

<b>SUBJECT:</b>	<b>Programme Management</b>
<b>REPORT OF:</b>	Prepared by - Chief Executive (CDC) - Directors of Resources and Services (SBDC)

## 1. Purpose of Report

- 1.1 To seek agreement from the Joint Committee to the approach to programme management for the joint working between the two authorities.

## 2. Links to Council Policy Objectives

- 2.1 The two authorities have committed to a joint project to share management as a means of improving the resilience and quality of services and reducing costs for the council tax payer.

## 3. Information

- 3.1 Chiltern and South Bucks DCs have agreed to share their senior management, as an enabling step to closer working at service levels. To achieve this objective there will be a series of individual projects and activities that will incrementally move the authorities towards their goal. These projects will form the overall programme for change.
- 3.2 The management of the programme is something that needs to be considered. The programme management role is not seen as the catalyst for identifying projects, that would come from the senior management team. Programme management is not about the delivery of individual projects, but rather to have an overview on the following so that information can be provided to those responsible for the composition and delivery of the programme.
- The governance of projects
  - Project budgets
  - Progress against milestones
  - Risks and issues
- 3.3 It is envisaged at this stage that programme management capacity would need to be identified by the end of Stage 1 of the programme, Summer 2012. This is so that when individual projects are being developed to come to the Joint Committee for decision, there is some capacity to support them and build up an overall programme.
- 3.4 The role for the resource would cover the following.
- Maintenance of the overall programme log/register
  - Ensure that core documentation is in place for each project.
    - Business case
    - PID

- Up to date risk register

- Support lead officers for each project in producing documentation
- Prepare progress reports on the programme for C/Ex and for JC/JAIC
- Maintain programme library/archive.

- 3.5 To be successful the role needs to be carried out by a single individual who will develop the knowledge of the programme and build relationships with the individual officers responsible for delivering projects. On the basis of the role being as described it may be possible to identify the role internally, with maybe some backfilling costs. The post also may initially be part time until the full requirement is understood. If this proves unsuccessful consideration may have to be given to a temporary contract appointment.
- 3.6 As the precise level of programme management required will not become fully clear until Stage 2 has commenced it would be appropriate to review its operation after a year.

#### **4. Resources and Other Policy Implications**

##### Finance

- 4.1 The business case approved by the two Council's made allowance for the costs of support of up to £250,000, and within this some the cost of programme support would have to be met. At this stage a provisional sum of £40, 000 could be allocated to cover backfill or temporary contract costs.

##### Procurement

- 4.2 No implications

##### Personnel

- 4.3 If the post is to be filled internally or on a temporary basis then a job description and person specification will be produced.

##### Risks

- 4.4 The key risks arising from not having appropriate programme management arrangements are:
- Failure to ensure proper governance arrangements are in place causes projects to fail to achieve outcomes.
  - Lack of programme co-ordination leads to conflict between projects.
  - Programme risks not adequately identified and managed.

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**5. Recommendation**

The Joint Committee is recommended to authorise the identification of the appropriate programme management resource, within a budget of £40,000, and to request a report back to the Committee after one year on the effectiveness of programme management.

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<b>Background Papers:</b>	