

Cabinet 14th June 2010
PROGRAMME BOARD PROCESS 2010-11

Agenda Item No 12a

Portfolio Area:	Governance
Report Presented by:	Cllr Graham Butland
Background Papers:	Attached
Corporate Implications:	None
Options:	To endorse the proposal for the Programme Board process for 2010-11
Risks:	The council needs to maintain its project governance and sign-off procedures for the next financial year.

Executive Summary

The Programme Board process was implemented in June 2009 to oversee and monitor the projects identified in the 2009/10 Annual Plan. The Boards have been in operation for the four major themes since then:

- Clean and Green
- Economy and Infrastructure
- Performance, Innovation and Efficiency
- Supporting our Community

Since their implementation, two reviews of the Programme Board process have been conducted and these have indicated that the boards need to be retained in present form to maintain the governance process for the key corporate projects and to keep Councillors abreast of developments on the key projects.

For 2010/11 the Council also reviewed its annual plan strategy. The Annual Plan 2010/11 now focuses on 25 key projects instead of the mix of 100 projects as identified last year. The load on the Programme Boards is therefore now greatly reduced and there is no requirement for the same number of physical board meetings as before since the reviews and sign-offs can be conducted via e-mail/mail.

The proposals for 2010/11 are:

- The four boards will be retained.
- They will meet once at the beginning of the year to agree the projects under their remittance.
- Subsequent meetings will be held quarterly and will be conducted via e-mail/mail.
- Project progress summaries will be provided at least quarterly, with highlight reports, change requests and project closures being sent out with the progress summaries.
- The chairman will call a physical meeting if the need arises.
- The PI&E Board will function in a slightly different way due to its wider remit (which includes Performance Monitoring). It will meet every two months, approximately two/three weeks before Cabinet in order to receive performance reports, reviews and studies related to efficiency and other relevant reports and information.
- The other (non-key corporate) projects will be subject to a similar but slimmer governance process involving the portfolio holders, directors, heads of service and project managers.

The attached paper provides a more detailed view of the operation of the Programme Board process for 2010/11.

Decision

Members are asked to endorse the Programme Board process for 2010\11.

Corporate Implications

Financial:	A number of the key projects are included in the Capital & Revenue Programme			
Legal:	Programme Boards are included in the Council's constitution			
Equalities & Diversity:	n/a			
Customer Impact:	n/a			
Environment & Climate Change:	n/a			
Consultation/Community Engagement:	Local Committees	-	Partners	-
	Public	-	Staff	-
Key Decision:	No			
Public/Private Report:	Public			
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Appendix 1 Programme Board process for 2010/11

Summary

Following a year of operation for four Programme Boards in the Council, and reviews and comments made to Management Board, a revised method of operation for Programme Boards is proposed.

Four Programme Boards will remain, each monitoring a number of projects from the Annual Plan. All Annual Plan projects (of which there are 25) will be monitored through a Programme Board.

The four Programme Boards are as follows:

- Clean and Green (C&G)
- Economy and Infrastructure (E&I)
- Performance, Innovation and Efficiency (PI&E)
- Supporting Our Communities (SOC)

The draft Annual Plan is produced with input from Heads of Service and Directors in Q4, ready for publication to Cabinet (as a draft) at their March meeting. Following this meeting a final version of the annual plan is produced and submitted to Programme Boards for their information (in Q1). Note that Programme Boards will receive (rather than approve) the Annual Plan as the programme of key corporate projects is agreed by Cabinet. Programme Boards should expect to receive project initiation documents (PIDs) at their [proposed] June meeting for all Projects within the Annual plan (PIDs should be supported by business cases which will have been previously agreed) so that they are able to comment on the individual projects for the year ahead.

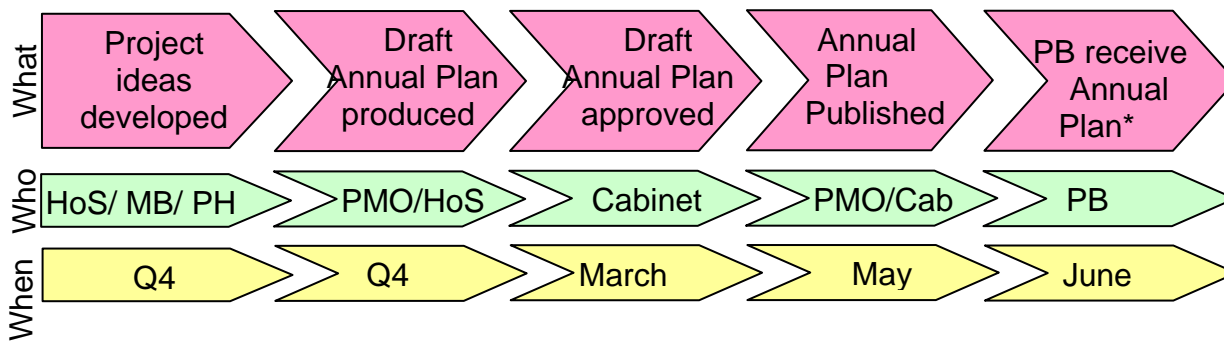
Following the June Programme Board meetings the views of the Boards will be taken into account by project managers, project sponsors and lead Members and adjustments made if appropriate to the project.

Each month project updates will be sent to the Programme Management Office (PMO) in relation to Key Corporate projects (i.e., those projects that are in the Annual Plan) and on a quarterly basis consolidated updates will be sent (electronically and hard copy) to Members of the Board for their information. Members will be invited to comment and raise questions on individual projects which will be channelled to lead Members, project managers and project sponsors. Should there be a requirement for a formal face-to-face meeting of the Programme Board, this will be called.

At the end of the year, a summary of completed projects will be presented to each Board by way of project closure documents, and at this stage lessons learned can be understood and discussed. From here the annual report can be produced.

The success of this method of operation will rely on timely, high quality and robustly prepared reports for all projects.

Set up



* = The draft annual plan lists all of the key projects that the Council will undertake in the year. Each project in the Annual Plan should be submitted to the scrutiny of the Programme Board by way of a completed project initiation document. The PID should be accompanied by the business case.

Key:	HoS	=	Head of Service
	MB	=	Management Board
	PH	=	Portfolio Holder
	PMO	=	Programme Management Office
	PB	=	Programme Board
	Cab	=	Cabinet

Monitoring

The process that will facilitate Programme Board Members' understanding, knowledge and scrutiny of projects will be as follows:

On a monthly basis

- 1) Highlight report produced by project manager
- 2) Highlight report signed off by project sponsor and Portfolio Holder
- 3) Highlight report sent to PMO

On a quarterly basis

- 4) Update sent to Programme Board (electronic and hard copy)
- 5) Questions and comments received from members sent to PMO
- 6) PMO collate information and answers from project managers etc
- 7) PMO feed back answers and information to Programme Board

Change Management

If a project requires change (time/ budget/ scope) then a change control notice will be submitted. The change control will be treated in the same way as a highlight report i.e. it will be signed off by the project sponsor and appropriate Portfolio Holder.

PIE Board

PI&E Board will function in a slightly different way to other Programme Boards due to its slightly wider remit (which includes Performance Monitoring). PI&E Board will continue to meet every two months, approximately two/three weeks before Cabinet in order to receive performance reports, reviews and studies related to efficiency and other relevant reports and information.

Project closure

Projects completed in the year that have been reported to Programme Boards will have their project closure documents consolidated into one final report for the Board. In order that lessons learned can be discussed more fully it may be helpful to have a face to face meeting to receive this report. The report should be submitted after the end of the year (proposed April).

Dates for meetings

Cabinet	Reports due
13 Sept	25 Aug
22 Nov	04 Nov
31 Jan	13 Jan
28 Mar	10 Mar

C&G	E&I	PIE	SOC
June*	June*	June*	June*
Aug	Aug	Aug (wc 16 th)*	Aug
Nov	Nov	Nov (wc 1 st)*	Nov
Feb	Feb	Jan (wc 3 rd)*	Feb
		Feb (wc 28 th)*	
Project closure reports			
Apr	Apr	Apr	Apr
These may be face-to-face and may vary by PB dependent on the issues identified from the Project Closure reports			

* = face to face meetings. All other dates are for distribution of papers, although the Chairman of the Programme Board may convene a face to face meeting (at any time with appropriate notice) if it is felt necessary.