

WYRE FOREST DISTRICT COUNCIL

CABINET MEETING
22nd MARCH 2007

Developing a Project Management Framework

OPEN	
COMMUNITY STRATEGY THEME	
CORPORATE PLAN THEME:	Improving Corporacy and Performance
KEY PRIORITY:	Organisational Performance
CABINET MEMBER:	Cllr. J.P. Champion
RESPONSIBLE OFFICER:	Chief Executive
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APPENDICES	Project Management Handbook – Appendix A <i>The appendix to this report has been circulated electronically and a public inspection copy is available on request. (See front cover for details).</i>

1. PURPOSE OF REPORT

- 1.1 To advise Cabinet of the development of a Corporate Project Management Framework for the Council.

2. RECOMMENDATION

The Cabinet is asked to RECOMMEND to Council:

- 2.1 **The Corporate Project Management Framework, as described in the Project Management Handbook at Appendix A of this report, be adopted.**

3. BACKGROUND

- 3.1 Whilst the Council is involved in the delivery of a number of projects every year, including those detailed in the Improvement Plan, at present there is:
- a) No documented process explaining how projects should be delivered.
 - b) No guidelines as to where the information supporting each project is stored and in what format.
 - c) No central repository of information which will allow Elected Members and Senior Managers to review the status of all projects within the Council.

3.2 The development of a Corporate Project Management Framework will address these shortfalls and provide an approach and procedures that can be applied to all Council projects, both now and in the future.

3.3 What is a Project?

According to the Office of Government Commerce publication 'Managing Successful Projects with Prince2' a project is '***a management environment that is created for the purpose of delivering one or more business products to a specific Business Case***' and '***a temporary organisation that is needed to produce a unique and predefined outcome or result at a prespecified time using predetermined resources***'.

3.4 To précis these two definitions a project has: -

- a) A finite and defined life cycle;
- b) Defined and measurable deliverables;
- c) A set of activities to achieve those deliverables;
- d) A defined amount of resource; and
- e) An organisational structure with defined responsibilities to manage the project.

3.5 What is not a Project?

Not every task that goes on within the Council is a project. Day to day tasks involved in running operational services do not need to be managed as projects. This therefore includes:-

- a) Routine work;
- b) Repetitive work;
- c) Continuous work; and
- d) Work that does not significantly change things.

(Examples of these would be Strategic Planning, Forward Planning, and Performance Management.)

3.6 This work is no less important than project work but requires a different approach to its management.

3.7 Why need a Project Management Framework?

It has long been recognised that in order for a project to be delivered successfully, there needs to be in place a consistent and methodical approach which is understood by all, and which invites the management of resources, risks, skills and processes.

3.8 There are several methods in the 'market place' which teach the processes but the most recognisable and acclaimed process is Prince2.

3.9 Prince2 is a structured method for effective project management. The original Prince

approach was focused on the delivery of information systems, but the need to provide a more general solution prompted the development of Prince2 for improved guidance on project management on all types of projects.

- 3.10 One of the benefits of applying Prince2 to Project Management is the scalability of the process. This allows practitioners to adapt the process to provide clear and defined methods of working at various levels without losing any of the key controls needed to run an effective project.

4. PROGRESS

- 4.1 In July 2006, the Council appointed a Programme Officer on a two year fixed contract to lead this key piece of work for the Authority.
- 4.2 Over the last seven months, reports to the Corporate Management Team have gained approval and confirmation of the following:
- a) Identification of the officers accountable for each of the projects within the Council's Improvement Plan 2006/07.
 - b) The format and content of key project management documentation.
 - c) The introduction of a central repository for all project management documentation.
 - d) A matrix for identifying the minimum level of management control required for each type of project.
 - e) The introduction of the Project Register and the Project Management Handbook as attached in Appendix A.
- 4.3 The Corporate Project Management Framework has now been piloted through training sessions with officers involved in Improvement Plan and Strategic plan projects.
- 4.4 During these sessions, several officers recommended changes they would like to see applied to the Framework. These have been considered and various refinements have been made to the handbook.

5. ACTION PLAN

- 5.1 Following adoption of the Corporate Project Management Framework, Officers will be asked to ensure that all projects, which meet the criteria set out in the matrix in the Project Management Handbook, are entered on to the Project Register and delivered as per the Framework.

6. FINANCIAL IMPLICATIONS

- 6.1 There are currently no financial implications other than Officer time.

7. LEGAL AND POLICY IMPLICATIONS

7.1 The introduction of a Corporate Project Management Framework will assist with both the delivery of Improvement Plan projects, and the communication of the Council's performance against the Plan.

8. RISK MANAGEMENT

8.1 If the Corporate Project Management Framework is not adopted and put into practice, the Council's delivery of projects will be inconsistent in levels of success and achievement, and will not provide the most conducive environment for creating economies of scale and efficiencies.

9. CONCLUSIONS

9.1 Following the adoption of the Corporate Project Management Framework there will be:

- a) A Framework which will identify all the processes and activities required to deliver projects.
- b) A mechanism for recording the key detail and status of projects (initially those associated with the Improvement Plan) which are visible to all authorised Officers.
- c) A central repository for all documentation relating to each project which can be accessed by the relevant Officers.
- d) A requirement for Officers to complete all relevant documents associated with each project.
- e) A clear definition as to which projects qualify for entry into the Project Register.
- f) An effective communication process that will keep Senior Officers advised of the status of each project under their control.

10. CONSULTEES

- Chief Executive

11. BACKGROUND PAPERS

- Report to CMT - Developing a Project Management Framework - 31st August 2006
- Report to CMT - Developing a Project Management Framework - 12th October 2006
- Report to CMT - Developing a Project Management Framework - 1st February 2007