

Appendix C

Corporate Portfolio Management Office – Frameworks for Major, Strategic and other projects

The following Frameworks are included within this document:

- The Project Delivery Framework
- The Programme Delivery Framework
- The Capital (Building) Delivery Framework
- The Project Governance Framework

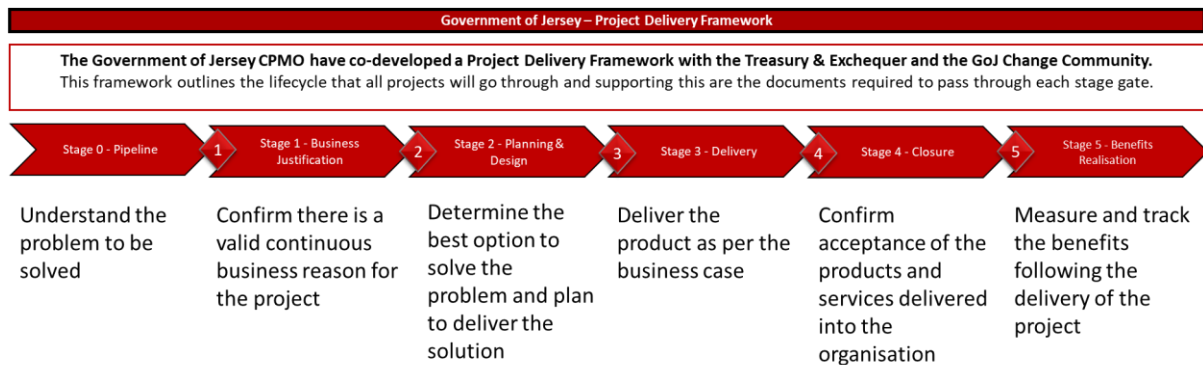
Major revisions to these policies will be presented to the Executive Leadership Team for approval prior to sign off by the Minister for Treasury and Resources and their implementation. Minor revisions can be made with the approval of the Chief Operating Officer and the Treasurer of the States.

The Project Delivery Framework

Background

In May 2021, the Project Delivery Framework was approved which represents a controlled framework for the consistent delivery of projects across the organisation. The framework is based on best practice, stage gated and tailored for the States of Jersey. It was developed to align with the Public Finances (Jersey) Law 2019 and the Public Finances Manual.

Those projects which were in flight as at May 2021 do not need to go back through previous stage gates with full documentation and approval requirements starting at the next relevant stage gate.



Applicability

All projects must comply with this framework and the mandatory documentation required for each Stage as outlined below. For projects which were in-flight prior to the launch of the framework (in May 2021), the framework will be applicable from the next stage gate and such projects will not be expected to complete project materials retrospectively unless a decision is taken by the Senior Responsible Officer to do so. Formal exemptions must be sought for any non-compliance with approval from the Project Senior Responsible Officer, the Head of CPMO and the Chief Operating Officer.

[Templates can be found here: CPMO Hub](#)

Stage	Document	Major/Strategic (>£1m)	Key/Local (<£1m ->£25k*)	Mini (<£25k*)
Stage 0 – Pipeline	Change Initiative Mandate and Impact sizing matrix	M	M	M
	DPIA – Guidance (Information Governance)	M	M	M
	Approval to proceed to Stage 1	M	M	M
Stage 1 – Business justification	Project Brief	O	O	C - conditional if SOC not completed
	Strategic Outline Case (SOC) - (Strategic Finance)	M	M	C - conditional if Project Brief not complete
	The Logbook	M	M	O
	DPIA Screening (Information Governance)	M	M	M
	Info Sec Triage Questionnaire (Information Governance)	M	M	C – conditional - if IT issues are involved
Stage 2 – Planning and design	Approval to proceed to Stage 2	M	M	M
	Project Initiation Document (PID)	M	M	O
	Outline Business Case (OBC) - (Strategic Finance)	C - conditional T&E process will inform	C - conditional T&E process will inform	O
	Business Requirements	M	M	C - conditional complexity requirements handles in PID
	Business Change Management Plan	M	M	C - condition on complexity
	Communication Strategy	M	M	O
	Procurement Strategy	C – conditional on procurement being involved	C – conditional on procurement being involved	C – conditional on procurement being involved
	Full Business Case (FBC) - (Strategic Finance)	C - conditional T&E process will inform	C - conditional T&E process will inform	O
	Approval to proceed to Stage 3	M	M	M
	Stage 3 – Delivery	Project Change Request	C - conditional on changes to project	C - conditional on changes to project
Approval to proceed to Stage 4		M	M	M
Stage 4 – Closure	Closure Report	M	M	O
Stage 5 – Benefits Realisation	Benefits realisation report	M	M	O
Ongoing/Continuous	Project Plan	M	M	O
	Project Reporting (Perform)	M	M	N/A

* Indicative value, subject to continuous evaluation

Key:

M – Mandatory document

C – Conditional document, becomes mandatory when certain criteria are met

O – Optional document

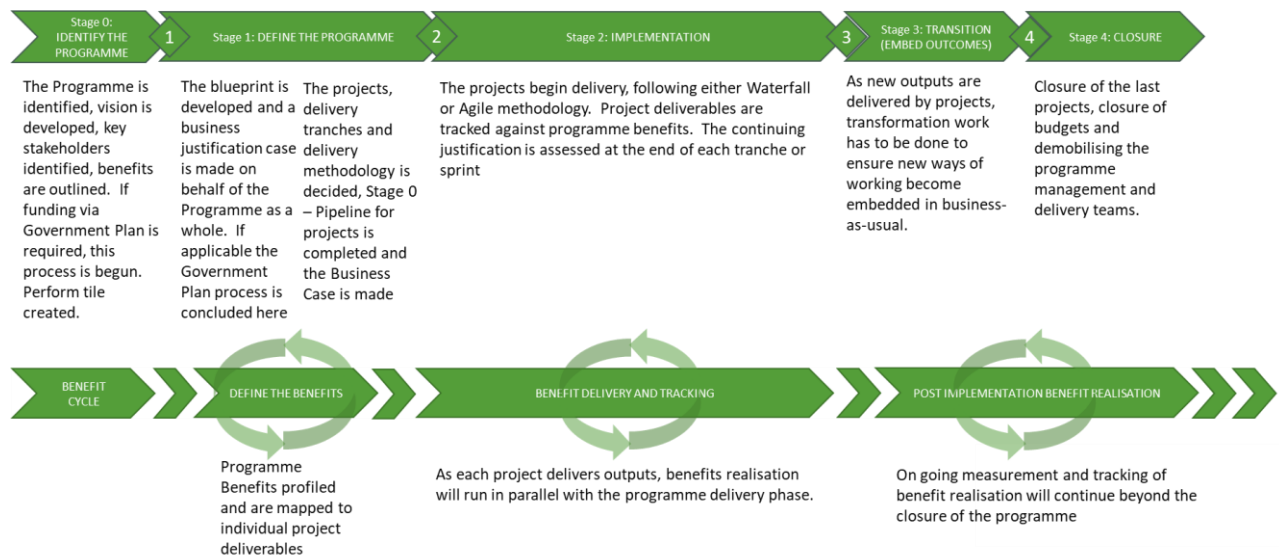
Any queries in relation to the Project Delivery Framework should be directed to the Corporate Portfolio Management Office: cpmo@gov.je

The Programme Delivery Framework

Background

In November 2021, the Programme Delivery Framework was launched which represents a controlled framework for the consistent delivery of programmes across the organisation. Programmes are different to projects. A project is a specific, single task that delivers a tangible output, while a programme is a collection of related projects which collectively deliver an outcome.

This framework is based on best practice, stage gated and tailored for the States of Jersey. It was developed to align with the Public Finance (Jersey) Law 2019 and the Public Finances Manual.



Applicability

All programmes must comply with this framework and the mandatory documentation required for each Stage as outlined below. Formal exemptions must be sought for any non-compliance with approval from the Project Senior Responsible Officer, the Head of Corporate Portfolio Management Office and the Chief Operating Officer).

[Templates can be found here: CPMO](#)

Stage	Programme Delivery Documentation	Purpose	Required
Stage 0 – Identify the Programme	Programme Sizing Matrix and Mandate (via e-Form)	Initiation think about the programme. Provides the base data required to create Perform reporting tile and informs enabling functions of potential impacts.	M
	Programme Brief	Validates and builds from the Programme Mandate. Creates the information that represents evolving thinking about several programme areas. Includes the Programme Vision Statement.	M
	<i>Strategic Outline Business Case (SOC)*</i>	Validates and builds from the Programme Brief. The concept stage, confirms strategic fit and makes the case for change, determines a shortlist of potential affordable options, conveys capacity and capability to deliver.	M
	Approval to proceed to Stage 1	A governance control checkpoint to ensure the Programme is ready to proceed to the next stage	M
Stage 1 – Define the Programme	Programme Blueprint	The Programme Blueprint details of the programme's current state (as-is), how the future operating model will work (to-be), and where the gaps are between the two (Target Operating Model.)	M
	Programme Strategy	Including Benefit Realisation, Communication, Defines programme approach to governance, stakeholder engagement, design, funding, delivery, resourcing, knowledge & learning, information, assurance, decision-making, risk management strategy, business change strategy	M
	<i>Outline Business Case (OBC)*</i>	The detailed appraisal of options, determines the best value for money option, prepares for procurement, confirms funding and affordability, details plan for delivery.	M
	Programme Plan	Including Benefits Profile(s), Benefits Realisation Plan, Delivery Plan, Stakeholder Engagement Plan, Communications Plan, Quality Assurance plan, Financial Plan	M
	The Programme Logbook	Including Benefit Register	M
	<i>Full Business Case (FBC)*</i>	A final, technical document, the outcome of the procurement process, final check on affordability and value for money, the contract details, comprehensive delivery plan and benefits realisation.	C
	Approval to proceed to Stage 2	A governance control checkpoint to ensure the Programme is ready to proceed to the next stage	M
Stage 2 - Implementation	Managing Tranches – Kick Off Report	Enables the Programme to be assessed by the Programme Board and if deemed appropriate, approve the Programme to commence delivery of the tranche.	O
	Business Readiness to Change Assessment	Ensure the organisation is ready for the change. Captures training, culture, and effect an efficient process for leading change	M
	Programme Change Request	To provide governance of any material changes to the programme within the implementation stage that are likely to have an effect on the programme strategy	C
	Managing Tranches – End of Tranche Report	Enable the Programme to be assessed by the Programme Board and if deemed appropriate, approve the Programme to progress to the next tranche, re-direct the Programme or close the Programme.	O
	Approval to proceed to Stage 3	A governance control checkpoint to ensure the Programme is ready to proceed to the next stage	M
Stage 3 – Transition	Transition Handover Report	A document that hands over the programme from the Programme Board to the Business as BAU	M
	Approval to proceed to Stage 4	A governance control checkpoint to ensure the Programme is ready to proceed to the next stage	M
Stage 4 – Closure	Programme Closure Report	A final assessment of the Programme, end the Programme in a controlled way, ensuring maximum benefits are realized.	M

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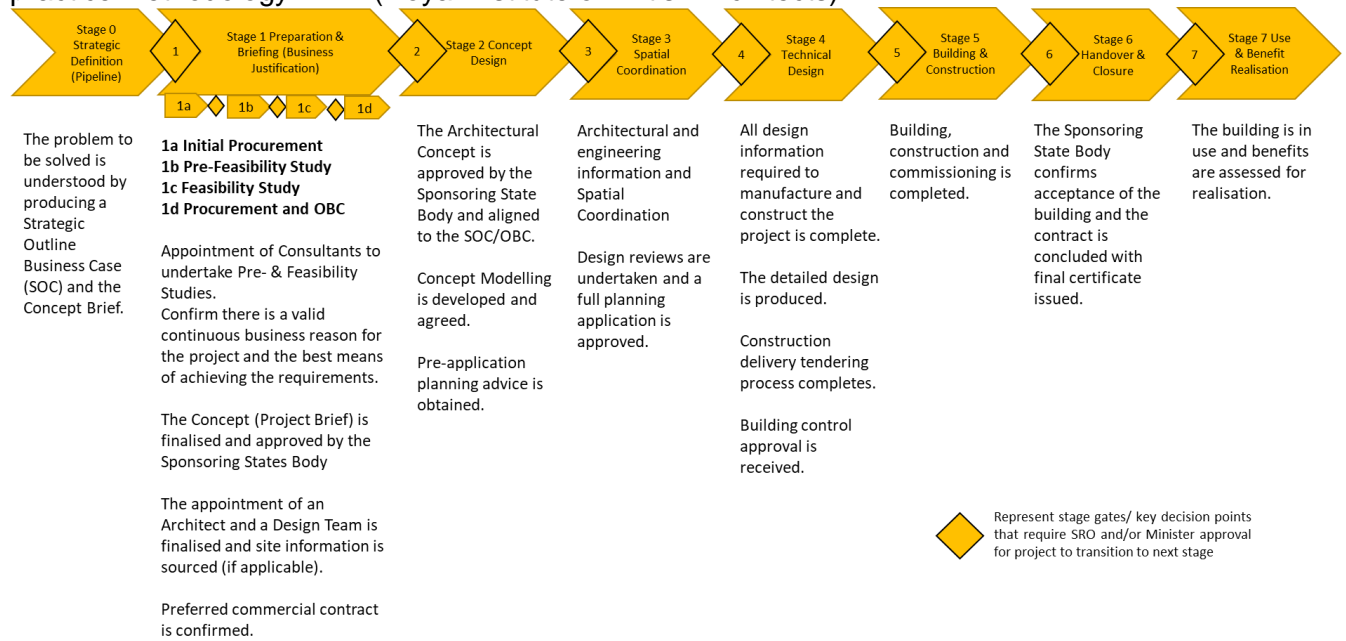
O – Optional document

Any queries in relation to the Programme Delivery Framework should be directed to the Corporate Portfolio Management Office: cpmo@gov.je

The Capital (Building) Project Delivery Framework

Background

In January 2022, the Capital (Building) Project Delivery Framework was approved which represents a controlled framework for the consistent delivery of construction/building projects. The framework builds on the Project Delivery Framework and is aligned to best practice methodology RIBA (Royal Institute of British Architects).



Applicability

All construction projects undertaken by the States of Jersey should comply with this framework (for in-flight projects from the next applicable stage gate) and the mandatory documentation required for each Stage as outlined below must be completed for projects where funding is approved. Formal exemptions must be sought for any non-compliance with approval from the Project Senior Responsible Officer, the Head of Corporate Portfolio Management Office, and the Chief Operating Officer.

Stage	Document	Template Owner	Responsible	M/O/C
Stage 0 – Strategic Definition	Sizing matrix and change mandate (e-form)	CPMO	Sponsoring Dept.	M
	Strategic Outline Case (SOC)	T&E	Sponsoring Dept.	M
	Concept (Project) Brief	CPMO	Sponsoring Dept.	M
	Approval to proceed to Stage 1	CPMO	Sponsoring Dept.	M
Stage 1 – Preparation and Briefing				
1a Initial Procurement	Procurement for consultants for Pre-Feasibility/Feasibility Studies (POD)	Commercial Services	Supplying Dept	C
1b - Pre-Feasibility Study	Pre- Feasibility Study template	IHE	Supplying Dept.	C
1c - Feasibility Study	Feasibility Study template	IHE	Supplying Dept.	M
Stage 1d – Procurement and OBC	Procurement strategy doc – appointment Design Team (1d) + Contractor (Stage 4)	Commercial Services	Supplying Dept.	M
	Log Book	CPMO	Sponsoring Dept	M
	Project Initiation Document (PID)	CPMO	Sponsoring Dept.	M
	Business Change Management Plan	CPMO	Sponsoring Dept.	M
	Preparation & Briefing Checklist	RIBA	Supplying Dept.	M
	Outline Business Case (OBC) and MD	T&E	Sponsoring Dept.	M
	Approval to proceed to Stage 2	CPMO	Sponsoring Dept.	M
Stage 2 – Concept Design				
Stage 2	QS Cost Plans	RICS	Supplying Dept.	M
	Concept Design Checklist	RIBA	Supplying Dept.	M
	Approval to proceed to Stage 3	CPMO	Sponsoring Dept.	M
Stage 3 – Spatial co-ordination				
Stage 3	Outline specification and industry design	RIBA	Supplying Dept.	O
	QS Staged cost plan	RICS	Supplying Dept.	C
	Planning application e-portal	IHE	Supplying Dept.	M

Stage	Document	Template Owner	Responsible	M/O/C
Stage 4 – Technical design	Spatial Design Checklist	RIBA	Supplying Dept.	M
	Approval to proceed to Stage 4	CPMO	Supplying Dept.	M
	Tender documents	RIBA	Supplying Dept.	M
	Building control application	IHE	Supplying Dept.	M
	QS Pre-tender estimate	RICS	Supplying Dept.	M
	Communications Plan	CPMO	Sponsoring Dept.	M
	Approve tender action template	Commercial Services	Supplying Dept.	M
	Accept tender template – MD sign off	Commercial Services	Supplying Dept.	M
	Full Business Case	T&E	Sponsoring Dept.	M
	Technical Design Checklist	RIBA	Supplying Dept.	M
Approval to proceed to Stage 5	CPMO	Supplying Dept.	M	
Stage 5 – Building & Construction				
Stage 5	Interim valuation & certificates	RICS/RIBA	Supplying Dept.	M
	Building Control Officer approval template	IHE	Supplying Dept	M
	Occupation Certificate template	Building Control/Fire Dept	Supplying Dept.	M
	Practical completion certificates	RIBA	Supplying Dept.	M
	Building & Construction Checklist	RIBA	Supplying Dept.	M
	Approval to proceed to Stage 6	CPMO	Supplying Dept.	M
	Approval to proceed to Stage 6	CPMO	Supplying Dept.	M
Stage 6 – Handover and closure				
Stage 6	Making good defects certificate	RIBA	Supplying Dept.	M
	Final certificate	RIBA	Supplying Dept.	M
	Post occupancy evaluation	RIBA	Sponsoring Dept	M
	Closure Report incl Lessons Learnt	CPMO	Sponsoring Dept.	M
Stage 7 – Use and Benefit realisation				
Stage 7	Benefit realisation report	CPMO	Sponsoring Dept.	M

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[Templates can be found here: CPMO Hub](#)

The Project Governance Framework

Introduction

The purpose of this document is to outline the minimum requirements for project governance (as per the relevant Project or Delivery Framework) and to clarify key roles in senior level project decision-making and oversight. The role definitions are aligned to PRINCE2 best practice and the Public Finances (Jersey) Law 2019. For the avoidance of doubt, the roles described are aligned to project management terminology and not that of other disciplines.

This document also seeks to clarify the differences between senior accountable roles, particularly where a Major or Strategic project has both a Sponsoring States Body and a Supplying States Body. For example, in the case of a school build, the Sponsoring States Body would be CYPES and the Supplying States Body would be IHE.

Finally, this document sets out acceptable role combinations for these senior project roles.

Generic Governance Structure

The following diagrams depict the generic project governance structure for the purposes of senior level oversight and governance. Note, it is recognised that the 'Project Team' below the board may have various applicable structures depending on the type, size, scale and methodology of the project. For the purposes of this document, the 'Project Team' structures and governance are excluded. The 'Project Board' is expected to include at a minimum the mandatory roles depicted with representation from the enabling functions as required and dependent on the type, size and scale of the project.

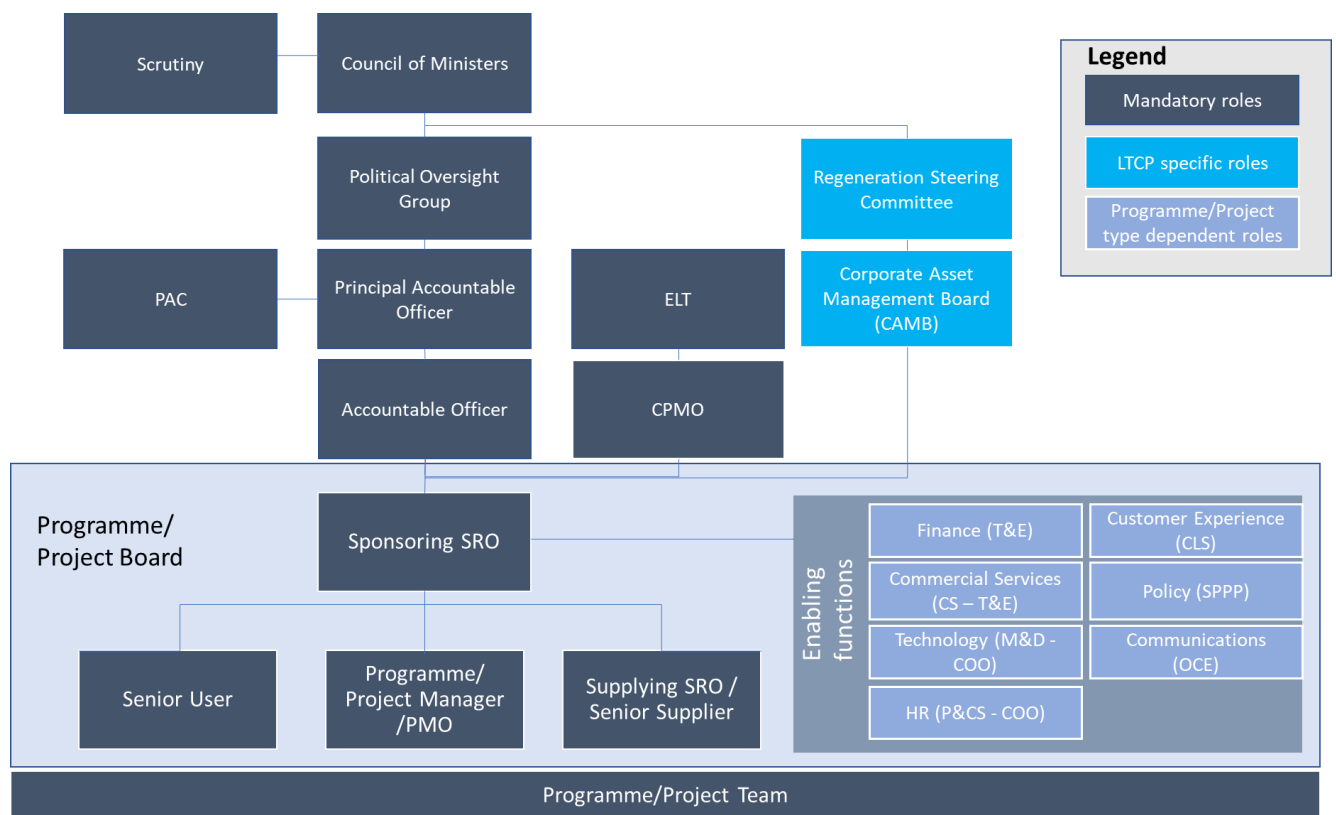
There are also likely to be additional governance functions which need consideration depending on the type of the project. Such additional functions may include internal governance functions (e.g., the Design Authority) or external governance functions (e.g., partnership boards or commissioning boards/functions). In some instances, an Accountable Officer, Senior Responsible Officer or Project Board may decide to appoint an external party for the purposes of assurance and/or to act as a critical friend to the Project Board.

With respect to projects which form part of the Long-term Capital Plan (LTCP), these will report via the Corporate Asset Management Board (CAMB) to the Regeneration Steering Committee.

With respect to non-Ministerial departments, some of the below indicated roles will not be applicable, namely, the non-Ministerial Chief Officers do not report to the Principal Accountable Officer, nor do they align to a lead minister or report to the Council of Ministers. For States Greffe projects, the Privileges and Procedures Committee provides political oversight and refer to the States Assembly any decisions, as required. Within the executive branch of government, the Chief Minister is responsible for those departments which deal with justice policy and resources.

It is possible that the Accountable Officer could also act as the Sponsoring Senior Responsible Officer for some Projects.

Generic Governance Structure



To note: Decisions as to whether to reference the Council of Ministers, and the creation of a political oversight group, remain individual ministerial decisions in each case, to be made in respect of each major/strategic project.

The role of the Council of Ministers

The Ministerial code states the following in relation to matters for Council of Ministers and policy development:

“10. Bringing matters to the Council of Ministers

Matters wholly within the responsibility of a single Minister and which do not fall under the functions of the Council need not be brought to the Council. However, matters that affect more than one Minister should be brought to the Council. A Minister may also ask to bring a matter of sole responsibility to the Council for guidance, and the Chief Minister may request that a matter be considered by the Council. As a guide, the Council should consider matters of importance, and the more important a matter, the stronger the rationale for bringing it to the Council. It is the responsibility of the proposing Minister to ensure that a matter is brought before the Council.”

The Chief Minister will bring forward to the Council of Ministers any matters of concern which relate to a project led by a non-Ministerial Department and which has implications for a Ministerial department.

11. Developing policy

It is the responsibility of the proposing Minister to have discussed a matter they are bringing to Council with other relevant Ministers in advance of the Council meeting. In doing this, they should attempt to resolve any policy differences with other relevant Ministers before the matter is considered by the Council. This should be done within an overall context of working collaboratively, inclusively, and transparently, and where appropriate through policy development boards or other groups established by the Council or the Chief Minister.”

With respect to Major and Strategic projects, they are, by definition, those of greatest importance. Where a Political Oversight Group exists, this Group will bring to the Council of Ministers recommendations or decisions of importance relating to Major and Strategic projects. As every project is different, it is recommended that the Accountable Officer seek confirmation from the lead minister of the matters and associated decisions that they would expect to be brought to the Council of Ministers prior to the Project initiation (Stage 1 or before) and that this is pre-agreed with the Council of Ministers. The Accountable Officer should seek agreement to the parameters within which they take decisions and what would require escalation.

With respect to Major and Strategic projects, and where agreed so by the relevant Minister, the Council of Ministers are responsible for:

- Agreeing the matters or decisions they expect to be consulted upon throughout the life of the project
- Agreeing the tolerance levels for decisions outside of the Project Mandate and any contingency measures acceptable
- Making clear, timely and well-informed decisions when presented
- Challenging recommendations, project performance and progress when presented
- Confirming any conflicts of interest (which relates to any States Member or employee who is involved in making decisions on a project or involved in providing advice to those who make decisions) with respect to project decisions
- Making project decisions in the best interests of the Island of Jersey

The role of Scrutiny and PAC

Scrutiny Panels monitor the work of Ministers and carry out reviews aimed at improving government policies and public services. As such, Scrutiny Panels will often hold hearings in relation to topics for which Major or Strategic projects are relevant. Lead Ministers and the

Accountable Officer (and Senior Responsible Officer(s) if applicable) are expected to attend Scrutiny hearings and provide information pertaining to Major and Strategic projects which support Scrutiny's reviews.

The Public Accounts Committee's role is to receive reports from the Comptroller and Auditor General and to report to the States upon any significant issues arising. It also assesses whether public funds have been applied for the purpose intended. In the context of Major and Strategic projects, it is therefore the role of the Public Accounts Committee to assess whether these projects have utilised public funds effectively for the purposes intended. The Public Accounts Committee tends to call senior officers to account for decisions and expenditure. The Accountable Officer and Senior Responsible Officer(s) would normally be expected to attend any such briefings.

Both Scrutiny Panels and Public Accounts Committee may make recommendations to Government and in some cases these recommendations may be in relation to specific Major or Strategic projects.

The role of the Political Oversight Group

Programmes and projects which are cross-cutting and have a major political impact often benefit from being overseen by a Political Oversight Group to support consensus decision-making. It is for the lead minister, in consultation with the Chief Minister and/or the Council of Ministers, to determine whether a Political Oversight Group should be created, and advice can be sought from the Ministerial Office [or the Corporate Portfolio Management Office]. Agreement should be sought at Stage 1 of the project as to which decisions will require approval from the Political Oversight Group, Council of Ministers and the States Assembly. It is recommended that decisions are aligned to project stage gates and milestones and that the decision-making, and oversight required is reviewed at each stage gate for any variation necessary.

The Political Oversight Group is responsible for:

- Confirming its decision-making authority and obtaining Council of Ministers agreement to this
- Agreeing the tolerance levels for decisions outside of the Project Mandate and any contingency measures acceptable
- Making clear, timely and well-informed decisions when presented
- Challenging recommendations, project performance and progress when presented
- Confirming any conflicts of interest (which relates to any States Member or employee who is involved in making decisions on a project or involved in providing advice to those who make decisions) with respect to project decisions
- Providing steer and support to the lead minister and Accountable Officer, as required

Non-Ministerial departments

For States Greffe projects, the Privileges and Procedures Committee provides political oversight. In all other cases, the Non-Ministerial Chief Officers are accountable to the States Assembly via the Chief Minister.

The role of Lead Minister

The lead minister has overall ministerial and financial accountability for the successful delivery of the project and its benefits and is answerable to the States Assembly. The lead minister works closely with the Accountable Officer to ensure that the project is aligned to the strategic objectives of the GoJ, that it represents best value for money and that it is successful in achieving the objectives and benefits set out.

The lead minister is also responsible for:

- Specifying the overall purpose and vision of the project and how it will benefit Islanders
- Agreeing the tolerance levels for Officer decision making outside of the Project Mandate and any contingency measures acceptable
- Confirming the requirement for a Political Oversight Group
- Confirming with the Council of Ministers decisions and input required of them
- Managing external and political stakeholders and communicating project progress publicly
- Providing regular steer to the Accountable Officer or Senior Responsible Officer as required
- Making clear, timely and well-informed decisions when presented
- Challenging recommendations, project performance and progress when presented

The role of the Principal Accountable Officer

The Principal Accountable Officer for the Government of Jersey is the Chief Executive Officer. The Principal Accountable Officer may have direct accountability for a Major or Strategic project or the Principal Accountable Officer may appoint an Accountable Officer. The appointment of an Accountable Officer is set out in the Public Finances (Jersey) Law 2019 and should be undertaken in writing by the Principal Accountable Officer other than non-Ministerial States Bodies, where the Chief Officer of a non-Ministerial States Body in control of the project budget holds accountability for project delivery.

Currently, in the case of Ministerial States Bodies, these appointments are set out in an annual letter by the Principal Accountable Officer to the Accountable Officer. The Principal Accountable Officer appoints the Accountable Officer to take accountability for the delivery of the Major or Strategic project. The Accountable Officer is expected to keep the Principal Accountable Officer abreast of progress and any issues throughout the life of the project. If no Accountable Officer is appointed then the Principal Accountable Officer is, by default, accountable.

The role of Accountable Officer

The Accountable Officer has overall officer accountability for the delivery of the project. The Accountable Officer has responsibility for ensuring project goals are aligned to the strategic objectives of the States of Jersey and that the project represents best value for money at all times and realises the benefits set out in the business case.

The Accountable Officer may decide to delegate responsibility to one or more Senior Responsible Officer(s). Where the project involves both a Sponsoring and Supplying States body, the Accountable Officer may assign both a Sponsoring Senior Responsible Officer and a Supplying Senior Responsible Officer.

The Accountable Officer is also responsible for:

- Specifying the overall purpose and vision of the project and ensuring this is regularly communicated to stakeholders
- Formally assigning a Senior Responsible Officer for the delivery of the project, or confirming their intention to be both Accountable Officer and Sponsoring Senior Responsible Officer
- Clarifying the requirement or potential requirement for a Supplying States Body to supply or deliver aspects of the project and formally engaging the Supplying States Body through consultation with the Supplying States Body Accountable Officer and the formal assignment of a Supplying Senior Responsible Officer.
- Assigning a Project Board and confirming the associated roles and responsibilities of that board
- Providing regular steer, support, and guidance to the Project Board and/or Senior Responsible Officer(s) and ensuring Senior stakeholders, Scrutiny/PAC and Ministers are kept abreast of project progress
- Engaging with the Executive Leadership Team as required
- Ensuring all project delivery documentation (per the Corporate Portfolio Management Office Project Delivery Framework) including stage gate documentation is complete to an expected level of quality prior to approving progress to the next stage of the project
- Ensuring that the project has an appropriate level of business case for the stage of the project (i.e. SOC if at Stage 1 or earlier, OBC/FBC to progress from Stage 2 to Stage 3)
- Ensuring that the project represents best value for money at all times and is delivered within the budget assigned
- Regularly assessing the project benefits and ensuring the business case is still valid (at a minimum at each Stage gate) including managing any requests for additional or recurring funding through the relevant funding process.
- The Accountable Officer has overall accountability to the Principal Accountable Officer and is answerable to the Public Accounts Committee for the budget and benefit accountability for any project to which they are the assigned Accountable Officer.

The role of the Executive Leadership Team

The Executive Leadership Team is not a decision-making forum in the context of a Major or Strategic Project, however, it should be consulted where deliverables from the project will be impactful cross-departmentally. The Executive Leadership Team should also be informed of updates prepared for Council of Ministers or other external bodies prior to their release.

The Executive Leadership Team has responsibility for:

- Providing consensus steer or direction on projects which are cross-departmental
- Challenging recommendations, project performance and progress when presented
- Providing support for the project and the Accountable Officer/Senior Responsible Officer as required

The role of the Project Board

The role of the Project Board is to agree the project deliverables and objectives and monitor the work of the project team. It is primarily a decision-making body and has a key role in keeping the project moving forward by solving problems that can block its progress and helping the Project Manager see a clear route to successful completion.

The Project Board has responsibility for:

- Providing unified direction to the project and Project Manager
- Providing the resources needed for the project
- Providing visible and sustained support for the Project
- Ensuring effective communication within the project and with its relevant ministers and senior civil servants and other stakeholders
- Challenging any reported variations to the expected project plan on a timely basis in order that decisions can be taken at the appropriate level
- Ensuring effective decision making related to the Project

Where a decision cannot be reached by the Project Board, it must be escalated to the Accountable Officer.

The Project Board must include at a minimum, the Sponsoring Senior Responsible Officer, Senior User, Project Manager, Supplying Senior Responsible Officer/Senior Supplier and Finance Business Partner. However, there are other roles which should be considered when defining the project board (e.g., Subject Matter Experts, including external/independent expertise, as required).

For the avoidance of doubt, budget and benefits accountability for the project remains with the Accountable Officer regardless of the Project Board structure. In some instances, the Accountable Officer may choose to delegate this responsibility to the Sponsoring Senior Responsible Officer

The role of Sponsoring Senior Responsible Officer

The Sponsoring Senior Responsible Officer is directly responsible to the relevant Accountable Officer (who may be the Principal Accountable Officer) for ensuring a project meets its objectives, delivers the projected outcomes and realises the required benefits.

The Sponsoring Senior Responsible Officer has responsibility for:

- defining and communicating the vision and business objectives in line with policy
- ensuring a real business need is being addressed
- formation of a Project Board (where one does not exist) and the definition of roles and responsibilities for the project
- identification and management of the project's issues and risks
- delegated budget and benefit accountability for any project to which they are the assigned. The Sponsoring Senior Responsible Officer ensures the total project

budget (including any allocations to Supplying States Bodies) is managed in accordance with the Public Finances (Jersey) Law 2019 and takes accountability for the realisation of project benefits as set out in the business case.

- complying with the Public Finances Manual and the CPMO Delivery Frameworks
- Managing contracts and relationships with external suppliers
- assuring ongoing viability and, if necessary, taking the decision to stop the project
- engaging key stakeholders
- providing the project team with leadership, decisions and direction
- ensuring the delivered solution meets the needs of the business and the project as agreed
- assigning a suitably qualified and/or experienced Project Manager to manage the day-to-day delivery of the project
- agreeing appropriate governance structures and reporting protocols with the Accountable Officer, Corporate Portfolio Management Office and, if necessary/relevant, the Principal Accountable Officer
- providing regular steer, support, and guidance to the Project Board and support the Accountable Officer in ensuring that Senior stakeholders are kept abreast of project progress

The role of Supplying Senior Responsible Officer

The Supplying Senior Responsible Officer has responsibility for the successful delivery of key aspects of the project but does not have overall responsibility or accountability for the project or the realisation of project benefits. The Supplying Senior Responsible Officer may act on behalf of the Sponsoring States Body as the 'Client Agent' where external suppliers are being contracted to deliver elements of the project. In some circumstances, there may be more than one Supplying States Body and as such there may be more than one Supplying Senior Responsible Officer

The Supplying Senior Responsible Officer has responsibility for:

- Reviewing all project documentation and completed pre-requisites (See Appendix A for a sample) and confirming acceptance of the deliverables requested from the Supplying States Body, against the budget set out
- Assigning a suitably qualified and/or experienced Project Manager to manage the day-to-day delivery of the Supplying States Body aspects of the project including regular progress reporting
- Confirming any revisions to the Project Board structure and/or roles and responsibilities through the delivery stage
- Complying with the Public Finances Manual and the Corporate Portfolio Management Office Project Delivery Framework
- Managing contracts and relationships with external suppliers, as agreed with the Sponsoring Senior Responsible Officer
- Providing regular steer, support and guidance to the Project team, Project Board and Sponsoring Senior Responsible Officer
- Acting as the lead liaison on behalf of the supplier(s)
- Verifying feasibility of product designs and development processes
- Verifying the quality of the products delivered by suppliers
- Delivering the required elements of the project as set out by the Sponsoring States Body

- Budget accountability for any specified budget allocation for the delivery of key aspects of the project, as agreed with the Accountable Officer /Sponsoring Senior Responsible Officer. The Supplying Senior Responsible Officer is responsible for working with the budget available. The Accountable Officer is responsible for ensuring that funding is available for the project. The Supplying Senior Responsible Officer is not responsible for the realisation of benefits associated with the project as set out in the business case.
- Regularly reporting on progress to the Sponsoring States Body and escalating to the Sponsoring States Body Accountable Officer or Sponsoring Senior Responsible Officer any issues requiring decision making and/or Ministerial oversight or awareness
- Identifying and managing relevant project issues and risks
- Complying with the Public Finances Manual and the Corporate Portfolio Management Office Project Delivery Framework
- Agreeing appropriate governance structures and reporting protocols with the Accountable Officer/Sponsoring Senior Responsible officer and Corporate Portfolio Management Office

The role of Senior Supplier

For the States of Jersey, the Senior Supplier role relates to projects which do not have a Supplying States Body and therefore do not have a Supplying Senior Responsible Officer. In these cases, the Senior Supplier is generally an external supplier and can be known by other terms e.g., Lead Supplier, Delivery Partner. Any external supplier relationships must be governed by the Commercial services framework in collaboration with the Commercial Services department.

In general, the Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products. This role is accountable for the quality of products delivered by the supplier(s). If necessary, more than one person may be required to represent the suppliers.

Depending on the customer/supplier environment, the customer may also wish to appoint an independent person or group to carry out assurance on the supplier's products (for example, if the relationship between the customer and supplier is a commercial one).

The Senior Supplier has responsibility for:

- Reviewing all project documentation and confirming acceptance of the deliverables requested, against the budget set out
- Confirming any necessary revisions to the Project Board structure and/or roles and responsibilities through the delivery stage
- Complying with the Public Finances Manual and the CPMO Project Delivery Framework
- Providing regular steer, support, and guidance to the Project team, Project Board and Sponsoring Senior Responsible Officer
- Acting as the Senior Supplier and lead liaison on behalf of the suppliers
- Verifying feasibility of product designs and development processes
- Verifying the quality of the products delivered by suppliers
- Regularly reporting on progress to the Project Manager and Project Board
- Delivering the required elements of the project as set out by the Sponsoring States Body
- Identifying and managing relevant project issues and risks

The role of Senior User

The Senior User is the representative of every person who will use the products of the project. The users are all those for whom the project is designed, or who will use the project's products to deliver expected benefits (to other people, departments, customers, etc.).

The Senior User has overall and ongoing responsibility for the successful day to day adoptions of new capabilities in the organisation in support of the realisation of outcomes or benefits on behalf of the Sponsoring Senior Responsible Officer or Accountable Officer. The Senior User is typically a member of the business operations leadership team and will remain close to BAU activities during the project. This role ensures that project changes are valid and relevant to the business and that the business is ready to adopt the changes.

The Senior User role may be fulfilled by the Sponsoring Senior Responsible Officer in some scenarios.

In addition, the Senior User has responsibility for:

- Specifying the needs (requirements) of the Users that will use the project products and the benefits that the project will achieve
- Acting as lead liaison on behalf of the users (whether internal or external)
- Complying with the Public Finances Manual and the Corporate Portfolio Management Office Project Delivery Framework
- Monitoring that the solution will meet user needs with the constraints of the business case in terms of quality, functionality and ease of use
- Ensuring users have the capacity and capability to successfully adopt changes

Project Management Office

In some instances, a Project Management Office may be established to support a Major or Strategic project. The Project Management Office should not be confused with the Portfolio Management Office. The Portfolio Management Office monitors and maintains a collection of projects and in the States of Jersey context this may be a departmental portfolio for example where the Project Management Office will focus on one project.

The remit of the Project Management Office will vary depending on the type, size and scale of the project and will also depend on the other roles within the project team structure. However, some of the standard functions of a Project Management Office in this context are:

- Establishing the project governance
- Prioritising projects, phases, or deliverables
- Complying with the Public Finances Manual and the Corporate Portfolio Management Office Project Delivery Framework
- Producing regular and accurate project progress reports
- Controlling project delivery and ensuring it aligns with governance
- Maintaining project resource plans, forecasting resource and capacity planning
- Supporting project managers with governance and control including budget management

The defined role of the Project Management Office should be established alongside the project governance structure and documentation in Stage 1 of the Project Delivery Framework.

The role of Project Manager

In some Major and Strategic projects, both a Project Director and Project Manager(s) may be assigned. For the purposes of this document, we will not distinguish between the roles but it is recommended that where a Project Director or other Senior Project position is assigned, such role definitions are clearly defined and agreed and those appointed should be suitably qualified and/or experienced.

The Project Manager manages the project on a day-to-day basis on behalf of the Sponsoring Senior responsible Officer within specified constraints (time, cost, quality, scope) and liaises throughout the project with the Project Board and Sponsoring Senior Responsible Officer.

The Project Manager liaises with the Project Board, corporate management, external suppliers and account managers. They are responsible for managing information flows, establishing procedures, and monitoring and managing project risk.

The Project Manager responsibilities may vary depending on the type, size and scale of the project. However, the following are the core responsibilities of a Project Manager:

- Preparing the relevant project documentation (in accordance with the Corporate Portfolio Management Office Project Delivery Framework) for review and approval by the Sponsoring Senior Responsible Officer or Project Board
- Managing the project through the stage gates of the Corporate Portfolio Management Office Project Delivery Framework and ensuring all documentation is completed accurately and on time to inform Project Board decision making
- Complying with the Public Finances Manual and the Corporate Portfolio Management Office Project Delivery Framework
- Developing and executing the project plan and tracking progress to this plan, adapting it with approval, as required, to ensure project deadlines are met
- Managing relationships and communication with stakeholders
- Managing the project budget and financial reporting requirements
- Managing project resource plans and co-ordinating staff and internal resources
- Managing project scope and changes to scope using change management processes
- Managing project risk and ensuring the risk register is updated on a timely basis
- Producing regular and accurate project progress reports
- Escalating decisions, issues or risks to the Project Board or Sponsoring Senior Responsible Officer for resolution as required
- Managing/co-ordinating the project team
- Controlling the project delivery within the constraints as set out by the Project Board
- Maintaining a log of benefits for the purposes of tracking
- Maintaining a log of lessons learned and completing the post project review and closure

The role of Finance Business Partner

The Finance Business Partner has oversight of the expenditure on the project and will provide the Project Board, Accountable Officer and Senior Responsible Officer(s) with advice and support with respect to financial related decisions. The Finance Business Partner will challenge and support decision makers, especially on propriety, regularity, value for money and feasibility, by ensuring that policy and operational proposals with a significant financial implication are signed off by the finance function.

The Finance Business Partner may also support the Project Manager and Sponsoring Senior Responsible Officer to develop/revise project business cases and will co-ordinate submissions to financial planning and approval processes including the Government Plan. The FBP is not responsible for the day-to-day management of the project budget. That responsibility remains with the Project Manager with oversight by the Project Board and the Sponsoring Senior Responsible Officer

The role of the Commercial /Contract Manager

A project may have a Commercial Manager that reports through Commercial Services who provides independent oversight of contract performance and provide advice and support arising from contractual issues including under/non-performance, claims, disputes, insolvencies, cost impacts, unforeseen events etc. The Commercial Manager will challenge and support decision makers especially on procedures arising from commercial issues and the risks arising from contract performance, in order to minimise the risk to the States of Jersey. The Commercial Manager may additionally be responsible for Contract Management (including conformance to Service Level Agreements, Key Performance Indicators and milestones) and administration of contractual remedies.

The role of the Corporate Portfolio Management Office

The Corporate Portfolio Management Office has oversight across the Government of Jersey's change portfolio which includes all projects. The Corporate Portfolio Management Office is responsible for monitoring and managing the portfolio and reporting on its progress and performance to the Executive Leadership Team and Council of Ministers.

The Project Management Office (PMO) and/or Project Manager will report monthly to the Corporate Portfolio Management Office on progress in delivering all projects, through the approved portfolio reporting tool. The Corporate Portfolio Management Office will conduct planned stage gate reviews alongside ad-hoc Governance and Control Health Checks on Major and Strategic projects.

The Corporate Portfolio Management Office is responsible for:

- Setting the States of Jersey governance framework, standards, policies for portfolios/projects to adhere to
- Portfolio planning, optimisation and the assessment of cumulative deliverability
- Making recommendations for prioritisation and scheduling
- Assessing portfolio performance and reporting this to the Executive Leadership Team and Council of Ministers
- Escalating portfolio issues to the Executive Leadership Team for resolution or in the case of the non-Ministerial portfolio, to the relevant Chief Officers
- Risk monitoring across the portfolio and the identifying and reporting on risk themes
- Assessing portfolio/project skills and capabilities and presenting upskilling opportunities

- Conducting stage gate and end of project reviews and ad-hoc Governance and Control Health Checks

Role combinations

Some projects may see the combination of some of the roles outlined above. The following are common role combinations which would be acceptable.

It is **not** recommended to combine:

- More than two project roles
- The Project Manager role with any other project role within the structure outlined above.

Potential Role Combination	Description
Principal Accountable Officer and Sponsoring Senior responsible Officer	In some instances, the Principal Accountable Officer takes direct accountability for a project. They may decide to also act as the Senior Responsible Officer, this is acceptable assuming they have sufficient capacity to take on the role of Senior Responsible Officer and provide the necessary visibility and support to the Project team.
Accountable Officer and Sponsoring Senior Responsible Officer	In some cases, the Accountable Officer may decide to also act as the Senior Responsible Officer for the Supplying Body. This is acceptable assuming the Accountable Officer has sufficient capacity to take on the role of Senior Responsible Officer and provide the necessary visibility and support to the Project team.
Sponsoring Senior Responsible Officer and Senior User	Where the Accountable Officer has delegated responsibility to a Sponsoring Senior Responsible Officer, that Officer may also take on the role of Senior User. In such cases, the Senior User will need to ensure they have sufficient insight from user groups and support in representing the needs of all users, including those external to the organisation.

Decision making

Major and Strategic projects represent the most impactful change to the States of Jersey and the Island. As such, decision making paths on all such projects must be clear from the outset.

Decision-making principles

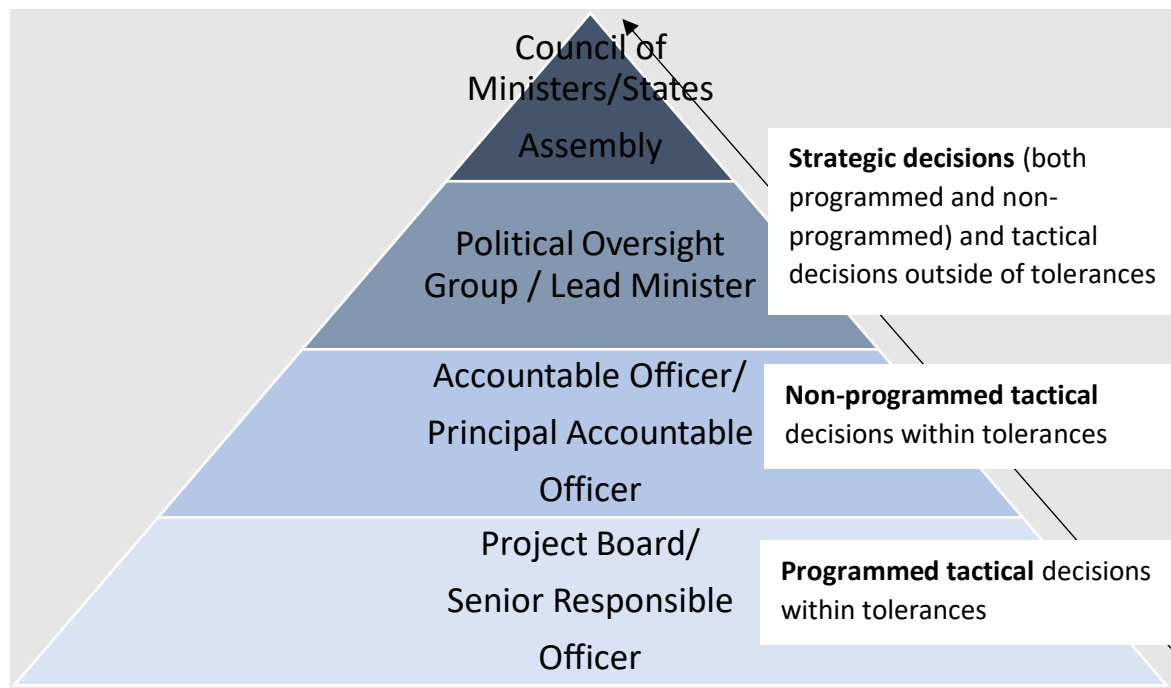
The following core principles apply to decision making for all Major and Strategic projects:

- At the outset of the project (Stage gate 1 or earlier), the Accountable Officer and lead Minister (in the case of Ministerial bodies) agree the Project Mandate and the tolerances for decision making in a scheme of delegation. This should be shared with the Council of Ministers and the Principal Accountable Officer (in the case of Ministerial States Bodies) and recorded centrally by Financial Governance
- Accountability for project decision making activities is unambiguous, accepted and met throughout the life of the project.
- A consistent project decision making language is used and a decision plan and log are maintained throughout the life of the project.
- Strategic decisions undergo a decision-making process to assess and evaluate information and data prior to a recommendation being made.
- Non-programmed decisions follow a decision-making process to identify the problem, analyse all possible solutions and develop objective criteria to support effective decision making and option selection.
- Decisions are escalated and made in a timely manner.
- Decision-making should align with pre-existing frameworks e.g., Government Plan, wherever possible.

Decision-making hierarchy

The following diagram depicts the decision-making hierarchy with respect to Major and Strategic projects.

In the case of non-Ministerial Departments, as noted above, the Chief Officer of the non-Ministerial Department will act as Accountable Officer and will refer decisions (as necessary) to the States Assembly via the Chief Minister if there is no other relevant Minister



Decision type	Description
Programmed Strategic decision	A programmed strategic decision is a strategic decision which is planned by the project. Strategic decisions impact the strategic intent and outcomes of the project. A programmed strategic decision might be business case approval, site selection, contract award or policy approval to name but a few. These decisions are expected/known and can be planned for in advance and should be scheduled into the milestones of the project.
Non-programmed Strategic decision	Non-programmed decisions arise out of unstructured problems and are unplanned. These decisions may arise because of an issue on the project which cannot be resolved without impacting the business case or strategic intent/outcomes of the project.
Programmed Tactical decision	A programmed tactical decision is one which is planned for and does not impact the strategic intent or outcomes of the project. A tactical decision will generally allow the project to continue its intended course with some necessary, low-impact adjustments which are within agreed tolerances. For example, stage gate decisions are tactical programmed decisions unless issues arise which would bring the decision outside of agreed tolerances.
Non-programmed Tactical decision	A non-programmed tactical decision is one which is unplanned for but does not impact the strategic intent or outcomes of the project. A non-programmed tactical decision will generally occur because of an issue on the project but can be resolved without impacting the business case and within agreed tolerances.

Project Board and Senior Responsible Officer

The Project Board and/or Senior Responsible Officer has the authority to make decisions on behalf of the Accountable Officer where these decisions are programmed and within tolerances.

Accountable Officer/Principal Accountable Officer

The Accountable Officer/Principal Accountable Officer has the authority to make non-programmed decisions on the project where such decisions are within tolerances or agreed contingency levels. In general, such decisions will require consultation with the lead minister.

Political Oversight Group / Lead Minister

Strategic decisions or those which take the project outside of agreed tolerances should be reported to the lead minister and the Political Oversight Group. The Political Oversight Group and lead Minister may decide to present their recommendation(s) for decision to the Council of Ministers and/or to the Minister for Treasury and Resources if the decision requires funding approval.

Non-Ministerial departments

For States Greffe projects, the Privileges and Procedures Committee provides political oversight. Where no other political lead exists, the non-Ministerial Chief Officers are accountable to the States Assembly via the Chief Minister.

Council of Ministers / States Assembly

At the outset of the project, the Council of Ministers will agree with the lead minister and Accountable Officer which decisions they deem appropriate to be made at the Council of Ministers level. In certain circumstances or if pre-agreed to do so with the States Assembly, the Council of Ministers may refer decisions to the States Assembly. Strategic decisions which fail regularity (i.e., spending public money for the purposes that funding was allocated by the States Assembly) will be escalated to the States Assembly.

The Council of Ministers will make decisions whether to abandon a project and will be responsible for informing the States Assembly of any such decision.

Appendix A

Supplying States Body Project Delivery Pre-requisites

The following are the pre-requisites for the acceptance of <<project name>> for delivery from the Sponsoring States Body <<department>> by the Supplying States Body <<department name>>:

- Business Case and confirmed budget allocation
- Scope Document detailing in scope and out of scope deliverables
- Stakeholder map and communications strategy
- Decision making bodies and governance arrangements as agreed with Ministers and key stakeholders
- Requirements documents / Site plans / Designs / Feasibility Studies / Reports etc.
- Contractual collateral
- Logbook or RAID log with confirmation of outstanding issues and risks and all assumptions made with respect to the design and delivery stages of the project
- Approved timeline and key dates
- Detailed breakdown of budget and contingencies
- Change management method, escalation routes and criteria for escalation
- Progress reporting requirements and frequency
- Confirmed resource from the Sponsoring States Body to support and their proposed roles and responsibilities on the project
- Acceptance criteria which are SMART and clearly linked to requirements

All documents should have the relevant approvals attached.