research and Innovation Programmes in Government
- >£100m of spend in projects I have led
- Designed and launched current UK GGR Innovation Competition (£70m)

What is *different* about HMG Projects?

- When HMG puts money into projects it is looking to secure *defined Benefits*
- For *this programme* the Benefits are
 - *Delivery risks* associated with delivery of net-zero are reduced
 - *Delivery risks* associated with delivery of other policies are reduced
 - *Costs* of delivering net-zero reduced
 - *Costs* of delivering other policies are reduced
 - Risk that net-zero negatively impacts other policies, or vice versa, are reduced
 - Synergies are maximised

What does this mean for proposals?

- Strong proposals will set out how your work will help deliver against one or more of these benefits
 - Recognising existing policy and evidence landscape!
- Proposals will set out robust (but proportionate!) PPM

What does good PPM look like?

- Project Plan with defined *Outputs*
 - When, how much, who
 - Recruitment is part of the plan – what is the fall back?
 - Track plan – what do you measure?
 - Risks and issues – monthly
 - PPM Lead to coordinate the above and, critically, communicate across the team
 - Clear approach to engagement with HMG policy and analysis *throughout* (how do you test emerging findings? How do you learn what works?)

What support can HMG & UKRI provide?

- Monitoring Officers in Hub and each Project
- Risk and Issue Register template and guidance
- *Talk to us!*

What is PEB looking for?

- Are risks and issues being tracked?
- Where they are, are risks mitigated and issues addressed?
- Progress towards outputs
 - Don't get bogged down! 80/20 rule!
- Engagement with HMG
 - *Conversation, not “push”*
- Is the project doing what it “Said on the tin”?

Questions?

