

Report of the Chief Executive

## **Programmes and Projects**

### **Summary**

1. The purpose of this report is to outline the council's approach to Programme and Project management and to update on developments in the application of Programme and Project management methodologies.

### **Background**

2. As part of the delivery of the council's priorities it has a large portfolio of Programmes and Projects. These vary in scale from multi-million pound programmes that are managed operate at a corporate level, e.g. Accommodation, Access York, EPH review, to small scale projects that are managed within teams.
3. City of York council employ Managing Successful Programmes (MSP) as the framework for the Programmes that steer the strategy and the Project delivery is managed using the Prince2 framework.

### **Key areas for Programmes and Projects**

4. The approach to strengthen Programme and Project delivery within City of York council is centred on sound governance, strong leadership, ensuring benefits are realised, risk management and standardising documentation.
5. **Governance** – the principle focus is the governance of programmes and projects and having robust boards structures in place to ensure decisions are made at the right time. The boards must fit into the general governance hierarchy feeding into the priority boards, which then feeds into Corporate Management Team. In managing projects through these boards experienced managers are assigned who can ensure that the boards function correctly, that vital customer and member input is captured and that outcomes are achieved. In terms of developing the boards, there is a focus on ensuring there is a sound evidence base for discussion and decision

making and that data analysis is performed to ensure there is focus on outcomes. The outcomes and outputs are benchmarked to ensure a sound level of achievement and to validate progress and direction of travel.

6. **Strong leadership on the Programme/project board** – Programmes and Projects are assigned chief officers to lead. The purpose of this is to provide senior leadership on the board and to ensure that decisions are made in a timely manner. Due to its importance, the accommodation board was chaired by a director and five assistant directors were board members (each representing a directorate) and the current chair of the Tour de France project is a director.
7. **Benefits realisation** – Programmes and Projects are being closely aligned with finance to ensure that their deliverables are realistic and robust. Data analysis in this area allows appropriate forecasting to inform decision making and to ensure that the deliverables are achieving the desired outcomes.
8. **Risk management** – this is a familiar concept within City of York Council. Each programme and project has its own risk/issue register, which has a consistent design and method for scoring the risks (likelihood against impact with a maximum score of 20 (most likely, highest impact)). Risk registers are designed to operate with all other risk registers to ensure there is no duplication and significant risks are placed on the corporate risk register.
9. Each project is now assigned a Quality Assurance role. This role which sits on the project board is responsible for assessing the management of the project. This ensures that the necessary control is applied, the plans are robust and risks are managed correctly.
10. **Programme/project management documents** – Programme and Project documentation is brought together to ensure standardisation. This allows a much easier comparator when assessing the quality of projects. The documentation is also evaluated to assess its quality and how effective it is.

## **Consultation**

11. Consultation has taken place with the finance and the programme and project teams.

## **Options**

12. This report is for information only.

## Council Plan

13. The application of programme and project methodologies contribute to the delivery of the priorities set out in the Council Plan (2011-15).

## Implications

14. Financial - there are no specific financial implications other than the financial benefits of sound Programme and Project Management which is dealt with in the body of the report.
15. Equalities - there are no specific equality implications to this report, however equalities issues are accounted for during the programme and project planning process.

## Recommendations

16. Audit and Governance Committee are asked to :-

Note the actions taken in this report to improve Programme and Project management practice across City of York council.

Reason: To update the committee on the current activity around Programme and Project management practice.

## Contact Details

### Author:

#### Dave Atkinson

Transformation lead – Office  
of the Chief Executive  
Telephone: (01904) 553481  
Email:  
dave.atkinson@york.gov.uk

### Chief Officer Responsible for the report:

#### Kersten England

Chief Executive

Report  
Approved



Date 03/12/2013

Wards Affected: Not applicable

All



For further information please contact the author of the report

Background Papers - None

Annex – abbreviations used in the report