

Vision

The vision for the Alliance's approach to **Programme and Project Management** is to have a scalable, high-quality and consistent approach that delivers Alliance projects within-time, within-budget, within-expectations and to agreed requirements.



Strategy Statement

This strategy aims to **improve the efficiency and effectiveness** of programme and project delivery for the Alliance, grow in-house skills complemented by external support to ensure the successful delivery of each Councils' priority actions and projects, within-time and within-budget.

Current Position

The Alliance has a well-established **Alliance Project Management Framework (APMF)** that sets the framework requirements for each project, alongside this is the **Transformation Board** providing strategic governance.

It is common to see that projects are now being treated as BAU (business as usual), which is having a negative impact on completing project management documentation. This has a consequence on project planning that results in **'Scope creep', budget implications and overall quality.**

The response to this has been to **engage professional advisers** to complete projects quickly, but at a cost.

Plan

- **Ensure Added Value:** (quick wins, with potential savings):
 - Review and commission advisers to add value to projects, terminate poorly performing contracts, and implement effective remedial actions.
 - Scope Management – Establishing clear scope to enable effective planning.
 - Ensuring effective planning before mobilisation/ delivery of projects (using APMF).
 - Effective planning to ensure awareness of timescales and potential resource implications.
 - Develop in-house expertise.
 - Enhance Contract Management: Ensure contractors are providing the service(s) required.
- **Effective Resource Management:** Attract (e.g. grants) and allocate resources expertly by matching skills and expertise with project requirements. Utilise resource management tools to track resource availability, workload, and utilisation rates.
- **Manage Scope Creep:** Prevent scope creep by clearly defining project scope, setting boundaries, and managing change requests effectively. Review and reassess project scope regularly to ensure alignment with objectives and priorities.
- **Continuous Improvement:** Foster a culture of continuous improvement through feedback, learning from experiences, and implementing lessons learned. Review processes and performance metrics regularly to identify areas for improvement.
- **Monitor and Measure Performance:** Establishing project management key performance indicators (KPIs) and annually reset milestones to track project progress, performance, and outcomes. Use data-driven insights (with supporting technology) to identify inefficiencies and take corrective action. Examples of potential KPIs:
 - Project performance: reviewing variance between planned and achieved
 - Budget and input performance: reviewing variance between planned and achieved
 - Quality Performance
 - Scope Management
 - Stakeholder Engagement
 - Communication Effectiveness



Future State

A high-quality, trusted and consistent structured approach to project management, promoting efficiency, effectiveness and economy that has robust governance, driving continuous improvement. This will include:

- **Standardized (implemented consistently) processes,** within agreed Alliance Project Management Framework.
- Effective **resource management,** including attracting grant funding.
- **Proactive risk management** with effective, and early, mitigations.
- High **transparency and visibility** of corporate projects.
- Effective **governance and control** (aiding project teams to develop and implement controls).
- Enhanced and highly visible **stakeholder engagement.**
- Excellent project **performance measurement and reporting.**
- Embedded **knowledge management and skills transfer.**
- Clear **alignment with Borough and District plans**
- **Scalability and flexibility** without negative impact.