

Enterprise Digital & Regulatory Portfolio (120+ Projects)

Role: acting Project Manager

Sector: Utilities | Operations | Continuous Improvement

- Direct financial impact
- High operational pressure
- Real accountability

Gate checks (G0-G7)

Gate	How it showed up
G1	Portfolio scope clarity
G2	Dependency management
G5	Regulatory assurance
G7	Portfolio learning & insight

Context

The Company was delivering a large and highly complex portfolio of over 120 digital, regulatory, and operational change initiatives across multiple business areas, including operations, finance, customer services, sustainability, and compliance.

This portfolio sat within a heavily regulated environment, where delivery deadlines were often driven by external regulatory commitments rather than internal flexibility. Many initiatives were interdependent, competing for the same resources, data, and subject matter expertise.

Key challenges included:

- Fragmented delivery, with projects progressing at different speeds and maturity levels
- Limited portfolio-level visibility, making it difficult for senior leaders to understand overall risk, readiness, and priorities
- High stakeholder load, with delivery teams spread across departments and external partners
- The need to balance regulatory compliance, operational stability, and digital transformation
- The risk was not just delay, but late identification of issues, regulatory exposure, and inefficient use of resources. The organisation needed strong coordination, governance, and clarity, rather than additional layers of process.