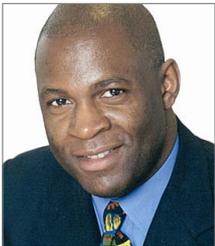


# Thames Gateway programme

Supporting a successful turnaround to Europe's largest regeneration programme



**“PA helped bring clarity and direction to a very complicated set of challenges that enabled us to provide the oversight required to turn round the programme.”**

**Joe Montgomery**  
Director General,  
Regions and Communities

The Thames Gateway is a strategically important economic area to the east of London stretching from Canary Wharf and the Olympics site along the Essex and Kent coasts. Its regeneration, facilitated by an investment of £9bn of public money and an anticipated £40bn from the private sector, is one of the UK government's top programmes.

Following reviews by the Office of Government Commerce (OGC) and National Audit Office, the Communities and Local Government (CLG) Board identified an urgent need to restore confidence in the programme across government and with delivery partners. A new Thames Gateway Executive (TGE) team was installed to turn around the situation and gain the commitment for successful implementation.

PA Consulting Group (PA) was asked to assist the turnaround because of its track record in transforming programme performance. PA worked with the new executive team to help:

- verify the overall strategy (and adapt it to reflect the recession)
- gain a firm grip on the programme's spend and delivery by strengthening its programme management
- address some critical issues in particular aspects of the programme.

Reviews by the OGC and the Treasury's Major Projects Review Group (MPRG) in 2009 recognised the successful turnaround in confidence and effectiveness.

The turnaround process followed by the TGE is described on the following pages.

# The successful turnaround of the Thames Gateway programme



## Understand the challenges

Rapid diagnosis to identify critical issues and enable the prioritisation of actions

### Key actions:

- Establish new senior management team
- Identify key risks and issues with senior stakeholders
- Review, at high level, delivery plan commitments
- Spend annual budgets as planned.



## Establish a firm foundation for delivery

Regain control by resolving the primary issues and establishing credible plans with key stakeholders

### Key actions:

- Colocate programme staff (previously disposed across London)
- Reinvigorate cross-government board and Thames Gateway strategic partnership meetings
- Confirm delivery plan commitments and complete detailed implementation plans.



## Execute commitments

Raise performance through improved team motivation and capability as well as focused decision making

### Key actions:

- Strengthen programme management capability
- Publish the Thames Gateway annual report
- Refresh the business case and economic narrative
- Drive delivery partners at all levels through regular reviews
- Prepare for OGC and MPRG reviews
- Reinvigorate key initiatives via a successful Thames Gateway forum.



## Prepare for the future

Manage priorities systematically to focus the effort needed to deliver success

### Key actions:

- React to the impact of recession
- Hand over the TGE's delivery organisation to the new Homes and Communities Agency (HCA)
- Implement new organisational structures.

## PA helped turn around the Thames Gateway programme



### **Confirmed delivery plan commitments**

Following high-level analysis, there was concern about whether delivery plan commitments could be met. As a result, PA coordinated over 80 delivery partner meetings in order to test the plan commitments. The review concluded that the delivery plan commitments were appropriate and established reliable baseline implementation plans from which to measure progress.

### **Strengthened programme management capability**

PA supported the TGE directors in implementing a suite of programme management tools and controls to improve their ability to support the expanded Gateway programme. This enabled the team to report accurately and quickly on all CLG sponsored projects.

### **Refreshed the business case**

In light of the changing economic circumstances that arose in the latter half of 2008, PA clarified the business case and developed a benefits realisation plan.

### **Prepared for OGC and MPRG reviews**

PA developed the economic and progress narrative to set the scene. We provided a comprehensive briefing on the current position for the OGC and MPRG reviewers.

### **Reacted to the impact of the recession**

PA conducted detailed research into the impact of the recession on meeting the jobs and homes targets. We also recommended actions for management of the overall programme, individual large schemes and cross government initiatives. These recommendations supported the successful OGC and MPRG reviews.

### **Handed over TGE delivery organisation to the HCA**

TGE programme delivery responsibilities, including resources, systems and key staff, all needed to be transferred to the newly formed HCA on 1 December 2008. PA supported two key transfer workstreams. The TGE handover to HCA occurred seamlessly.



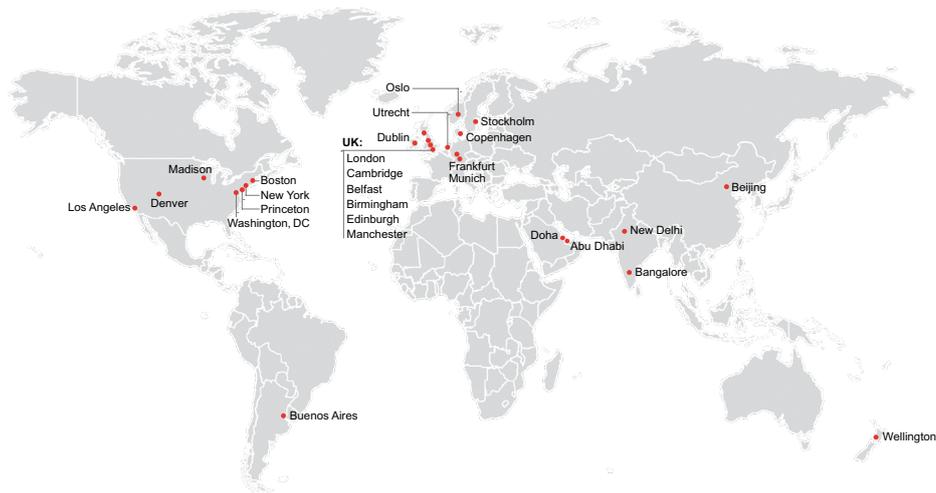
## **PA has applied its experience in complex turnaround but also contributed expertise in managing and delivering complex change across the breadth of the Thames Gateway programme.**

The outcomes of this turnaround process included:

- Confirmation of the overall Thames Gateway strategy, especially in light of the recession
- Gaining a firm grip on the programme's spend, delivery, forecast outputs and outcomes, and dependencies
- Strengthening the CLG's programme management in order to increase focus on delivery
- Recognition by both OGC and MPRG that TGE has secured the cross-government and delivery partner confidence necessary to give the delivery plan the best chance of success during implementation.

Working alongside local authorities and delivery partners as part of the extended team enabled PA to help ensure that the revitalised Thames Gateway will meet the diverse needs of existing and new residents, businesses, investors and visitors.

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Delivering business transformation

### Corporate headquarters

123 Buckingham Palace Road  
London SW1W 9SR  
United Kingdom  
Tel: +44 20 7730 9000  
Fax: +44 20 7333 5050  
E-mail: [info@paconsulting.com](mailto:info@paconsulting.com)

For more information please visit  
[www.paconsulting.com/industries/  
government-and-public-services](http://www.paconsulting.com/industries/government-and-public-services)

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