

## Programme and Project Management Policy

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### Distribution List

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0.2	2020/02/10	Executive	Approval

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## Summary

1. This policy is part of the corporate governance policy framework underpinning the Council's Strategic Plan, and sets out how the Council will ensure that programmes and projects are effectively managed and opportunities exploited to deliver strategic priorities for the town.
2. The following sections outline:
  - the purpose of this policy;
  - definitions;
  - scope;
  - the legislative and regulatory framework;
  - policy statement;
  - roles and responsibilities;
  - supporting policies, procedures and standards; and
  - monitoring and review arrangements.

## Purpose

3. The purpose of this policy is to set out a corporate approach to programme and project management (PPM) to ensure there is an effective, consistent and joined-up approach across the organisation.
4. This will deliver the following benefits:
  - ensure that proactive PPM is embedded within the culture of the Council, and is integral to the business planning and performance management;
  - ensure that the PPM cycle and associated processes are implemented consistently and proportionately across the Council; and
  - communicate the Council's approach to PPM to all employees and stakeholders.
5. Effective implementation of this policy will ensure that the Council's portfolio is of a level both expected and manageable for an organisation of its size and that as far as practicable all programmes and projects are delivered within agreed tolerances for cost, time and quality and achieve targeted benefits that are fully aligned with the Council's strategic priorities.

## Definitions

<b>Corporate governance</b>	The systems, processes and values by which local authorities operate and by which they engage with, and are held accountable to, their communities and stakeholders.
<b>Portfolio</b>	A set of programmes and projects managed together to achieve an organisation's strategic objectives.
<b>Programme</b>	A temporary structure used to manage a set of interrelated projects to deliver outcomes and their benefits, aligned to strategic objectives. A programme will only be successful if its constituent projects succeed. Programmes often comprise of sequential work streams and / or tranches of related projects.

<b>Programme management</b>	The coordinated management of interrelated projects and business change activities to deliver beneficial change.
<b>Project</b>	A piece of planned work that is finished over a period of time to achieve a specific aim. Projects are different from routine operations in that they are temporary structure that introduce changes into the organisation and / or the community, and they do this in a <i>controlled</i> manner. Once changes are embedded they become 'business as usual'. Projects often comprise sequential stages of activity.
<b>Project management</b>	The process of planning and controlling project resources to achieve a specific aim.

## Scope

6. This policy applies to all programmes and projects undertaken by the Council. PPM activity does not include planned and structured business-as-usual activity such as staffing reviews or reviews of existing strategies and policies. These will be managed through Directorate activity tracking.
7. It applies to all employees (both permanent and temporary), contractors and consultants working for or on behalf of the Council to deliver Council programmes and projects.
8. In respect of partnerships and shared services, the PPM policy of the lead organisation will apply. Where this is not the Council, managers must ensure that arrangements are in line with the key principles of this policy.

## Legislative and regulatory framework

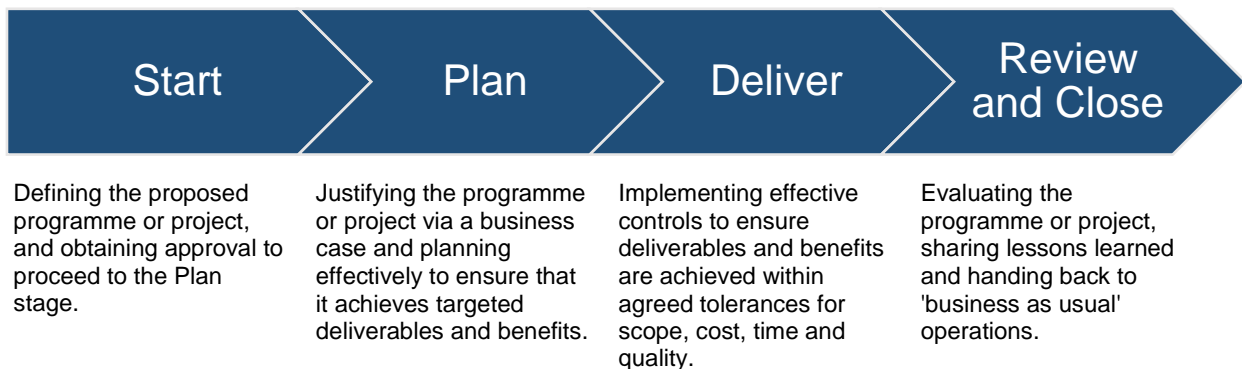
9. The policy sets out a standardised methodology based on P3O, MSP and PRINCE2, which were developed as UK Government standards for PMO, programme and project management. Key elements of the legislative and regulatory framework relevant to PPM are set out below.

<b>Local Government Act 1999</b>	General requirement to achieve best value for money. The effective management of programmes and projects reduces unnecessary expenditure and increases the likelihood of delivering organisational priorities.
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## Policy Statement

10. To be effective, organisations must ensure an appropriate balance between 'business as usual' (running operations) with business change (projects). The Council will develop and maintain a corporate portfolio of programmes and projects that is fully aligned to strategic priorities and Directorate priorities and provides an overall view of current and future activity to ensure effective resource allocation.
11. All projects will be connected to overarching programmes and sub-portfolios wherever possible to clearly articulate their contribution to strategic priorities.
12. Programmes and projects that do not contribute to the Council's priorities will not be progressed unless there is a legal requirement to do so.

13. Programmes and projects within the Council will be defined using a common categorisation matrix, aligned with the Council’s risk appetite, which will also determine governance arrangements to be applied to the programme or project, proportionate to scale, cost, risk and benefit. Smaller, simpler programmes and projects will have lighter-touch governance requirements, with larger, more complex activity subject to a greater level of oversight.
14. Programmes and projects will be governed through a clear and integrated board structure that approve the initiation and continuation of activity through the lifecycle via gateways, including routes for escalation and change control where required. Leadership team will sit as the Corporate Portfolio Board, supported by Directorate Boards and local programme and project boards as appropriate.
15. Reporting to Boards will be by exception, make best use of the Council’s business intelligence solutions and integrate with overall arrangements for performance management outlined in the Council’s Performance Management Policy.
16. All programmes and projects will be managed through the lifecycle summarised below and set out in detail in the supporting PPM Framework.



17. For lighter-touch activity these stages may be concertinaed to ensure delivery at pace while also being consistent with the requirements of good PPM governance.
18. At the end of each of the above stages, programmes and projects will be re-evaluated to determine if they should continue (or not).
19. No approvals or funding (internal or external) for programmes or projects should be sought if the activity has not concluded the Plan stage i.e. does not have a justified business case.
20. A business change framework will also be implemented to ensure that appropriate communications, process improvement and training is delivered at the right time to ensure that the Council maximises benefits from (for example) digital and ICT programmes and projects.

**Roles and key responsibilities**

<b>Executive members</b>	Overall responsibility for programme and project management across the Council, including agreeing the PPM policy, developing the Strategic Plan, and ensuring that organisational performance is managed, monitored and reviewed regularly.
<b>Elected members</b>	Agree the Mayor’s priorities for Middlesbrough, the Council’s Strategic Plan, Revenue Budget and Investment Strategy (as Council) and scrutinise service performance in line with this policy.

<b>Corporate Affairs and Audit Committee</b>	Review the effectiveness of PPM and receive an annual assurance report on progress being made.
<b>Corporate Portfolio Board (Leadership Team)</b>	Ensure the Council's portfolio fully aligns with its strategic objectives; review exception reports for all Level 1 activity; identify appropriate recovery action, providing appropriate challenge, scrutiny and support.
<b>Directorate Portfolio Boards (Directorate Management Teams)</b>	Agree and resource the Directorate portfolio; review delivery reports of all programmes and projects within the remit of the Directorate; approve / reject all gateway approvals / change controls; establish reasons for under-performance and identify appropriate recovery action, providing appropriate challenge, scrutiny and support.
<b>Local Programme / Project Boards</b>	Review and approve programme documentation for DPB approval; provide guidance to unblock issues and address risks to programme and project objectives. Boards will include the Sponsor, Programme / Project Managers and senior representatives of the customer, user and supplier (as relevant).
<b>Programme Sponsors</b>	Ultimately accountable for the success of programmes; champions and sells the programme to stakeholders; provides strategic direction and secures resources for the programme; acts as escalation point for decisions outside of programme manager's authority; represents programme at Directorate or Corporate Portfolio Boards.
<b>Project Sponsor</b>	Ultimately accountable for the success of projects; provides direction and secures resources for the project; acts as escalation point for decisions outside of project manager's authority; represents project at Directorate or Corporate Portfolio Boards.
<b>Programme Manager</b>	Completes documentation as required by this policy and its supporting framework; plans, coordinates and controls delivery of the programme; provides progress reports and escalates issues to Sponsor or Board where required.
<b>Project Manager</b>	Completes documentation as required by this policy and its supporting framework; plans, coordinates and controls delivery of the project; provides progress reports and escalates issues to Sponsor Programme Manager or Board where required.
<b>Project Teams</b>	Responsible for implementing the project tasks to the set objectives, within budget and timescale, working to the Project Manager within the matrix environment.
<b>Portfolio Management Office (PMO)</b>	Strategic oversight of the Council's portfolio and compliance with this policy and its supporting framework, providing guidance training and support as appropriate; coordinates Board activity, reviewing monthly programme / project progress reports and reporting by exception to Boards.

## Supporting policies, procedures and standards

21. The following policies, procedures and standards will be implemented across the Council to support effective PPM.

<b>Business Change Framework</b>	Sets out a framework for the identification, planning, delivery and evaluation of business change activity within the Council.
<b>Information Governance Framework</b>	Sets out a framework for effective information governance within the Council, meeting all legal obligations and underpinning the achievement of strategic objectives.
<b>Risk and Opportunity Management Policy</b>	Sets out how the Council will ensure that risks are effectively managed and opportunities exploited to maximise delivery of strategic objectives, fully integrated with performance management arrangements.
<b>Partnership Governance Policy</b>	Sets out the Council's approach to developing and managing partnerships to ensure that their contribution to strategic aims and priorities are maximised.
<b>Performance Management Policy</b>	Sets out how the Council will ensure that performance is effectively managed to deliver strategic priorities for the town.
<b>Project and Programme Management Framework</b>	Provides more detailed guidance and templates to be used within the life cycle of programmes and projects.
<b>Project Risk Guide</b>	Guidance on the PPM framework and standard project risks.
<b>Project and Programme Management risk impact matrix</b>	Sets out guidance on risk and opportunity scoring within the PPM environment to ensure consistency and appropriate escalation.

## Monitoring and Review Arrangements

22. The Council's expectations around PPM are clearly set out within its corporate values and associated staff performance frameworks.
23. All managers and employees are required to comply with this PPM Policy to ensure that the Council effectively manages programmes and projects in pursuit of its strategic objectives. Managers and employees will be provided with a range of resources, and where appropriate, training, to support the effective implementation of this policy.
24. An annual assurance report on the Council's PPM arrangements will be submitted to Corporate Audit and Affairs Committee. This will be supported by a targeted internal audits as appropriate, which will be listed in the Council's annual audit plan.
25. The implementation and effectiveness of this policy and its supporting procedures will be reviewed on a quarterly basis, using the following metrics:
- proportion of PPM activity introduced to the corporate portfolio after it has started and / or not aligned to the corporate portfolio;
  - availability of documentation against corporate profile and timetable;
  - quality of available documentation against expectations of PPM Framework; and
  - proportion of programmes and projects being managed within 5% of agreed tolerance for scope, time, cost and quality.
26. This policy will be reviewed every three years, unless there is significant development that would require a more urgent review e.g. new legislation.