

MIDDLESBROUGH COUNCIL

COMMITTEE REPORT

CORPORATE AFFAIRS AND AUDIT COMMITTEE

30 JUNE 2016

PROGRAMME AND PROJECT MANAGEMENT FRAMEWORK

**HEAD OF PERFORMANCE AND PARTNERSHIPS:
PAUL STEPHENS**

PURPOSE OF THE REPORT

1. To advise Corporate Affairs and Audit Committee on steps being taken to improve programme and project management within the Council, following issues identified during 2015/16 by Internal Audit and the Council's then external auditor, Deloitte, which were subsequently reflected in its qualification of the Value for Money element of the 2014/15 Statement of Accounts.

BACKGROUND

2. The effectiveness of programme and project management within the Council was identified as a key area for improvement during 2015/16 by the Change Programme Office, Internal Audit and the Council's then external auditor, Deloitte. This was subsequently reflected in Deloitte's qualification of the Value for Money element of the 2014/15 Statement of Accounts.
3. Subsequently, a number of actions to improve the effectiveness of programme and project management were agreed and set out within the Governance Improvement Plan, agreed by Corporate Affairs and Audit Committee alongside the Statement of Accounts on 24 September 2015.
4. In January 2016, the Council commissioned the Local Government Association to deliver a Corporate Peer Review of the Council and its improvement plans. The Peer Review identified a number of additional actions in relation to programme and project management, among other issues. Consolidated actions for improving programme and project management are incorporated within the overarching Council Improvement Plan, approved by Executive on 10 May 2016. The key actions relating to PPM are on target, and progress on these are set out below.

Development of a PPM framework

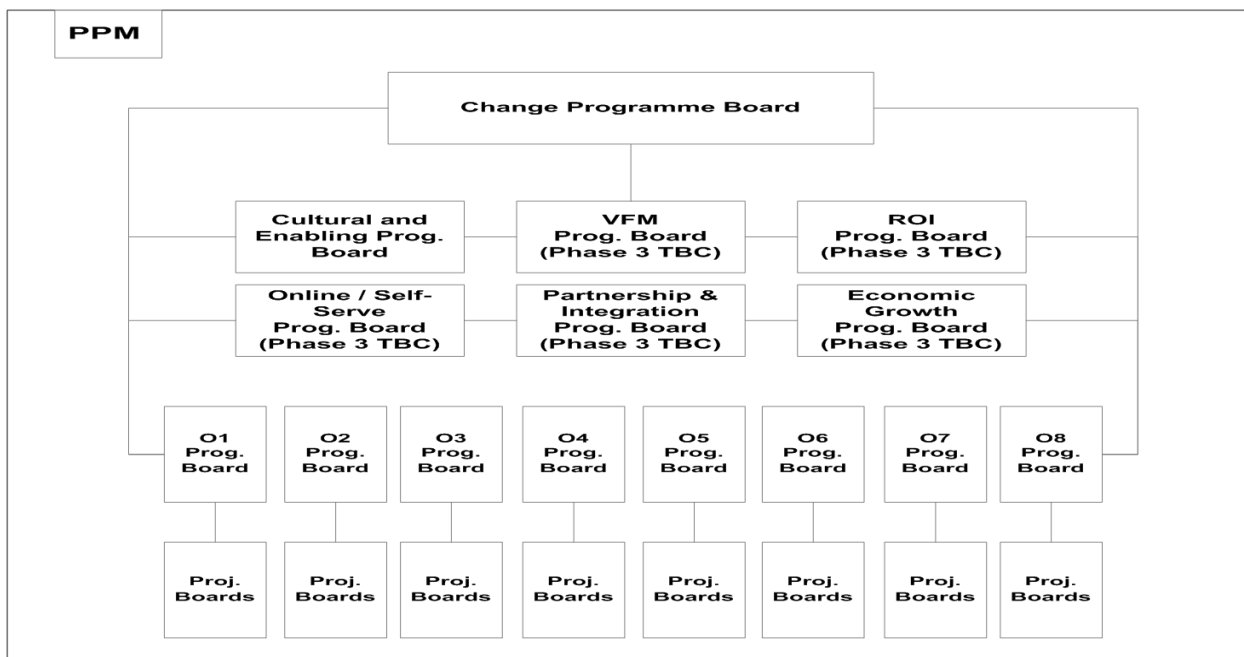
5. A common and consistent framework for the development and management of programmes and projects has been developed, based on the former Office for Government Commerce’s Managing Strategic Programmes (MSP) and PRINCE2 frameworks.

6. Under this framework, all programmes and projects must progress through four stages to completion (assuming their continued justification through each ‘gateway’ of the process). Put simply these are:

- START** Define the programme or project
- PLAN** Justify and plan for the programme or project
- DELIVER** Control the delivery of plan to scope, cost, quality and time
- REVIEW / CLOSE** Evaluate the programme or project and handover

7. The framework is proportionate to the scale and scope of programmes and projects. The majority of non-‘business critical’ projects will be utilise a ‘project on a page’ document, while major, business critical projects will use the full Framework and its core documentation, as outlined at Appendix 1.

8. A governance framework, headed by Change Programme Board, is currently being implemented to pilot programmes and projects through the stages outlined above. This is outlined below.



Provision of a supporting ICT solution

9. The Council has procured an ICT solution to support the PPM Framework, and provide a simple tool to guide users through the PPM Framework methodology and help them with the simple day to day tasks of document production and management. The solution will also produce appropriate management information for the above Boards, and senior managers within the Council. Access will also be provided to Executive Members. The solution will be fully operational by the end of Quarter Two 2016/17.

Training of staff on the framework

10. The PPM officer steering group has identified over 160 employees (subsequently agreed by Assistant Directors) working on projects in some capacity. This cohort will play a collaborative role in developing the framework and embedding it within the Council.
11. A training programme is now in development for this cohort and will be delivered by Local Partnerships (a Regulation 12 company, 50% owned by HM Treasury and 50% by the Local Government Association), again by the end of Quarter Two 2016/17.

Reporting progress

12. The success of the framework will be evidenced by the number of programmes and projects within the Council delivering to scope, cost, quality and time. Regular formal updates on this will be provided through quarterly Balanced Scorecard reports to Overview and Scrutiny Board and to Executive.

Ongoing review of resourcing

13. In addition to the above, the Council is working with Deloitte to understand how it can best lever its staffing resources to support effective delivery of programme and project management within the Council. The conclusion of this work will be presented to a future meeting of Corporate Affairs and Audit Committee.

PROPOSALS

14. It is proposed that Corporate Affairs and Audit Committee notes steps taken to date to improved programme and project management within the Council and advises on any additional actions required.

FINANCIAL CONSIDERATIONS

15. Costs associated with the implementation of the Programme and Project Management Framework will be met from the Council's Change Fund and agreed service budgets.

RECOMMENDATIONS

16. That Corporate Affairs and Audit Committee notes steps taken to date to improved programme and project management within the Council and advises on any additional actions required.

BACKGROUND PAPERS

24/09/15 Corporate Affairs and Audit Committee, Statement of Accounts 2014/15

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Appendix 1: Framework for Business Critical Programmes and Projects

