



HUMBERSIDE FIRE AND RESCUE SERVICE

Service Improvement

Project Management Policy

Owner	Assistant Chief Fire Officer
Responsible Person	Head of Corporate Assurance
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1. INTRODUCTION

This policy applies to creation, delivery and management of all HFRS strategic projects.

This policy details clear expectations for how [strategic projects](#) are to be directed, managed, and delivered within Humberside Fire & Rescue Service (HFRS) which strengthens robust governance and continuous improvement to ensure compliance with legislation, sector best practice, and organisational objectives. The process can also be applied to non-strategic projects.

To ensure effective understanding and implementation, this policy must be read and managed in accordance with the HFRS Policy Management Toolkit.

All HFRS staff, volunteers, contractors, and partners are required to adhere to this policy.

Core Code of Ethics

HFRS has adopted the Core Code of Ethics for Fire and Rescue Services. The Service is committed to the ethical principles of the Code and strives to apply them in all we do, therefore, those principles are reflected in this Policy.

National Guidance

Any National Guidance which has been adopted by HFRS, will be reflected in this Policy.

2. EQUALITY, DIVERSITY AND INCLUSION

HFRS has a legal responsibility under the Equality Act 2010, and a commitment, to ensure it does not discriminate either directly or indirectly in any of its functions and services or in its treatment of staff, in relation to race, sex, disability, sexual orientation, age, pregnancy and maternity, religion and belief, gender reassignment or marriage and civil partnership. It also has a duty to make reasonable adjustments for disabled applicants, employees and service users.

3. AIM AND OBJECTIVES

Aim

To ensure all [strategic projects](#) are aligned with organisational priorities and the Community Risk Management Plan (CRMP), by providing clear direction and purpose for successful delivery of strategic outcomes.

Objectives

- (i) Align all strategic projects with HFRS policies and strategic priorities to ensure consistency and focus on organisational goals.

- (ii) Maintain a strong business case throughout the project lifecycle to confirm benefits remain achievable and risks are managed within HFRS' risk appetite.
- (iii) Establish clear and traceable roles, responsibilities, and accountabilities across all levels of management to support effective governance and delivery.

4. ASSOCIATED DOCUMENTS

- Equality Impact Assessment
- There are no specific legislative requirements relevant to this policy.
- There is no specific National Guidance relevant to this policy.
- [Project Management templates](#)

5. DEFINITIONS

Term	Definition
Benefits realisation	The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders and which contributes towards one or more organisational objectives.
Business Case	A structured document that justifies undertaking a project or initiative. Its main purpose is to assess the potential benefits, costs, and risks, providing evidence to decision-makers on why the investment is worthwhile.
Function/Team Project (non-Strategic)	A project that is focused on improving processes, performance, or outcomes within a specific department or team. It supports operational efficiency rather than overarching strategic goals.
Milestone	Significant checkpoint that marks important events, decisions, or deliverables, helping teams track progress and ensure timely completion.
Outcome	Extends beyond the immediate timeframe and focuses on the broader and often long-term effects or change resulting from the collective outputs.
Output	Immediate and tangible results produced during the course of a project, representing the culmination of specific tasks or activities.
Portfolio Management	A coordinated set of practices and decision-making processes that balance organisational change with business-as-usual activities. It operates within defined funding and resource constraints and is integral to business planning and control.
Project (non-Strategic)	A temporary initiative undertaken to deliver a unique product, service, or result, using defined resources and timelines.

Term	Definition
Project Initiation Document	Sets out all essential details to move a project from concept to delivery, including roles, plans, milestones, governance, and approval requirements, ensuring clarity and accountability for successful implementation.
Project Lead	Responsible for establishing the project’s governance and management framework. They oversee day-to-day operations, manage delivery of outputs, and support the realisation of benefits. Usually allocated to a Head of Function/Group Manager who reports directly to the Project Owner.
Project Owner	Accountable for ensuring that the project achieves its objectives and delivers the intended outcomes and benefits. They own the business case and are responsible for maintaining effective governance throughout the project lifecycle, reporting regularly to SLT. Usually a member of SLT.
SLT	Strategic Leadership Team - responsible for setting strategic direction and overseeing organisational performance and project progress.
Stakeholder	a person, group, or organisation that has an interest in a project or is affected by its outcome.
Strategic Project	An initiative that directly supports HFRS’ long-term goals, vision, and overall strategy. It typically has a broad impact across multiple departments or the entire organisation.

6. DETERMINATION OF A STRATEGIC PROJECT

A strategic project is any time-bound initiative that, by virtue of its risk and / or opportunity exposure, scale, impact, or alignment to organisational strategy, could materially affect:

- delivery of corporate objectives
- organisational reputation or regulatory standing
- financial sustainability or value for money
- operational resilience or service performance

Definitive Strategic Triggers

If any one of the following applies, the initiative is strategic by default.

Trigger Area	Decision Test
Governance Mandate	Has the initiative been commissioned or mandated by SLT or an external oversight body?

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Regulatory / Statutory Requirement	Is the initiative required to meet statutory duties, inspection recommendations, or regulatory action plans?
Material Financial Commitment	Does the initiative commit the Service to a significant or multi-year financial obligation?
Organisational Transformation	Does it fundamentally change how structures, systems, or operating models function?
System or Partnership Dependency	Does successful delivery depend on external partners, system-wide change, or shared governance?

Indicative Strategic Triggers

Where no definitive trigger applies, consider the cumulative impact of these factors.

Multiple “Yes” responses → **Treat as Strategic**

Limited “Yes” responses → **Non-strategic but monitor**

Consideration	Key Question
Strategic Importance	Would failure undermine delivery of corporate priorities or outcomes?
Operational Impact	Would failure materially disrupt service delivery or Service resilience?
Reputational Sensitivity	Would failure attract political, media, or public scrutiny?
Delivery Complexity	Does the initiative involve multiple workstreams, dependencies, or novel approaches?
Capacity Constraint	Does delivery stretch organisational capacity or capability?

Explicit Exclusions (Non-Strategic by Definition)

Category	Rationale
Routine BAU activity	Established processes with known risks and controls
Localised improvement	Impact limited to a single team or function
Low-risk compliance activity	Minor updates or refreshes with no system impact
Short-term delivery with no legacy	No enduring financial, operational, or strategic implications

7. ROLES AND RESPONSIBILITIES

Project Owner/Sponsor

- accountable for the project
- owns the business case and maintains governance throughout the project lifecycle
- ensures the project achieves its objectives and delivers intended outcomes
- approves key decisions and oversees risk management

Project Lead/Manager

- establishes project governance and management framework
- oversees day-to-day operations and delivery of outputs
- assembles the delivery team and secures the necessary resources
- ensures assurance reviews are conducted and documented
- ensures necessary stakeholder engagement is undertaken

Project staff

- deliver assigned tasks in line with project plans and timelines as set by the Project Lead
- report progress, risks, and issues promptly to the Project Lead
- collaborate effectively with internal teams, stakeholders and external suppliers
- maintain compliance with Service policies, ethical standards, and equality commitments
- support assurance activities and provide accurate data for reviews

8. PROJECT MANAGEMENT PROCESS

There are four key phases to HFRS Project Management:

(i) Initiation and Planning: Preparation and production of:

- Research & information gathering/ Data collection
- Review of previous projects lesson learned
- an Equality Impact Assessment (EIA)
- a Data Protection Impact Assessment (DPIA) if required (seek advice from the Data Protection team in the first instance)
- a Community Impact assessment (CIA) if required (seek advice from the Corporate Assurance team)
- a Business Case and Project Initiation Document (PID) setting out the rationale, objectives/outcomes and milestones of the project
- a project plan
- a communications plan

(ii) Delivery: Preparation and delivery of:

- stakeholder engagement and consultation (as necessary)
- the project

(iii) Closure: Once delivery of the project has completed, produce:

- a closure report that identifies lessons learned during the project

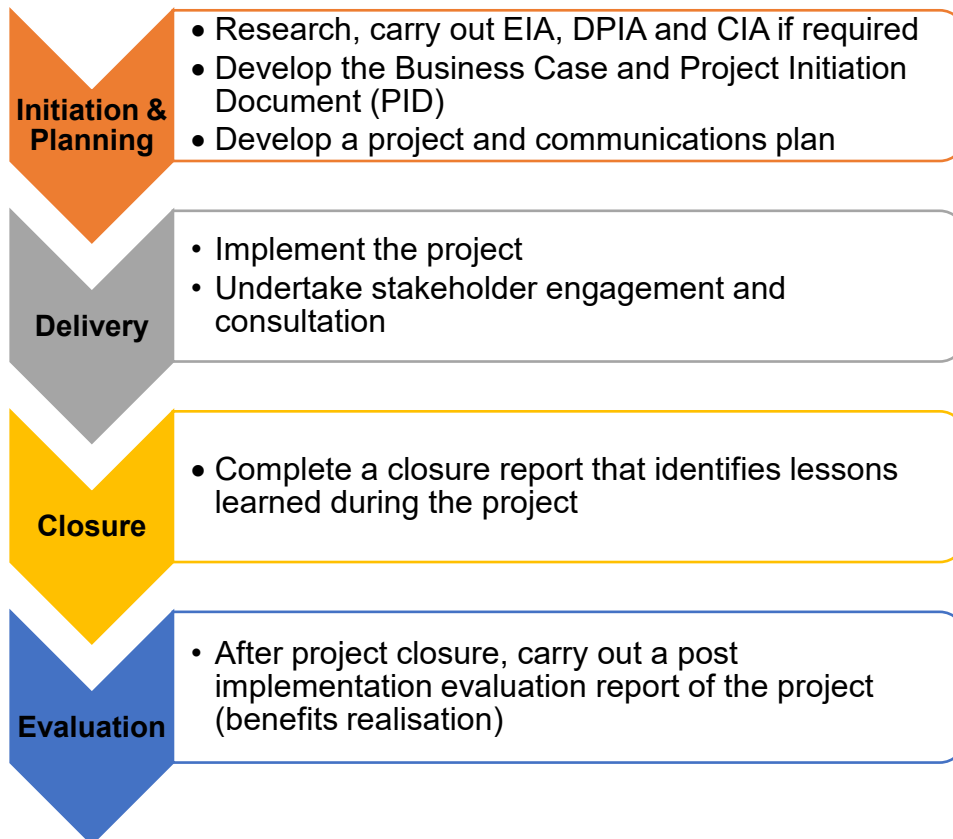
(iv) **Evaluation:** Six months after project closure, carry out:

- a post implementation evaluation report of the project, that determines the benefits realisation of the project

Please note: if the entirety of the project is simply to carry out an options appraisal exercise, then it may not be necessary to carry out a post implementation evaluation.

Only once the Closure report or Post Implementation Evaluation report is completed will the project be formally closed on the Project Register.

Project Process



9. PROJECT ADMINISTRATION

Project Register

The Corporate Assurance team will:

- Enter all details of each project onto the Project Register
- Maintain the Project Register and monitoring project progress

Project documentation

The Project Lead is responsible for populating and maintaining all documentation relating to their project. They must adhere to the [Project Delivery Checklist](#) and complete and keep up to date the prescribed [Project Management templates](#).

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Support and advice throughout the project will be provided by the Corporate Assurance team.

Governance

The Project Lead must submit for approval documentation relating to the various phases of the project, as follows:

Activity	Submission to
Approval of Business Case and Project Initiation Document	SLT
Regular status updates, including the sharing of any necessary planning and delivery documents	Project Owner
Scope change	SLT
Approval of project closure	Project Owner
Approval of post implementation evaluation	Project Owner

A meeting of the Project Leads will be convened as and when appropriate by the Area Manager of Service Improvement for monitoring of projects.

SLT will maintain oversight of each project, regularly reviewing their status.

If anyone requires any further guidance / information relating to this Policy, please contact Corporate Assurance