

# Project Management Framework

Broadland District Council and South Norfolk Council

Version 0.7

December 2023



## 1. Framework Introduction

Working together, the two Councils spend significant time, resources, and budget on Transformation and project-related activity.

This Framework sets out guides, tools, and techniques for how we should manage our projects to enable effective delivery, including:

- Setting out project team roles and consideration for resourcing
- Defining the stages and gateways for projects
- Providing tools, hints, and tips for agile delivery options
- Our Project Management Network SharePoint

Everyone who has a key role in programmes or projects across the organisation should read and become familiar with the information and guidance within this Framework. It aims to assist anyone who is asked to manage or support projects or programmes within the Councils, regardless of their level of experience in project management.

There are a variety of project management approaches and frameworks which are used in the private and public sectors, each with their benefits. At Broadland and South Norfolk, we have taken key elements from the leading approaches, PRINCE2 and Agile, to develop a tailored approach for the two Councils.

## 2. Key Principles of our Framework

Our organisational values and behaviours are an integral part of how we operate projects. This Framework aims to enable us to manage our projects in line with our values and behaviours:

- It is intended to be simple and flexible to use, being adaptable to suit projects of all scales and complexity
- It is embedded in best practice across project management.
- It aims to provide consistency across the organisation in the key stages and gateways of project delivery in respect of how we initiate, scope, manage, close projects and realise benefits.
- It aims to secure a clear mandate for projects from senior management and Members where applicable.
- It provides clear formal and informal gateway reviews and approval guidance to ensure we properly define and evaluate each potential project at different stages to prioritise resources
- It aims to set clear roles and responsibilities expected of programme and project teams.

### 3. Key elements to our approach

We operate a three-tiered approach consisting of Portfolio, Programme and Project which when combined enables us to apply a tailored and flexible approach to setting strategic direction, oversight and delivery.

#### What is a Portfolio?

The portfolio represents a collection of related initiatives that are managed and coordinated to achieve strategic business objectives.

The portfolio management board involves selecting, prioritising, and overseeing the execution of programmes to optimise resource allocation, manage risks, and maximise the overall value delivered to the organisation. This holistic view enables stakeholders, including executives and project sponsors, to make informed decisions regarding investments, resource allocation, and adjustments to ensure that the portfolio remains aligned with the evolving needs and priorities of the organisation.

The Councils have established Portfolios which are made up of several programmes with the organisation's strategic objectives and delivery plans in mind.

#### What is a Programme?

A programme is a collection of related and interdependent projects, managed and coordinated together to achieve specific strategic objectives.

A project can exist independently from a programme, but a programme will only exist where there is a group of projects being managed collectively by the programme manager.

Programme management is used to help provide the framework to implement significant change. By using a programme management approach projects are grouped into programmes and within this their progress is tracked, budgets are monitored, benefits are forecasted, and risks mitigated.

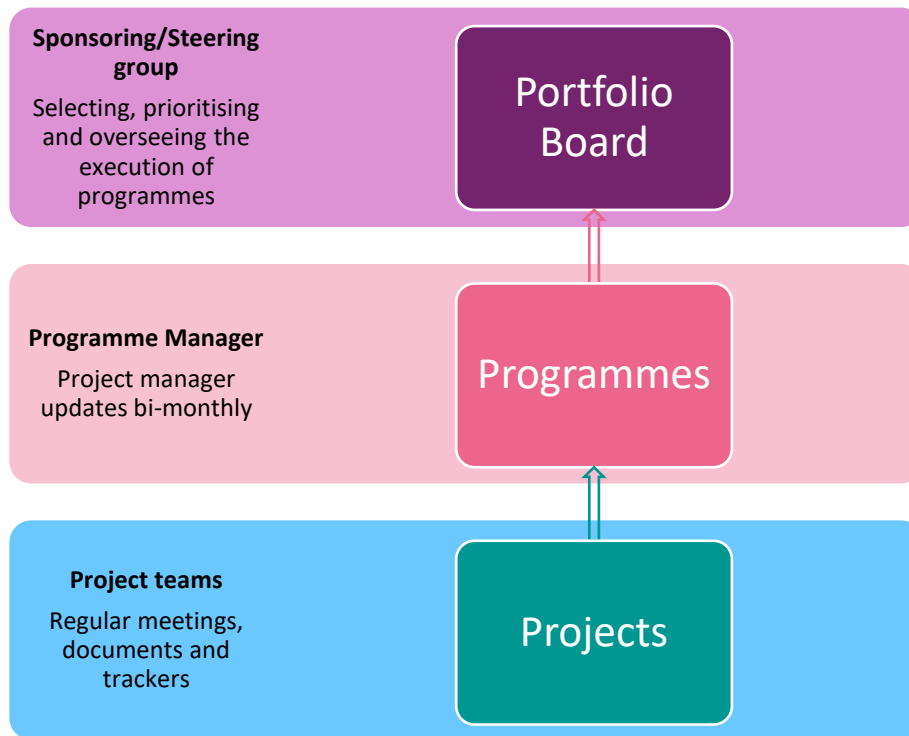
#### What is a Project?

A project is a temporary collection of tasks which have a defined beginning and end.

A temporary team is put together to solve a particular problem, maximise an opportunity, or create a change.

Project characteristics	BAU Operational characteristics
Temporary – clear start and end date	Ongoing piece of work
Project team is created and will disband at the end of delivery	Stable team
Specified deliverables (service/product) that can be measured	Tends to be continuous
Something which is not currently part of a service area's daily activity	Daily service area of activity

## Reporting structure for Portfolio, Programmes and Projects:



The detail regarding the way these levels operate and the decision-making powers are outlined within our Terms of Reference See Appendix A and B

## 4. Roles and responsibilities

Defining roles and responsibilities is a fundamental aspect of successful project and programme delivery. It promotes clear understanding across all involved, supports effective communication and enables a well organised and collaborative team to deliver high quality results.

The table below outlines some of the core roles that are required to be considered within our Portfolio, Programme and Project approach. The need for the roles at project level will be subject to the size and scale of the project in question.

	Role Name	Business Area	Role and Responsibility
Portfolio	<b>Project Management Office (PMO)</b>	Central Transformation Team	<ul style="list-style-type: none"> <li>The PMO is responsible for the planning, delivery, and governance arrangements for the Councils' total project portfolio</li> <li>It also seeks to ensure we are keeping up to date with best practise and resource co-ordination.</li> <li>To lead on the development and provision of management and status reporting to ensure the PMO effectively communicates the status of the overarching portfolio to its senior stakeholders.</li> <li>It also act as Project Assurance by ensuring that the project is aligned with the organisation's strategic objectives and follows established governance structures, documentation and processes.</li> </ul>
	<b>Portfolio Sponsor</b>	Nominated Director	<ul style="list-style-type: none"> <li>Sets strategic direction</li> <li>Oversees strategic alignment for the portfolio of projects and programmes</li> <li>Ensures portfolio governance arrangements are in place</li> <li>Acts as key figure and advocate for the portfolio.</li> <li>Responsible for realising the intended benefits at an organisational level</li> </ul>
	<b>Portfolio Board</b>	Selected from across the wider business	<ul style="list-style-type: none"> <li>Governs and oversees the portfolio of projects and programmes.</li> <li>Ensure the organisations investments are in line with strategic objectives and contribute to the overall success.</li> <li>Where resources are in short supply, prioritises the delivery across the wider portfolio to ensure the best return for the organisation.</li> <li>Approves the opening and closure of programmes within the wider portfolio.</li> <li>Ensure programmes are resourced with clear management and sponsorship</li> </ul>
Programme	<b>Programme Sponsor</b>	Nominated Assistant Director or Senior Manager	<ul style="list-style-type: none"> <li>Key role in the programme management as will provide overall leadership and direction for the programme</li> <li>Advocate and senior representative for the programme</li> <li>Overall accountability for setting the strategic direction</li> <li>Ensures the governance structure</li> <li>The successful delivery of the programme and realisation of its benefits.</li> <li>Communicates the strategic importance of the portfolio to the organisation</li> </ul>
	<b>Programme Board</b>	Selected from across the wider business	<ul style="list-style-type: none"> <li>Works alongside the programme sponsor to oversee and provide guidance to the programme</li> <li>Ensures the programme aligns with strategic objectives</li> </ul>

			<ul style="list-style-type: none"> <li>• Oversee risk and issue management and mitigation</li> <li>• Wider advocates to the programme</li> <li>• Key to securing resources for the programme</li> <li>• Has authority to make key decisions in relation to the programme (in line with our Terms of reference and constitution)</li> </ul>
	<b>Programme Manager</b>	Central Transformation Team	<ul style="list-style-type: none"> <li>• The Programme Manager will be responsible for the set-up, delivery and monitoring of the programme.</li> <li>• They will undertake day to day management of the programme (progress tracking, programme plan tracking, benefits, interdependencies, programme level risks and issues), which will be reported into the Portfolio Board.</li> <li>• Establish the governance approach</li> <li>• Performance monitoring of the programme</li> <li>• The will have a close working relationship with the project managers delivering projects within the programme offering guidance and support</li> </ul>
<b>Project</b>	<b>Project Sponsor</b>	Nominated lead from across the business will usually be Senior Manager level but this will vary from project to project	<ul style="list-style-type: none"> <li>• The sponsor owns the business case, and is ultimately accountable for the project</li> <li>• They are responsible for ensuring that the project is focused throughout its lifecycle on achieving its objectives and delivering the projected benefits.</li> <li>• The sponsor must ensure that the project gives value for money and that it achieves the expected return on investment.</li> </ul>
	<b>Project Manager</b>	<p>Central Transformation Team</p> <p>Nominated from business area</p> <p>External consultant (If resources or skills gap occurs)</p>	<ul style="list-style-type: none"> <li>• The project manager responsible for the day-to-day management of the project objectives, tasks, progress, and project team.</li> <li>• They may be a dedicated project manager or they maybe acting as the project manager but have an operational role.</li> <li>• They are also responsible to the Project Sponsor for the on-going assurance that the project remains capable of meeting the planned, scope, schedule, costs and benefits.</li> </ul>
	<b>Senior User</b>	Nominated from relevant business area	<ul style="list-style-type: none"> <li>• Represents the end 'user' of the project, once it in BAU - e.g. for a project to deliver a new CRM system, the Senior User is likely to be a Customer Services Manager.</li> </ul>
	<b>Senior Supplier</b>	Nominated from relevant	<ul style="list-style-type: none"> <li>• They are responsible for the 'supplier' departments carrying out the work - e.g. for delivery of a new system, this could be an IT Manager or the external Provider</li> </ul>

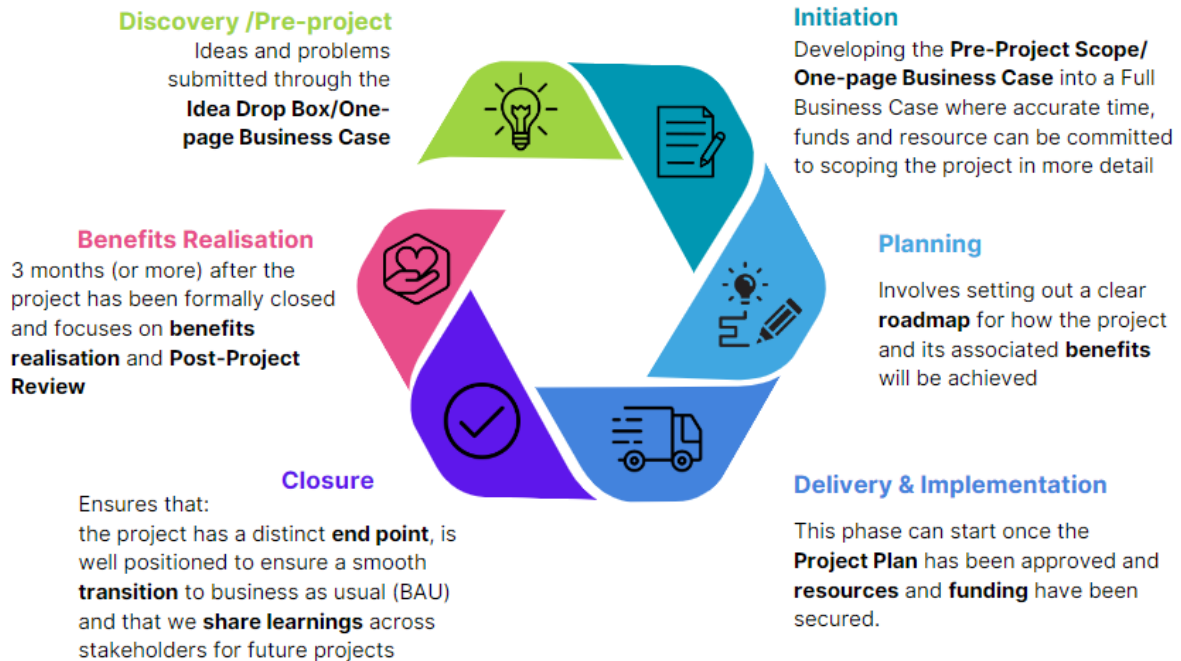
		business area or external supplier	
	<b>Project Team</b>	Selected from across the wider business	<ul style="list-style-type: none"> <li>• A collection of people forming a temporary team including the roles above, brought together to deliver the project.</li> <li>• Project teams are responsible for undertaking project tasks as directed by the Project Manager.</li> <li>• Project teams tend to be made up of specialist internal resource (IT, Comms, HR, Finance, Procurement, Transformation), project support and external consultants and suppliers.</li> </ul>

## 5. Project Life Cycle

The project lifecycle simply refers to the sections which take the project from conception to completion and beyond. This section outlines each of the phases that make up the lifecycle.

A standard project typically follows the six Project Life Cycle stages outlined below, each stage will have specific inputs, deliverables which may vary in complexity, dependant on the complexity of the project, each will also have associated **approval gateways** which need to be met before moving onto the next lifecycle phase. The gateway decisions for moving through the lifecycle are outlined in the section below, however for more detail on the approval gateway please see Appendix C.

# Project Life Cycle



## 5.1 Discovery / Pre-project:

The primary purpose of this lifecycle stage is to answer the question: ***'Is there a need for this project, is it viable and what resources are needed?'***

This phase determines whether a potential project fits with the Councils' ambitions, strategy and that the project concept is sound, worth pursuing and deserves investment in money, time, and resource.

This stage should still be considered even if the subject matter is in relation to a system procurement as we would still need to understand and answer the questions outlined above relating to costs and resources before proceeding to implementation.

Decision Gateway	Documentation	Submitted to	Outcome
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Approval Gateway 1A	Idea	PMO	<ul style="list-style-type: none"> <li>• <b>Not Successful</b> - Case is not strong enough to be supported</li> <li>• <b>Parked/On hold</b></li> <li>• <b>Approved</b> - Proceed to gateway 1B Outline business case where the Transformation team can support development</li> </ul>
Approval Gateway 1B	Outline business case	Board	<ul style="list-style-type: none"> <li>• <b>Not Successful</b> – Case is not strong enough to be supported</li> <li>• <b>Resubmit</b> – Further Information required</li> <li>• <b>Parked/On hold</b></li> <li>• <b>Approved</b> - Proceed to gateway 2 where more time and resource will be committed to scoping the project in more detail by writing a Full Business Case.</li> </ul>
<i>Please note some projects may start in at gateway 1A, 1B or 2</i>			

## 5.2 Initiation:

The Initiation stage is when the project will start to take shape and its business justification will be more clearly defined. This then gets scheduled into the existing programme pipeline.

Depending on the scope of the project, specialist advice and assistance can be provided by ICT, Finance, Procurement, HR, Data Protection, Comms and the Innovation & Transformation Team to help with the development of the business case.

It is possible that

Decision Gateway	Documentation	Decision	Outcome
Approval Gateway 2	Full business case	Board	<ul style="list-style-type: none"> <li>• <b>Not Successful</b> - Case is not strong enough to be supported</li> <li>• <b>Resubmit</b> – Further Information required</li> <li>• <b>Parked/On hold</b></li> <li>• <b>Approved no member approval required</b> - Proceed to gateway 3 the project will be pipelined into a timeline of work to be delivered if not already agreed the programme to oversee the project will be allocated</li> <li>• <b>Board Approved to go to Member arena</b> – Board agree to the proposal but needs member sign off</li> </ul>
Approval Gateway 3	Programme Pipeline Resource Capacity Tracker	PMO to programme following board decision	<ul style="list-style-type: none"> <li>• <b>Project is pipelined for delivery</b></li> <li>• <b>Project Manager resources drafted in</b></li> <li>• <b>IT resources drafted in</b></li> <li>• <b>Procurement resources drafted in</b></li> <li>• <b>Proceed to gateway 4</b></li> </ul>

### 5.3 Planning

Planning involves the start up of the project, so having a project kick off meeting with the relevant project members, setting up out a clear roadmap for how the project and its associated benefits that will be achieved.

Decision Gateway	Documentation	Decision	Outcome
Approval Gateway 4	Project Plan CARDI Log Comms Plan Budget Tracker	Programme Sponsor Programme Manager	<ul style="list-style-type: none"> <li>• <b>Plans, resource allocation and start up approved</b>– Move to gateway 5</li> </ul>

### 5.4 Delivery and Implementation

The delivery phase can start once the **Project Plan** has been approved and resources and funding have been secured.

The **Project Manager** is responsible for the day-to-day management of the project, ensuring it is operating within the scope of the Project plan and that the promised benefits remain deliverable throughout. This will involve monitoring and controlling the project delivery, scope, costs, quality, risks and issues as appropriate and regularly reporting progress to stakeholders in **Programme Board**.

Decision Gateway	Documentation	Decision	Outcome
Approval Gateway 5	Highlight reports Project Plan CARDI Log Comms Plan Budget Tracker	Updates to board	<ul style="list-style-type: none"> <li>• Highlights are reported into board with by exception issue and risk management</li> <li>• Open dialogue between programme and project managers to ensure the quality and timely delivery of projects</li> </ul>

### 5.5 Closure

The closure stage ensures that:

- the project has a distinct endpoint
- the project gives a smooth transition to business as usual (BAU)
- ensure that we share learnings across stakeholders for future projects.

Closure involves two stages. For stage one, a **Project Closure Report** should be produced by the Project Manager towards the end of the project. This will be used by the **Programme Board** or **Portfolio Board** to evaluate the project before they make the decision to formally close the project

The **Project Sponsor** is responsible for reporting to the **Portfolio Board** the Closure Report, to share successes and lessons, and give opportunity for senior stakeholders to raise concerns or authorise the closedown for the project.

The second part of the closure stage comes **3 months** after the project has been formally closed and focuses on the **Post-Project Review**. The Project Manager will complete a **Review Report**; this will assess whether the product or service has been fully adopted and embedded in the organisation since handover.

Decision Gateway	Documentation	Decision	Outcome
Approval Gateway 6	Project Closure Report	Board	<ul style="list-style-type: none"> <li>• <b>Not Successful</b> – Board does not agree to the closure of the project, move back to gateway 5 delivery.</li> <li>• <b>Resubmit</b> – Further Information required</li> <li>• <b>Approved</b> – Board approve for the Project to be closed down the project can be formally closed, the project team disbanded (if applicable) and all products and services handed over to BAU (business as usual).</li> </ul>
Approval Gateway 7	Review Report	Board	<p><b>The outcome of a project review will include:</b></p> <ul style="list-style-type: none"> <li>• Identification of successes (what went well)</li> <li>• Areas of improvement</li> <li>• Released resources</li> <li>• Follow up on any actions from Project Closure Report</li> </ul> <p><b>Review Signoff-</b> once it has been agreed that the outputs of the project have been successful delivered and embedded into the organisation and allocated resources can be realised.</p>

## 5.6 Benefits Realisation

Once the project has formally closed, focus can move to **Benefits realisation** where we track the benefits envisaged at the start of the project to ensure they have been realised. The duration of this stage can vary but must be long enough to cover the lifecycle of the benefits.

The Project Sponsor is responsible for making sure benefits from the business case are realised, but the PMO will track.

Decision Gateway	Documentation	Decision	Outcome
Approval Gateway 8	Benefits Realisation Tracker	Board	<ul style="list-style-type: none"> <li>• Realised benefits with evidence to show that they have been achieved.</li> <li>• Decision-making insights that can be used to help guide future direction</li> <li>• Effective communication including success stories to stakeholders/wide business.</li> </ul>

			<ul style="list-style-type: none"> <li>Continuous improvement through use of documented lessons</li> </ul> <p><b>Benefits Signoff-</b> once it is agreed that all anticipated benefits have been achieved the project has successfully delivered its intended outcomes. If not approved for signoff, benefits tracking will continue until such time.</p>
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## 6. Documentation and supporting tools

This provides an overview of the documentation that is expected to be delivered within each of the project lifecycle phases. Note – this is a guide and flexibility will be needed depending upon the size and scale of the project. The templates for these templates and additional tools can be found on the PMO network SharePoint site accessible through our Intranet.

Lifecycle Stage	Documentation	Description of document	Required	Sign off
Discovery /Initiation	Pre-Project Scope/One-page Business Case	Outline of what the proposed project aims to deliver and a clear understanding of what is in and out of scope.	✓	PMO/Transformation
Initiation	Business Case	It documents a series of potential options, identifying a preferred option for taking the investment forward based on comparison of the costs, risks and benefits of all the options.	✓	Board
Planning	Project Directory	A document that outlines the Project Team and their roles. It also provides the meeting structure and format for the Project.	✓	N/A
Planning	Project Charter	High level info on company resources, such as people, technology and finances, to complete the project, from start to finish.	If project requires	N/A
Planning Delivery	Project Plan	Project Plans are used to define project goals and objectives, specifies tasks and how goals will be achieved	✓	Programme Manager Project Sponsor
Planning Delivery	CARDI Log	CARDI Logs are for Project Managers to track: Capacity, Actions, Risks, Dependencies and Issues	✓	Programme Manager
Planning Delivery	Highlight Report	Highlight Reports is the way in which Project Managers provide regular	✓	Programme Manager

		monthly updates to the Programme Manager.		
<b>Planning Delivery</b>	<b>Budget Tracker</b>	This template provides Project Manager's with the ability to track both their Capital and Revenue budgets. As well as capturing any changes to the budget as the project progresses.	✓	<b>Programme Manager Project Sponsor</b>
<b>Planning Delivery</b>	<b>Change Control Request Form</b>	A document that allows Project Managers to monitor and gain approval to any changes to the project post Business case sign-off.	✓	<b>Project Sponsor Programme Manager</b>
<b>Planning Delivery</b>	<b>Communication Plan</b>	An outline of how you're going to communicate important, ongoing project information to key stakeholders. Your communication plan will help your team understand who should be getting which notifications and when to loop in project stakeholders.	✓	<b>N/A</b>
<b>Delivery</b>	<b>Product Evaluation</b>	Allows you to complete a scoring evaluation of products before purchased for the project.	If project requires	<b>Project Sponsor</b>
<b>Closure</b>	<b>Lessons Learned Log</b>	They are used to capture and share knowledge about what has worked well and what could have been done differently during the planning, management and delivery of an improvement project. They help others learn from the project team's experience.	✓	<b>N/A</b>
<b>Closure</b>	<b>Closedown Report</b>	A document that summarizes the results of a project. It includes the team's accomplishments, lessons learned, and recommendations for improving upon future projects.	✓	<b>PMO Project Sponsor Programme Manager</b>
<b>Closure Benefits Realisation</b>	<b>Benefit Realisation Tracker</b>	A document that monitors and reviews a projects benefits throughout the projects progress. It categorises benefits, provides a measure pre-project and monitors how closely this benefit is being realised. Also provides an opportunity for notes/comments.	✓	<b>Project Sponsor</b>

## 7.0 Procurement

All projects that include the procurement of goods or services must comply with Standing Orders on Procurement and Contracts and the EU Procurement Directive. Advice can be

obtained from the Procurement Officer who will support the project team through the procurement process if required. They will determine whether Legal Services should be included in the process.

*\*\* EU procurement Directive will be superseded next year by The Procurement Act 2023.*

It is important to engage with procurement at the earliest opportunity so that resources can be set aside to support the delivery.

Details of the procurement thresholds, approval levels and contact details can be found on connect.

## **8.0 Further Support**

If there are any concerns or questions about this Framework, please contact our **Project Management Office** for support by emailing [PMO@southnorfolkandbroadland.gov.uk](mailto:PMO@southnorfolkandbroadland.gov.uk)

## **9.0 Appendix/Links**

Appendix A – Portfolio Terms of Reference

Appendix B – Programme Terms of Reference

Appendix C – Gateways