

RBK Project & Programme Management Toolkit

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This toolkit, who it's for and why?

The purpose of this toolkit is to ensure the success of programmes at RBK, by providing support and direction for individuals and teams who are planning and delivering programmes.

This is achieved through three elements.

- A toolkit, with guidance on what programme management is and an explanation of the RBK programme lifecycle.
- A suite of templates, to support you with the planning and delivery of programmes.
- A bank of resources to help build up your knowledge and skills.

The PPM framework has been developed alongside RBK programme managers to ensure that it is easy to follow, simple to use and can be scaled up or down according to the scope of what you want to deliver.

The aim:

- Set out a consistent approach across RBK to Project & Programme Management
- Take you through the lifecycle of a project from beginning to end – and what to do at each stage
- Set out a baseline of 'ingredients' to consider. It is not a case of one size fits all as every project/programme is different in terms of its size and complexity. **The information and content should be tailored and adapted to suit each project individually.**

What is a programme?

A programme delivers strategic benefits and outcomes over the long-term, while a project focuses on delivering specified outputs within a set budget and timescale. Compared to projects, programmes tend to be:

- Ongoing - longer term and with more continual resources
- Common - activities are repeated and systematic. It is often about delivering core products or services of an organisation
- A set of related projects and activities - wider in scope, with a number of activities to deliver outcomes and benefits

What is the difference between a project & programme?

Project	Programme
<ul style="list-style-type: none"> ● Temporary - limited in time and resources with a defined beginning, middle and end. ● Unique - typically it aims to bring beneficial change or added value ● Limited in scope - it will have a specific aim or outcome 	<ul style="list-style-type: none"> ● Ongoing - longer term and more continual resources ● Common - activities are repeated and systematic. It is often about delivering core products or services of an organisation ● A set of related projects and activities - wider in scope, with a number of activities to deliver outcomes and benefits.

The benefits of using the RBK PPM Framework

Project/Programme Management is about managing resources in the most efficient way to deliver a specific outcome. The Kingston framework ensures a consistent, co-ordinated and holistic approach to the way that we manage and deliver our services.

The benefits of using the framework when planning and implementing projects/programmes is that it:

- assures senior management and staff have the tools to deliver and ensure quality
- assists with decision making
- supports the development of a 'PPM best practice' culture
- ensures projects and programmes are planned for at an early stage
- helps communication within the programme team as aims, plans and timelines are clearly defined; and
- helps to avoid common situations that arise from failing to manage projects properly
- better management and utilising of resources – focusing and directing activities towards a specific outcome
- works in a logical, structured and organised way
- contributes to the councils strategic objectives
- deliver the project to time and to budget.

The role of the Transformation Hub

The Transformation Hub was established with a remit to support teams across the Council in delivering transformation. The hub:

- defines and embeds a consistent project and programme approach across the Council
- develops and advises on project and programme management tools and requirements
- gives tactical support to corporate transformation programmes
- provides an objective perspective on corporate transformation projects by providing an assurance and monitoring function.

Who to contact for further support?

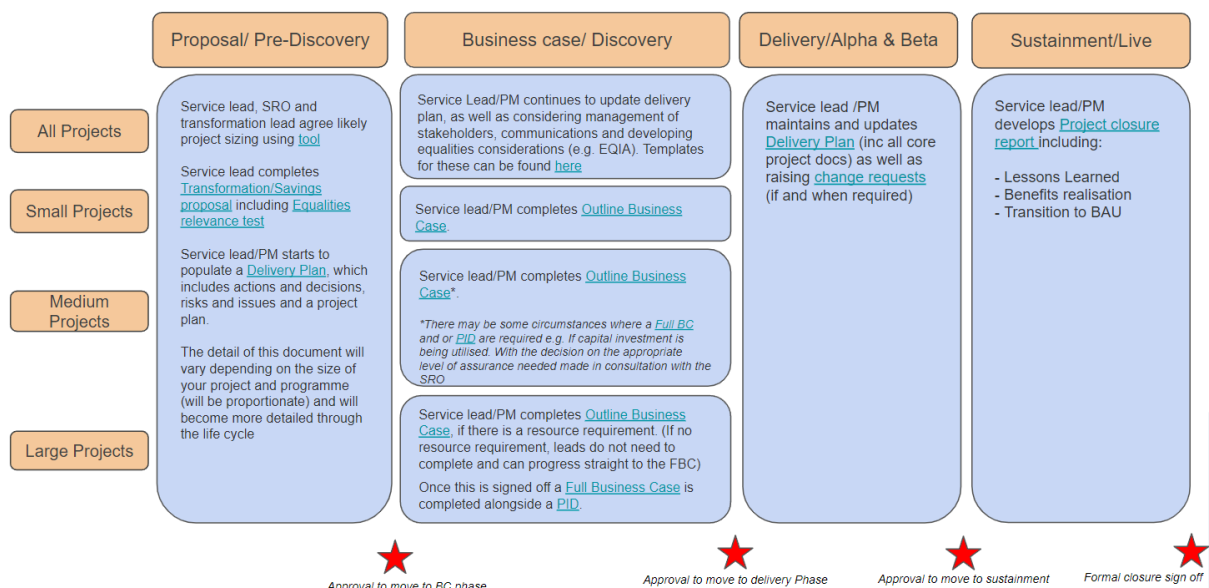
If you need any help or advice, The Transformation Hub team is available to offer guidance and can be contacted at corp.transformation@kingston.gov.uk

RBK PPM Lifecycle Overview

All projects and programmes have a lifecycle, which defines the inter-related phases of a project. It is important to understand the project lifecycle as it provides a structure for successfully planning and governing the progression of work within a project from start to end.

The RBK Project Lifecycle sets out the corporate framework for Project Management. The aim is to ensure that projects are carefully planned, organised and controlled, meaning we can ensure resources are used in an efficient way to deliver effective outcomes.

RBK's project lifecycle is made up of four phases, with a baseline of activities or things to consider at each stage. During each stage, key information is formalised and agreed. In order to move onto the next phase, there are certain requirements the PM must meet, including showing specific documentation. Commissioning Projects will need to follow the gateway process and documentation outlined in the [Commissioning Toolkit](#). 'Gateways' in this context refer to approval/sign off points in the governance process - either the relevant Programme Board or Delivery Board.



The process illustrated above broadly covers the majority of projects and programmes in the organisation and within the Transformation programme, however there are some differences in the governance pathways for Major Developments and Investment and Capital projects. See our [corporate governance & process flow](#) deck for more details on these two pathways.

Phase 1: Proposal/Pre-Discovery

This is the early stage of a programme.

When considering a potential programme, it is important to explore ideas and options fully before reaching the project management phase. This can include:

- Brainstorming the key elements of the potential programme and the best way to achieve the desired outcome.
- Talking to colleagues and service users to gather relevant information, identify any issues and needs relating to the potential programme
- Checking initial thoughts fit within/align with our corporate strategy and, if necessary, seeking approval for feasibility studies etc to develop the scope of the programme.
- Ensuring that everyone involved in the programme understands why it is being undertaken, what the key objectives are and how it will achieve these objectives.

This way, the programmes that are taken forward will begin with a sound evidence base and there will be clear reasoning about why it is going forward and what the intended aims are.

The information gathered at this stage should be sufficient to enable the project board and sponsor to decide if the programme is likely to be viable and worth investing in the definition phase.

Below are some of the various factors you should be considering during this first phase of Kingston's life-cycle. Together these form the Projects Proposal and this can be used for approval and sign off to move into the next phase:

- **Define the scope:** During this first phase, the scope of the project needs to be defined. It is also important to list what is out of scope of the project.
- **Determine available resources:** You need to consider what people, equipment and budget you have available to complete the project.
- **Understanding Constraints & Dependencies:** Projects don't work in isolation and therefore it is important to understand, what dependencies your project might have with others or specific resources.
- **Understand the timeline:** It's important to develop a project timeline, integrating this due date with defined key milestones that need to be delivered throughout the project.
- **Mapping Stakeholders:** It is important to list not only the stakeholders who may be actively involved but also those affected by the project's outcome, or in a position to affect the project's success.

- **Identify Proposed Benefits:** Projects are primarily driven by the need to deliver benefits. All investment decisions are taken with the expectation of benefits being realised. Benefits must be considered at the earliest stage of a project, otherwise how can we demonstrate that the activity is worth the investment.
- **Identifying any possible Equalities Requirements:** For every project undertaken there will be people who are impacted. During the Proposal stage of your project you will need to answer a few equalities screening questions, to assess whether your project will have an impact on protected characteristics.
- **Identifying any possible Comms and Engagement Requirements:** Kingston is ambitious to improve its community engagement and by identifying this as early as possible we have time to start planning any campaigns that will be required.
- **Understanding the Project's Risk and Issues:** Managing risks is an essential part of a project and identifying them as early as possible can help you start to put in place your mitigating actions against them.
- **Understanding the Project's Governance:** It is important that everyone is clear on what the project's governance will be, what the reporting expectations are and if any boards need to be set up.

Documentation needed before passing through Gate 0:

- [Transformation Proposal](#)
- Assessment using [Project Sizing Tool](#) - See project sizing heading for more information on this.

Phase 2: Business Case/Discovery

The bulk of phase 2's activity is putting together the Business Case (BC). During this phase you will need to present the outline of the project's proposed aims, delivery method, timeframe, resource requirements and risks.

The BC provides the justification for the programme and you can often prevent mistakes in the long run with a short upfront review of the programme that estimates likely costs, timescales, benefits and possible risks.

The BC is used to support the decision on whether it is worth moving forward and needs to explore all feasible approaches to a given problem to enable the decision makers to select the option that best serves the organisation.

At Kingston we have two BC templates - The Outline Business Case is for smaller projects and is a more high level overview. The Full Business Case template is for larger projects or programmes, typically those anticipated to deliver savings in excess of £100k and follows the Five Case Model.

The BC clearly identifies all the financial costs associated with the project and evaluates these costs against the benefits and risk for each possible option and provides a rationale for the preferred solution.

The BC will continue to be referred to throughout the project in order to make decisions about the continuing viability of supporting the change initiative. It ensures Kingston will have a clear, ongoing basis for determining whether the project is worth continuing. It is therefore important it also be kept up-to-date.

Where a BC is going to Committee it will be appended as an appendix. There will still need to be a committee covering report, but this can be succinct and also refer members to the business case rather than be duplicative.

Documentation needed before passing through Gate 1:

- [Outline Business Case](#) (for small/medium projects)
- [Full Business Case](#) (For large projects)
- [PID](#) (For large projects)
- [Communication and Engagement Strategy](#) (recommended)

Phase 3: Delivery/Alpha & Beta

This stage is about implementing the plan, managing change and monitoring the progress. This involves monitoring team performance to ensure that specific task deliverables are being met and that any issues are picked up and addressed before they become problems. In this way, you can make sure that your project is on track to be completed by the deadline.

During this phase, you may also need to adjust schedules, resources or even your scope. Before any change is implemented, you will need to provide your Board or the Senior Leadership Team with assurance allowing them to make the decision to launch.

You may need to complete regular highlight reports which summarise your progress and review whether the project is going to plan. It also helps formalise any significant changes.

The completed set of project plans forms the Delivery Plan. The Delivery Plan should also include a detailed Benefits Realisation plan. You will also need to think about a plan for communicating with stakeholders.

Documentation needed before passing through Gate 2:

- [Delivery Plan](#)
- [Programme Status Report](#) (if applicable)
- [Change request](#) (as required)

Phase 4: Sustainment/Live

The final stage of the lifecycle is focused around formally reviewing the work once the project has been delivered, embedding and realising the benefits, sharing lessons learnt and celebrating success.

As with many assignments and tasks, it's important to invest time and effort into a project debrief. This gives you an opportunity to reflect on what went well and identify any lessons learned so that improvements can be made for future projects.

All project documents, including a final project closure report, should be updated and stored securely. The project closure report looks at:

- How has the project met its objectives and deliverables - Review the benefits to the project that have been realised and the benefits that will be realised once the project has been completed.
- How well a project has performed against budget, quality and time targets.
- Confirm outstanding tasks - This could include outstanding issues, risks and recommendations to address them, and outline any tasks and activities required to close the Project.
- Lessons Learned - It is good practice to hold a lessons learned workshop, where everyone involved in the project can evaluate what went well, what could have been improved and any challenges faced. Also identify any project highlights and best practice for future projects. This should be completed as soon as possible after go live and before the project team is disbanded.

Documentation needed before project completion:

- [Project Closure report](#)

Gateways & Documentation

Gateways are decision points. There are four of them in the RBK project & programme lifecycle. They are a means of applying quality assurance during key phases of a project.

At each Gateway, senior programme stakeholders will review and approve your programme, either allowing it to progress to the next phase, requesting further information, or in extreme circumstances, closing it down.

Different documents are required for each Gateway to provide decision makers with the necessary information.

Note:

- For SLT or Transformation Board approvals, you will need to provide the relevant Gateway documents one week ahead of their monthly meetings.
- For Programme Board approvals, Gateway timings will be determined by the Programme Board Chair.

The Templates

Alongside Programme managers, the Transformation Hub has created a suite of templates, to support the planning and implementation of projects and programmes.

As you will have seen from above, different documents are required for each Gateway to provide decision makers with the necessary information.

Each document required has a template associated with it, which can either be found using this [template directory](#) or go to our Intranet page where all of our guidance and documentation can be found.

These templates set a baseline of 'ingredients' to consider. It is not a case of one size fits all as every project/programme is different in terms of its size and complexity.

The information and content of any project management document should be tailored and adapted to suit each project individually.

Governance

Governance comprises the framework of authority and accountability that defines and controls the outputs, outcomes and benefits from projects and programmes.

It is vital that the governance of your project is considered from the beginning. It provides the structure, accountability, and decision-making routes throughout the project's lifecycle, representing the arrangements an organisation puts in place to ensure projects are managed effectively. Some of the key principles of governance that projects need to take into account include:

- Establishing clearly defined roles and responsibilities of the team and wider stakeholders. This includes any enabling service representatives who will be supporting the project, the key person who will be managing and documenting key decisions and keeping documentation up to date.
- Agreeing what the reporting requirements of the project will be, to ensure that the sponsor and other senior leaders/stakeholders are kept informed of progress. This includes formalising any project/programme boards, understanding delegating limits of authority and agreeing clear decision and escalation routes.
- Ensuring that all the requirements of the preceding stage of the lifecycle are met before work progresses to the next phase.

During the first stage of your project, the above should be agreed and documented within the project/programme's proposal.

Quality Management and Highlight Reports

During the lifecycle of a programme the Project Manager may be expected to take part in an assurance process. Also they may need to complete Status/ Highlight Reports. These are a series of questions to help review whether the project is going to plan.

These tools will show whether the project is on track to deliver on time and to budget, show how risks are being identified and managed, and inform whether the project is fit for purpose.

Status/ Highlight Reports and Quality checks are an opportunity for the Project Board to review and approve progress made, and to advise or support the Project Manager as appropriate.

It also formalises any significant changes that affect the overall time, cost, scope or aim of a project. It should help to ensure that changes are managed and controlled and that the project is still fit for purpose.

A RAG rating will be used during health checks to score the progress of a project through a traffic light code of Red, Amber and Green. It may be used to rate the project overall as a snapshot at a particular point in time, or broken down to include ratings for individual work streams or criteria. For instance, a project could be ragged against time, cost, quality, risk, communications etc.

R	Major concern - currently behind time, budget or quality. May require escalation to a senior level.
A	'On track' or 'underway' – may be some slippage in time, under or over spend, or some impact on quality. Corrective action required to get back on track.
G	'Progressing well' - delivering on time, to budget and as expected.

Change Control

The purpose of change control is to identify, assess and control any potential and approved changes to the baseline. Every project needs a systematic approach to the identification, assessment and control of issues that may result in change.

The aim of the change control process is not to prevent changes, but to ensure that every change is agreed by the relevant body (e.g. board) before it takes place. Effective change control requires the establishment of baselines (associated with scope, time, cost) and the application of tolerance, e.g. How much the baseline can be breached before the formal change control process is required.

For medium and large projects the baselines should be outlined in the PID which will be agreed and signed off before commencing to the Delivery Phase. For small projects baselines should be included in the Delivery Plan and should be formally agreed before moving into delivery.

The below tolerances are a guide only. Baselines and tolerances for cost, time and scope must be outlined in the PID and agreed by the SRO/Sponsor.

- **COST:** It is recommended that a contingency is agreed and then a +/-0% tolerance for cost is applied. With contingency equally spread across all cost elements.
- **Time:** Due to the specify/urgency of deadlines to deliver projects and or programmes we are unable to recommend a tolerance as this will be dependent on the project or programme. A +/-10% tolerance for time would mean that a 12 month project could overrun by 1.2 months before the formal change control process was implemented. For some projects this would be appropriate but for others this would put the whole programme at risk e.g. if there is a contractual obligation to leave a site for example.
- **SCOPE:** It is the project board's responsibility to review and approve requests for change (to cost, time and scope). However it is recommended that scope changes that the project manager is given delegated authority for changes to scope (acting as the delegated change authority), escalating major changes to the board when deemed necessary.

Equalities

For every project undertaken there will be people who are impacted. We have a responsibility to make sure that groups with protected characteristics are not disproportionately impacted by these changes, and to mitigate any impacts on protected groups. In order to do this we need to understand who is impacted and how they are impacted.

During the Proposal stage of your project you will need to answer a few equalities screening questions, to assess whether your project will have an impact on protected characteristics. If it does, you will then need to carry out a full equalities assessment during the BC stage of your project and continue to monitor and review your equalities impact until project closure.

Sizing up your project

The baseline of activities required for your project to complete will depend on whether your project is classed as small, medium or large. Our project lifecycle/process flow recognises that whilst larger projects will require more governance and documentation around them, smaller projects will not. Low, medium and high projects each have their own specific reporting templates they need to fill out. See our process flow above for more detail.

Our [Project Sizing Tool](#) should be used at the beginning of your project, to help determine the most appropriate governance and reporting pathways. The sizing tool assesses your project against a set of parameters, such as level of risk, investment, the size of expected benefits, capacity to deliver etc.

Roles and Responsibilities

Senior Responsible Owner

All projects and programmes delivered by the Royal Borough of Kingston Upon Thames should have an allocated senior responsible owner(s) (SRO). As a minimum standard the SRO sits at head of service or assistant director level and is the visible owner of the business change, accountable for successful delivery of the project and or programme; acting as the key leadership figure in driving the change forward.

The SRO is ultimately accountable for a programme or project meeting its objectives, delivering the projected outcomes and realising the required benefits. Owning the business case and accountable for all aspects of governance. The SRO is supported by a project and or programme team including 'enabling' services and has delegated responsibility (in line with the council's scheme of delegation), reporting into a member of the senior leadership team (SLT) or relevant board. Below are the key responsibilities and accountabilities expected from an SRO;

- Ensures that the project/programme continues to align to the council strategy and key objectives
- Defines and communicates the vision and business objectives in line with policy, providing strategic-level endorsement for the programme and ensuring a real business need is being addressed
- Is accountable for project/programme budgets, the identification, delivery and tracking of financial benefits as well as responsible for seeking all funding and resourcing requirements to deliver the project/programme
- Provides oversight and ownership of delivery and progress against achievement of intended outcomes and benefits
- Drives the sign off of key milestones and reviews the project/programme at the end of key phases assuring ongoing viability.
- Oversees the application of the appropriate level of governance, to effectively ensure that a sufficient level of project assurance is provided.
- Is responsible for unblocking and escalating issues, affecting the project/programme scope, timeline and or cost, to the SLT lead/relevant board.
- Engaging key stakeholders and providing the team with leadership, decisions and direction/

SLT Sponsor

All Transformation Programmes will have an allocated sponsor. The Sponsor will be a member of the Senior Leadership Team (SLT) acting as the key leadership figure for the theme, linking in with relevant SRO for each project/programme in order to drive the change forward and acting as the key spokesperson for the theme, celebrating progress, unblocking challenges and escalating issues when necessary. Below are the key responsibilities and accountabilities from a Transformation Sponsor:

- The Sponsor reviews progress to date, assessing the state of risks, issues and changes as well as the plan for the future, ensuring that programmes remain aligned to their individual business cases and that the theme continues to reflect the agreed vision.
- Most importantly the sponsor champions the projects and programmes within the theme, encouraging change at pace, unblocking strategic issues and ensuring that the programme remains ambitious. Translating the benefits and gaining buy-in from senior leaders, acting as the face of the change to the organisation.

Project/Programme Manager

- **Day to day management of the project** - A PM will have main responsibility over the day to day management of the project. This day-to-day management can include communicating with the project team, such as regular check-ins and allocating work packages to appropriate team members. They will also be responsible for keeping track of the project's budget regularly to ensure that it is on track and how much money has been spent in relation to the completion of the project. They will be responsible for communicating with stakeholders and the sponsor on a regular basis, to ensure the project still aligns with the company initiatives.
- **Communicating with key stakeholders:** Just as important as communicating with your team is regularly updating key stakeholders on project progress and ensuring that the project still aligns with changing company initiatives. This communication can take many forms, including weekly or monthly reports, regularly updated dashboards, or quick emails, calls, or meetings.
- **Regular Communication with the Team** - When you are a PM you always need to be in constant communication with the employees or the team members through one way or another. These interactions are very important as they create a sense of recognition and bond of trust between you and the employees. Also, you get to know the employees, what their strengths and weaknesses are, and

what you can do to help them in tight spaces. These meetings also help make sure that everyone is doing their work and no one has any issues regarding their work, and if they have any issue, they can discuss with the team to hopefully find a solution.

- **Communicating with the SRO** - The relationship between the SRO and the PM should be very close. The PM will need to keep the SRO up to date with how the project is progressing, as ultimately it will be the SRO signing off the business case. They will also need to communicate with the SRO any risks or issues that need escalating.
- **Building and Leading the Project Team:** An essential part of any PM's role is to assemble and lead the project team. This requires excellent communication, people, and leadership skills, as well as a keen eye for others' strengths and weaknesses. Once the team has been created, the PM assigns tasks, sets deadlines, provides necessary resources, and meets regularly with the members.
- **Monitoring and reviewing progress** - When things don't go according to a plan, a PM needs to monitor and analyse both expenditures and team performance and to always efficiently take corrective measures.
- **Delivering the project to time, cost and quality** - Staying on schedule is crucial to completing any project, and time management is one of the key responsibilities of a PM. They are responsible for resolving derailments and communicating effectively with team members and other stakeholders to ensure the project gets back on track.
- **Planning the project** - Preparation will help the PM define the scope of the project and make a proper schedule to convey to the team and make sure that they adhere to it otherwise the whole planning phase is useless. Additionally, planning involves determining the resources (human, financial etc.) available. It also takes into factor the time that is needed to complete the project.
- **Allocating work** - In many situations like a big project it becomes critical to delegate responsibilities to teams wisely. It is a leadership style that every project manager has to abide with and be good at it.
- **Managing documentation in line with the set governance for the project** - The PM has to make sure that all of the paperwork related to the project and all the other sections of the company are well-curated and stored safely. This documentation makes sure that all of the projects that are going to be developed after the one in question are going to be an improvement on their predecessor just because the documentation was present to make sure that no mistake was repeated and no scope creep allowed to fester.

Project Team

- **They will provide the specialist skills** required to do the work for the project. Most of these team members will have a specialty which they were hired for, for example one team member might be experienced in a technical aspect the project requires.
- **Manage sections of the work breakdown structure** - The team members can be seen as the 'do-ers' and may be assigned different tasks within the WBS to complete. This could include estimating, monitoring, problem solving and ensuring completion of quality on time and within budget. As part of their role in managing sections of WBS they may also act as action owners and risk owners to some items which they will need to effectively manage.
- **Communication with Project Manager and Stakeholders** - The project team members will need to communicate to the project manager, reporting on their progress on assigned tasks in a timely manner. They will also help the project manager with managing communication with the stakeholders - this could be update emails, updating dashboards or attending meetings alongside the project manager.

PMO Role & Responsibilities

- **Specialist support and expertise** - Project managers can consult with the PMO to solve problems in their own projects and ensure that they are as successful as possible when managing risks, for example.
- **Centre of Excellence** - They can help improve the organisation's PM processes, tools and techniques and embed best practice through their role as specialists in project management. This could be through offering training to project team members, supporting the project manager or even setting up a Community of Practice to help build a supportive, collaborative and knowledge sharing network amongst the organisation.
- **Standards, Guidelines & Templates** - Delivers best practice guidance to project managers based on organisational standards. By giving out best practice guidance on topics such as risk and issue management and how to complete change control documents, the PMO is not only ensuring that the organisation is compliant with the law but also that all projects within the organisation are following the same PM process. Also, more effective project management through best practice guidance increases the chances of a successful project, leading to a more profitable outcome for the organisation. The PMO would also maintain documentation templates for the whole project lifecycle, from templates for a business case, PMP to a RAID log and offer guidance and support on how to use them.

- **Information Management** - The PMO shares guidance on knowledge and information management policies in the organisation. This is beneficial because it ensures that information is stored securely and in compliance with UK laws such as the official secrets act and GDPR. However, it also optimises organisational costs and resources by encouraging curation and archiving. The most memory-efficient ways to store data are shared so that the organisation has to spend less money on data storage. Also, lessons learned and other important documents are more easy to find and an organisation can ensure that it is not repeating a historical project because it has lost the original data collected.
- **Assurance** - As part of this function the PMO could audit the use of the organisations approved processes and provide support where things need to change which supports continuous improvement. They could also help with health checks and reviews to support decision gate approvals.
- **Common Culture & Language** - By having a central PMO it can help create a common project culture and mindset by informing, communicating and training employees. It can also help to define a common project language.

Information Management

Information management is the collection, storage, curation, dissemination, archiving and destruction of documents, images, drawings and other sources of information. Projects and programmes rely on accurate and timely information and data for their teams and stakeholders, in order to make informed decisions. Effective information management enables project teams to use their time, resources and expertise effectively.

It is therefore of paramount importance to ensure that information is efficiently managed, and that appropriate policies, procedures and management accountability provide a robust framework for information management. Follow the [link](#) to view the Council's full information management policy for projects and programmes. Some key principles are outlined below:

- To support an effective audit trail, at a minimum a project or programme should have stored, in the shared folder, the Proposal, Risk Register and Business Case.
- A Google shared drive or shared folder should be set up and used to store all content related to a project or programme. The council has a duty to continue to be able to retrieve the information it stores, particularly if it has been requested as part of an audit. It is therefore important that any information related to a project or programme can be easily accessed by anyone within that team.
- Agreeing where documentation/information will be retained and how it will be disseminated should be established at the start of the project.
- The project or programme shared drive/folder should not be widely shared to those external to the project team.
- Documents that are being worked on collaboratively or that are going through several changes should use version control and "draft" status until the final document is completed.
- When naming a document make sure file names are relevant to the content within the document and it is easily searchable within the shared drive.
- When sharing files, it is important to bear in mind what access type is being shared. If the file is a final version and being shared for information purposes then it should be shared as 'view only', to avoid any changes being made accidentally.
- Any information that is archived should have any external individuals from outside the project/programme team removed from access, so they aren't referring to old documents by mistake.
- Information identified for disposal/destruction should have the appropriate approval in place for its destruction.

Frequently Asked Questions (FAQs)

<p><i>Do I need to use the toolkit?</i></p>	<p>All Council projects, whether or not part of a wider programme, are advised to follow the Kingston approach to Project Management.</p> <p>This toolkit provides guidance and templates to enable you to follow this approach.</p>
<p><i>What is the Kingston approach to Project Management?</i></p>	<p>The Kingston approach to Project Management is the lifecycle - its four stages, with key documentation and decision-points to complete at each Stage.</p>
<p><i>Which parts of the toolkit are mandatory?</i></p>	<p>Every project is different - it's not a case of one size fits all. The toolkit provides guidance and templates to help you to follow the Kingston project management approach. However you will need to take what you need and tailor the rest.</p>
<p><i>I've already used my own templates for a project, what should I do now?</i></p>	<p>If you have already used alternative documentation that has been approved and signed off, you are not expected to re-write or re-submit anything.</p> <p>However, for projects moving forward we recommend you use this toolkit. If you are halfway through a project, use the toolkit as a prompt and discussion point - is there anything additional which you ought to consider?</p>
<p><i>What are Decision Points?</i></p>	<p>A Decision Point forms part of your quality assurance within the project. It is an opportunity for the Project Board (Or senior management) to review and approve a project.</p> <p>The documentation should help them to assess whether the project is fit for purpose and whether it should continue to the next stage.</p>
<p><i>Whose responsibility is it to complete the documentation?</i></p>	<p>At the initial stages, the SRO and Project Manager should work together to discuss the idea and gather top level information. They should also engage with other key staff to get the project off the ground, before writing up the Proposal and Business Case.</p> <p>The remaining documentation is the responsibility of the Project Manager, although activities are usually carried out with the project team and/ or key stakeholders.</p>

Glossary

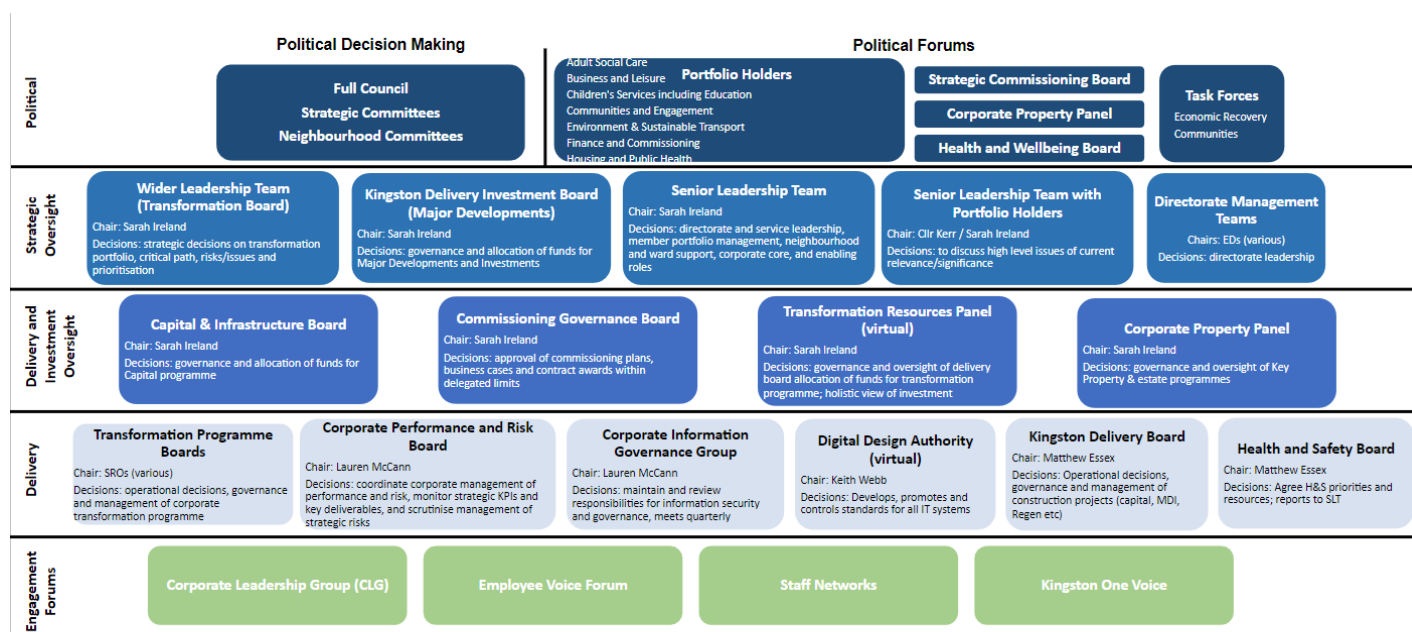
- **BAU (Business as Usual)** - The council's normal day-to-day operations
- **Objective** - A planned outcome of a project or programme. This might include deliverables and assets, or more intangible objectives like increasing productivity or motivation. Project objectives should be attainable, time-bound, specific goals that can be measured at the end of a project.
- **Deliverable** - Any product, service, or result that must be completed to finish a project.
- **Benefit** - The advantages and gains that are delivered by a project; an outcome that is seen as a positive change by one or more stakeholders.
- **Risk** - An uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives
- **Issue** - A known problem that has been encountered in executing project activities or an event which has happened and is having an impact on your project. This problem or event, unless resolved, impairs a project's ability to successfully complete
- **PID (Project Initiation Document)** - The PID forms the basis for the management of a project. It should cover the following: Project outline and scope, intended benefits, governance structure, roles and responsibilities, risks and issues, communication and engagement, budget and an outline project plan with key milestones and deliverables.
- **TOR (Terms of Reference)** - Terms of reference (TOR) define the purpose and structures of a project, committee, meeting, negotiation, or any similar collection of people who have agreed to work together to accomplish a shared goal. Terms of reference show how the project will be defined, developed, and verified. They should also provide a documented basis for making future decisions and for confirming or developing a common understanding of the scope among stakeholders.
- **Highlight report** - A report used to provide key stakeholders with a summary of the project status at regular intervals. The report can then be used to monitor progress and to flag any particular issues or concerns to the relevant Board, via the Project Manager.
- **Dashboard** - A project management dashboard is a single page that tells you at a glance the status of your project in terms of its key metrics. A good project management dashboard provides a 360° overview of a project's status, insights, and data points
- **Waterfall Approach** (e.g. Prince2) - A style of project management in which one section of work is fully completed before team members move onto completing the

next stage. This particular approach to project management is normally utilised for high profile, politically sensitive and or high value projects and or programmes where clear sign off is required at each stage to move forward and a significant amount of intricate planning is required. The waterfall approach is a predictive and plan-based in which a project is likely to revolve around the original business plan and goals.

- **Agile Approach** - Agile project management is generally seen to be a more flexible approach to project management as it provides a greater capacity for review. Characteristics of the Agile project management methodology include short increments and frequent deliver, continuous involvement of staff across different roles, and a cooperative approach. An agile methodology will be more responsive to changes in technology or requirements that may emerge at short notice during the course of the projects, with the outcomes not being dictated by an over-arching plan. These characteristics lead to the Agile project management methodology being highly favoured in sectors such as IT, Finance, Insurance and Banking.

Appendix

Appendix 1: Governance Map



Appendix 2: Officer Decision Thresholds

Officer decisions: financial thresholds table				
Type of decision ↓ / Forum →	Strategic Committee (members)	CEO / S151 officer (executive)	Directors (executive)	ADs/Heads of Service (operational)
Contract Awards	£1m+	£500k-1m	£100k-500k	Up to £100k
Acquisitions & Disposals	£1m+	£500k-1m	£100k-500k	Up to £100k
Capital Schemes - New & Variations	£500k+	£250k-500k	£100k-250k	Up to £100k
Capital & Revenue Virements	£500k+	£250k-500k	£100k-250k	Up to £100k
Debt Write Offs	£100k+	£50k-100k	£10k-50k	Up to £10k
New Delivery Models	£500k+ or 50+ staff or more than 1 neighbourhood	£250k-500k or 25-50 staff	£100k-250k or 10-25 staff	Up to £100k or 10 staff

Appendix 3: Resource Request process

- Officers responsible for seeking decisions on the use of resources to take forward a transformation project should consult this decision tree as a guide
- If there is no agreed or allocated budget, a request for funding will be necessary irrespective of thresholds
- If the request involves capital investment, the decision will be taken by the Capital & Infrastructure Board. The relevant transformation Delivery Board chair must review and approve the request before it goes to Capital & Infrastructure Board
- If the request involves revenue investment, relevant transformation Delivery Board chair must review and approve the request before recommending it to the Transformation Resources Panel
- Further guidance is available on the [Intranet](#) or by contacting the Transformation PMO team

