

Projects & Programme Management Framework	
Executive Summary	This report outlines improvements that have been introduced to the project management framework to reinstate engagement and visibility of projects across the council. It summarises the consultation undertaken, assesses alignment with corporate priorities, and evaluates financial, legal, and climate impacts. This initiative aims to ensure project and programme governance is adhered to and engaged with consistently across all service areas.
Options considered	N/A
Consultation(s)	N/A
Recommendations	Continued support for ongoing development and management of the Projects & Programmes Framework
Reasons for recommendations	Continued improvements to standard lifecycle, governance boards, templates, and reporting.
Background papers	CLT Presentation, PM/O Charter

Wards affected	N/A
Cabinet member(s)	N/A
Contact Officer	Joe Ferrari

Links to key documents:	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	N/A

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	- CLT Approval, 2nd October 2025 - Assistance Directors Approval, 7th October 2025 - Service Managers Approval, 9th October 2025

1. Purpose of the report

To communicate the updated Programme and Project Management Framework, which strengthens governance, improves visibility, and ensures consistent engagement across all council projects.

2. Introduction & Background

This report provides an overview of the context and rationale for the proposed action. It outlines the current position, relevant historical decisions, and any external or internal factors influencing the changes.

The aim is to ensure members have a clear understanding of why this matter is being reviewed, including links to strategic priorities and any statutory or policy requirements.

Identified gaps: inconsistent engagement, lack of visibility, ad hoc governance.
Drivers: Local Government Reorganisation, increased capacity, senior management changes.
Strategic need: Align project delivery with corporate priorities and statutory obligations.

The P&P Framework includes:

- Proposal submission, sizing/tiering, CLT prioritisation.
- Standardised initiation, delivery, closure, and lessons learned.
- Governance boards for large and medium projects.
- Highlight and exception reporting to CLT.

3. Proposals and Options

- Full adoption of framework (recommended) – ensure consistency of standard lifecycle, governance boards, templates, and reporting.

4. Corporate Priorities

- Supports strategic governance and delivery of corporate plan objectives.
- Enables better resource allocation and efficiency.

5. Financial and Resource Implications

- No significant direct cost.
- Resource impact: staff time for governance boards and reporting.
- Potential efficiencies: reduced duplication, improved prioritisation.

Comments from the S151 Officer:

N/A – approved via CLT

6. Legal Implications

- Complies with statutory governance requirements.
- No additional legal risks identified.

Comments from the Monitoring Officer

N/A

7. Risks

- If adopted: Low risk; mitigated by training and clear processes.
- If not adopted: High risk of project failure, reputational damage, and inefficiency.

8. Net ZeroTarget

- Framework is process-based; minimal direct environmental impact.
- Positive indirect impact: digital templates reduce paper usage.
- Climate Impact Assessment confirms alignment with Net Zero 2030 Strategy.

9. Equality, Diversity & Inclusion

- Framework applies equally across all service areas.
- Workshops and training will ensure inclusive participation.

- No adverse impacts identified.

10. Community Safety issues

N/A

Conclusion and Recommendations

N/A