

Project & Programme Management (PPM) Community Charter

The practice area

Vision of success	Achieving UCL's academic mission and the priorities set out in UCL 2034 through outstanding project and programme delivery.	
Definition	The PPM Community of Practice ('Community') brings together colleagues responsible for managing UCL's valuable resources in support of our academic mission. A significant part of our community's work involves initiating or coordinating change, improvement or other projects and programmes.	
Purpose	To catalyse and deliver improvement at UCL through development of this Community and the staff within it, identification of best practice, knowledge exchange and collective problem-solving.	
Values the community stands for	Commitment to excellence	Using our skills and judgement to deploy effectively the most appropriate project and programme management tools and techniques.
	Focus on delivering excellent academic outcomes	Delivering project outcomes to time and agreed quality by building trust based on transparency, mutual respect and accountability.
	Openness	Demonstrating openness by communicating honestly and transparently, and being willing to consider how practices might be improved.
	Fostering innovation and creativity	Helping people take the best ideas through to outcomes.
	Collegiality and community building	Connecting with individuals from different groups – professional services, the academic community and partners – and actively promoting professional diversity to create a sense of belonging.

Key people

Sponsor	Tom Rowson Director of Planning	Role: Provides top-level recognition for the community by ensuring exposure, support and strategic visibility.
Leader	Sarah Dowling Project Manager Division of Psychiatry	Role: Cultivate and support the development of the community. Leaders work to ensure the community's relevance and visibility to key stakeholders.
Leader	Sarah Earl PMO Manager UCL East	
Leader	Dean Stokes Major Projects Portfolio Director Planning Team	
Core members	Staff with substantive knowledge of, and who spend the majority of their role working in, the practice area. Core members will be actively committed to developing the PPM Community of Practice.	Role: Provide input to help guide the formation and refocusing of a community. This includes contributing to the vision of excellence, criteria for leadership and Community Charter.
Members	Staff who have responsibilities directly within or related to the practice area, who have a sense of professional alignment to the practice area, and who are enthusiastic about creating a more cohesive culture of collaboration in project and programme management that spans the breadth of UCL.	Role: Help deliver priorities and subsequent outputs and activities identified by the PPM Community and captured within this Charter. Provide links with other networks and forums e.g. the Project Support Staff Forum Initiative run from ISD.

Business issues

Current perceived key strengths	Staff experience, knowledge and commitment
	SMT commitment to adoption of Portfolio approach
	PPM demand from within UCL's academic community
	Estates and ISD approaches – well developed and embedded across their areas
Current perceived key weaknesses	Lack of clarity within UCL on what PPM can offer
	Different practices, tools and approaches, not always for good reasons
	Not having best practice that is shared consistently
	No structured career development for staff
	Training and development opportunities out-of-date and offered sporadically
	Identity of the PPM community
Current perceived key opportunities	Simple, shared project management approach that everyone can understand
	Efficiency gains (time and money)
	SMT members' enthusiasm and influence
	Momentum behind change and scale of UCL 2034 ambition
	Using PPM to add tangible value
Current perceived key threats	Lack of engagement with, and understanding of, PPM
	Decision making not always integrated
	Scale of change
	Budget constraints, especially on capital programme
	Time and other resources in which to organise ourselves

Priorities

	1	2	3	4	5
Aim	Understand the totality of planned change across UCL and our capacity to drive and support it	Create a project management framework for UCL	Establish a mentoring scheme for the PPM Community	Provide a coherent offering to underpin people's career and personal development choices	Promote active, practical collaboration within the PPM Community
Project	UCL Project Log	Communities of Excellence	Mentoring for the Community	Training & Development	Project 'Hackathon'
Lead	Rachel Fishwick	Dean Stokes	Helen Sawyer	Rachel Corcoran & Rosie French	Emma Brady
Objective	To create a register of UCL projects completed in the past year, underway and planned	To identify and create standard tools and methods that are fit-for-purpose	To develop a scheme that supports individuals in their career choices	To provide access to training and development opportunities that will help people achieve their professional goals	To bring people together on a regular basis to solve UCL business problems
In 6 months we will have...	<p>Captured basic information on UCL's projects against suitable inclusion criteria</p> <p>Developed summary of lessons learned for completed projects</p> <p>Presented Project Log analysis to SMT as part of termly reporting</p>	<p>Agreed a menu of tools and methodologies, and their appropriate use</p> <p>Specified a light touch, generic project management framework</p> <p>Created a single portal for accessing basic templates and guidance</p>	<p>Designed a bespoke scheme for the PPM Community, linked to UCL's approach to mentoring</p> <p>Set out an operating model for the scheme</p> <p>Identified individuals to act as mentors</p>	<p>Reviewed the broader UCL training offering against our own needs and current practice with the sector and profession</p> <p>Launched an Associate Project Manager qualification for UCL funded through the apprenticeship levy</p>	<p>Identified wider community membership</p> <p>Held 2-3 'Hackathons'</p> <p>Refined and developed model for collaboration</p>
Success measures	<p>Faculties and departments regard the Project Log as reliable and accurate</p> <p>Community able to start managing the balance between change and Business As Usual</p>	<p>Number of web-page hits</p> <p>Number of people downloading templates and material</p> <p>Feedback from users on value of tools and methods</p>	<p>Staff retention rates increases</p> <p>Number of internal secondments onto projects, and promotions, all increase</p> <p>Greater sharing of talent between projects and programmes</p>	<p>Take-up of new programme of courses and training opportunities</p> <p>Feedback on individual courses</p> <p>Financial saving from better procurement</p>	<p>Attendance at events</p> <p>Number of 'live' problems solved</p> <p>More projects delivered to time, quality and budget</p>