

APPENDIX B

Chesterfield Borough Council

Corporate Project Management Framework

(Version 1.0)

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1. Introduction



In order to successfully deliver the priorities of the Council Plan, we need to design and implement a number of change and improvement projects. In order to ensure that these projects are appropriately developed and delivered, the Council requires an effective corporate project management process, including effective tools and governance arrangements.

Why do we need 'corporate' Project Mgt.?

Realistic planning

Too often, organisations overestimate how quickly they can achieve deliverables, underestimate the costs, or both—a recipe for failure.

Clear focus and objectives

A lack of clear goals is one of the most common reason for failure. Project management can help organisations home in on their priorities and define their objectives.

Strategic alignment

One of the most important reasons to use project management is to align delivery of Council priorities with business strategy.

Managed process

Project management is a proactive process that seeks to help the right people do the right tasks at the right time.

‘One Council’ approach

Working with defined projects within a combined programme of change enables corporate oversight, informed strategic leadership and therefore more focussed delivery of the Council Plan.

Reduced costs

Project management reduces the costs of developing the organisation by improving output efficiency, mitigating risks, and optimising resources.

2. Criteria for Corporate Project Mgt.

The criteria for which the Council’s corporate project / programme management approach will apply to projects and programmes is based on a consideration of whether the project is:

- A ‘finite’ investment of resources to deliver Council Plan (CP) priorities, which is not BAU operational delivery.
- Cross cutting i.e. involving multiple services / external partners.
- Requires budget and resources which are in additional to baseline.
- A **‘big ticket’** project i.e. a priority initiative, designed to deliver a CP priority, involving significant investment.
- Delivering of a key political priority for the Council e.g. Climate Change.
- A requirement of external organisations to qualify for grant funding.

3. Design Principles

- A simple and robust process to support transition of proposals into successful project delivery and targeted benefits.
- Defined leadership to ensure the approach is communicated and embedded across the Council.
- Ensure Councillors are appropriately engaged, consulted and informed.
- Clear criteria and governance for decision making and oversight.
- ‘user friendly’ tools for developing and delivering projects.
- Dedicated, skilled resources to guide and support.
- Training provision to up-skill staff.

4. Management & Governance

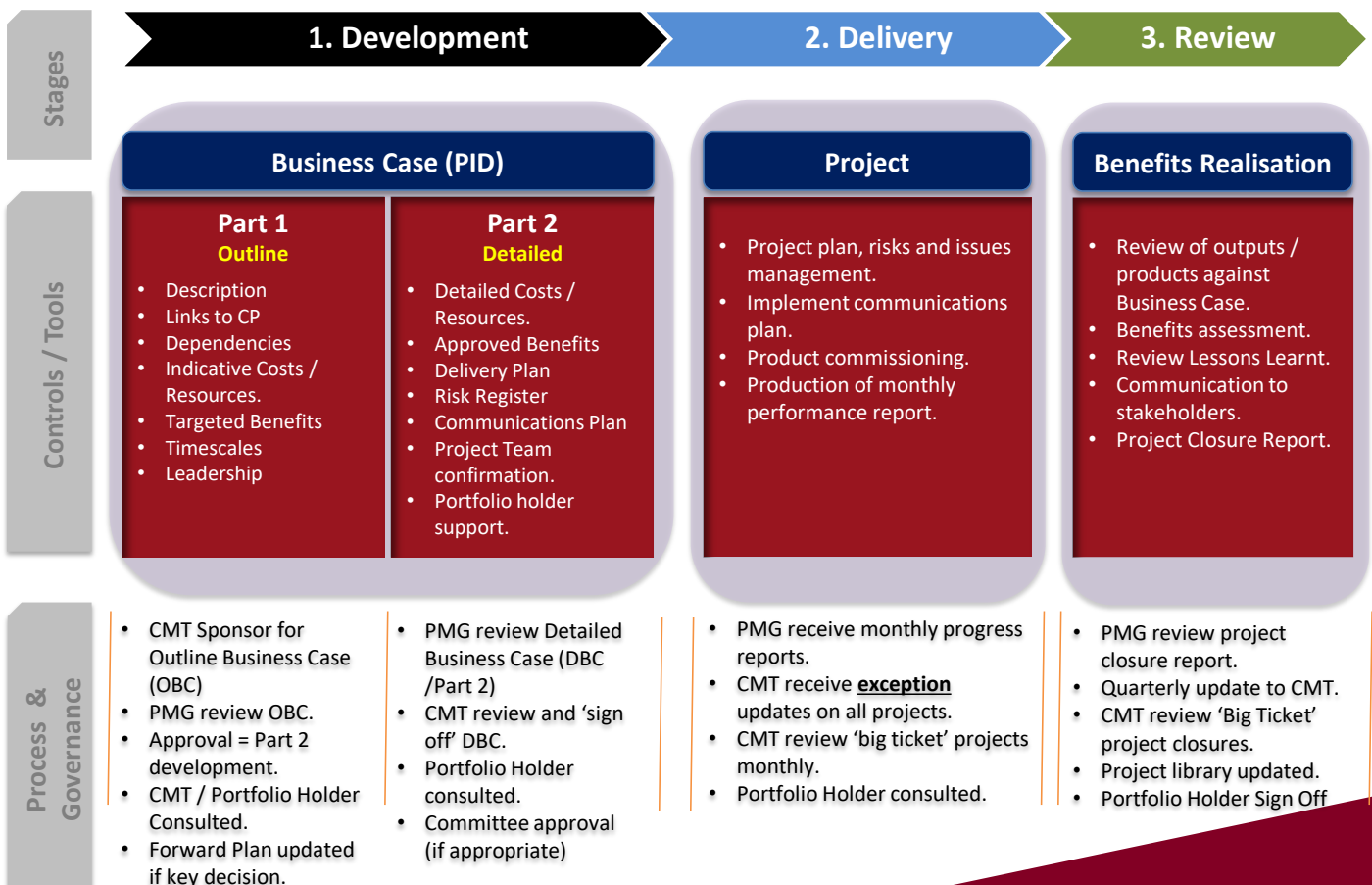
Corporate Leadership Team (CLT) will be the corporate programme board, overseeing the overall performance of corporate projects, by exception. A Project Mgt. Group (PMG) will be formed, including appropriate stakeholders e.g. Finance, HR. The PMG will lead co-ordination of the ‘development, delivery and review’ of corporate business case development and monitor project delivery. The PMG will incorporate the development of commercial opportunities through development of robust Business Cases within its governance, replacing the need for the Trading Board.

Skilled / experienced resources will be funded and aligned to support PMG and corporate project delivery, as required. A Corporate project 'toolkit' will be made available to Officers to support the project / programme management process.

Project delivery, decision making and performance reporting on corporate projects will form part of the Performance Management Framework into the appropriate Officer / Member Boards and Committees. CLT and PMG will have a high-level monitoring and performance management role to provide assurance to the Council overall.

The appropriate Portfolio Holder(s) will be consulted throughout each key stage in the project management process.

5. The Corporate Project Mgt. Process



6. Corporate Project Management Toolkit

A toolkit will be available to users, which will support and guide them through the Project / Programme Process & Governance. This will incorporate the following:

- Integrated '2-part' Business Case.
- Milestone level project plans.
- Governance, which accommodates different delivery approaches e.g. Agile.
- Performance mgt., which focusses on exception reporting.
- Project Register.

7. The Benefits

- Provides a 'single version of the truth' on Council development in line with Council Plan delivery.
- Robust leadership and management of our key change and improvement programmes– improved delivery of priority outcomes.
- Increased financial acumen.
- More effective use of resources.
- Better quality business data to inform decision making (insight)
- Improved focus on Commercial opportunities.
- New initiatives can be assessed with clearer sight of cause & effect implications
- Develops a greater culture of accountability and focus.