REPORT of
DIRECTOR OF STRATEGY AND IMPROVEMENT

to
STRATEGY AND RESOURCES COMMITTEE
19 MARCH 2026

PROJECT MANAGEMENT OFFICE AND PROCESS IMPROVEMENT FRAMEWORK

1. PURPOSE OF THE REPORT

1.1 To provide the Corporate Project Management Office (PMO) and Improvement Framework (the Framework) for Committee review and adoption.

2. RECOMMENDATIONS

(i) That the PMO and Improvement Strategic Framework (**APPENDIX 1**) be adopted;

(ii) That the Framework is presented to Overview and Scrutiny Committee for awareness and to highlight the resource that can support improvements.

3. SUMMARY OF KEY ISSUES

3.1 The Council adopted a Process Improvement Framework in 2021 which set out how it would use improvement methodologies to improve productivity as a Council.

3.2 Additionally in the 2024 / 25 budget setting process, the PMO and Process Improvement resource was combined for the authority to contribute a staffing cost saving. The Framework which was adopted in 2024 included how the PMO approach is set out for the Council, and an approach to delivery within the team resource. Within the Framework, the delivery also links to the Data Management and Insight Strategy and the Technology Strategy for Maldon District Council (MDC), which are core documents that define the path of our improvement work and focus as a Council. Delivery of a robust project approach and a continuous improvement methodology also helps the Council to demonstrate corporate Value for Money.

3.3 The Framework document at **APPENDIX 1** is an update to the 2021 and 2024 documents and builds on the learning and achievements of the last five years of activity.

3.4 Following recent organisational changes and upcoming Phase 2 of transforming together, job descriptions are expected to include ongoing process improvement. The improvement team will support all teams with process enhancements, deliver major initiatives, oversee PMO governance, support delivery of Local Government Reorganisation (LGR), and provide necessary documentation and guidance.

3.5 As we progress with LGR preparations, the Framework now includes the method of approach to continue to deliver PMO and Process Improvement functions.

3.6 With the upcoming work of LGR the improvement and PMO team will be a key resource to support delivery of the changes. The new strategy highlights this, and how this may have an impact on the future workplan. Potential resource implications will also be highlighted through the Council's budget setting process.

3.7 The four Member champions appointed to work with the PMO and improvement team have been included in the review of the framework. It was suggested by this group that a better link could be made to Overview and Scrutiny work, as a resource that can assist with improvement reviews. It is therefore included in this report recommendations that the framework is presented to the Overview and Scrutiny Committee to raise awareness.

4. CONCLUSION

4.1 Building on best practice and aligning with MDC's Corporate Plan, the PMO and Process Improvement Framework is presented to Strategy and Resources committee for member adoption.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 **Supporting our communities**

5.1.1 This framework helps to define how the Council will drive efficiency and deliver more accessible services to our communities.

5.2 **Investing in our District**

5.2.1 The framework defines how the PMO supports delivery of investment driven projects.

5.3 **Delivering good quality services**

5.3.1 A key objective of Projects and Improvements is providing better quality services for residents.

6. IMPLICATIONS

(i) **Impact on Customers** – A key objective of Projects and Improvements is better service delivery for our residents.

(ii) **Impact on Equalities** – None.

(iii) **Impact on Risk (including Fraud implications)** – A methodical approach to projects and improvements and clear governance / challenge of this helps to limit corporate risk.

(iv) **Impact on Resources (financial)** – Following good practice and data driven decision making defines how the Council will drive efficiency and smart spending of resource at MDC.

(v) **Impact on Resources (human)** – Following good practice and data driven decision making defines how the Council will drive efficiency and smart spending of resource at MDC.

(vi) **Impact on Devolution / Local Government Reorganisation** - The Project Management Office and Improvement Management functions are prepared to evolve in response to changing organisational priorities and external influences.

Background Papers:
PMO and Process Improvement Framework
MDC Project Management Office Guidance Document
MDC Process Improvement Guidance Document

Enquiries to: Cheryl Hughes, Head of Performance, Improvement and LGR.