

# ***Information/Discussion Paper***

**Audit committee – 12 January 2011**

## **Project and programme management guidance**

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

### **1. Why has this come to audit committee?**

- 1.1 The KPMG public interest report made recommendations (R20 and R21) concerning the council's approach to project and programme management. The committee at their last meeting indicated that they would like to review the council's response to the project and programme management recommendations.

### **2. Summary of the Issue**

- 2.1 Effective project and programme management is fundamental to the successful delivery of projects. This information paper shows how Cheltenham Borough Council (CBC) has taken steps to improve its capability and capacity in this area.

### **3. Summary of evidence/information**

- 3.1 Three workstreams have been executed in response to the KPMG R20 and R21 recommendations.
  - 3.1.1 The R20 workstream involved the production of a set of project and programme management guidelines which are attached. These guidelines state which project and programme management arrangements must be put in place, depending upon the size and complexity of the project.
  - 3.1.2 An HR and OD workstream considered the capacity and capability of our project and programme management resource. This workstream concluded with a series of recommendations as to how to optimise the use of our in-house specialists.
  - 3.1.3 Finally, a portfolio management project is underway to improve the way that CBC manages its varied portfolio of projects. The project has successfully delivered a new corporate resource management process.
- 3.2 A short feasibility study outlined three possible resource management approaches. The recommended approach was agreed by the Senior Leadership Team and implemented. Project planning standards were agreed so that plans submitted by project managers were consistent and could easily be aggregated to give a summary view of resource requirements. Project managers (PMs) are now submitting resource plans for projects on a quarterly basis, and the corporate resource plan shows resources 'booked' for the next 12 months. The project has had a really positive impact, delivering:

- 3.2.1 Helicopter view for the senior leadership team of resource requirements stemming from the portfolio of projects and programmes.
- 3.2.2 A definitive register of live projects and programmes.
- 3.2.3 Enhanced project management skills with many of the PM's generating more accurate plans than before.
- 3.2.4 Enhanced (evidence based) project and programme prioritisation, improving the deliverability of priority projects.
- 3.2.5 Improved decision making –the resource plan is now a key support tool for this process, enabling senior managers to identify capacity issues.

#### 4. Next Steps

- 4.1 The committee is invited to review and comment on the workstreams described within this information paper.

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<b>Appendices</b>	Appendix 1 – R20 response (project and programme management guidelines)
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