Establishment of a Programme Office

Relevant Portfolio Holder	Luke Court - Cabinet Member for Finance and Enabling
Portfolio Holder Consulted	Yes
Relevant Head of Service	Pete Carpenter – Interim Director of Finance Deb Poole - Head of Transformation, OD and Digital Services
Report Author	Peter.carpenter@Bromsgroveandredditch.gov.uk d.poole@bromsgroveandredditch.gov.uk
Wards Affected	NA
Ward Councillor(s) consulted	NA
Relevant Strategic Purpose(s)	High Quality Services
Key Decision / Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph(s) 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. **RECOMMENDATIONS**

   The Executive RESOLVES that:-

   1) **Formal reporting of all projects is undertaken on a monthly basis by Officers and this information feeds into the Quarterly Finance and Performance Reports for Members.**
   2) **That a compliance structure is put in place to ensure delivery of projects and management of the multiple interdependencies across projects. This includes:**
      a. **A council programme office be established to provide oversight and validation of the delivery of projects across the organisation.**
      b. **The roles of a programme manager and a programme officer be established to provide support for the delivery of this oversight, especially for ICT and Organisational Change projects across the organisation.**

2. **BACKGROUND**

2.1 An Audit Task Group, comprising of six members of Bromsgrove District Councils (BDC) Audit Committee, was established in early 2023 to investigate the reasons behind the receipt by BDC of a Section 24 Notice from its external auditors, Grant Thornton. The Audit Task Group was also tasked with providing recommendations for future similar project implementation, based on any lessons learnt. Redditch, at its Executive meeting on the 13th June, approved to implement the

recommendations of the Bromsgrove Task Group of Audit, Standards and Governance Committee.

2.2   One of the recommendations from the audit task group for BDC in respect of future complex and key projects was that:

> *A permanent Project Management Office be set up at BDC to support the full range of projects undertaken by the Council. This Project Management Office would report to CMT/ SMT as part of its remit.*

2.3   High level corporate projects are reported quarterly to the Corporate Management Team and included as part of the Quarterly Finance and Performance Report. However, there are significant numbers of projects that fall below this category.

2.4   The Council already have a number of Officers trained to be project managers at Prince 2. These skills need to be realigned to ensure the staff are, where operationally possible, project managing Council projects.

2.5   Recently, the Corporate Management Team reviewed the number of projects that are either underway or planned to start across the organisation. Currently, this number stands at 59. These are set out in **Appendix A**. However, following the review of Projects that was undertaken in February and March an additional 29 projects were moved to "Business as Usual".

2.6   In establishing established the number of projects, they were then placed into one of four main categories:

- Economic Development and Regeneration.
- Housing.
- ICT Related
- Organisational Change Related

2,7   All projects are expected to deliver to the Councils Project Management Framework. This is included in **Appendix B**.

2.8   As part of this framework, it is expected that for each project there is a Sponsor, and project manager and a business case, risk assessment, and project reporting.

2.9   Public Realm projects already have a governance structure in place called the "Project Governance" Group. This group, which covers projects managed on the Councils behalf by NWeDR and in house infrastructure projects, meets on a 6 weekly basis. Funding for large infrastructure projects include Programme and Project management.

2.10   There will be the need to set up a Housing Board which would need to meet on a 4 weekly basis. There is a board set up at the moment, but it was specifically set up to manage the implementation of the CIVICA system. It is proposed that this new Board covers all Housing projects (General Fund and HRA).

2.11   However, there are significant numbers of projects that fit into the ICT and Organisational Change categories. These projects generally require Council and 3rd party resource for delivery, and it is the management of the in house resource

that is the most acute issues as we are using the same "key" people for multiple projects. These projects can also link into Housing and Public Realm. As an example, for phase 2 of Civica CX, there might be up to 10 ICT related projects. These require careful coordination and management. This is just one example where a number of projects/initiatives will need to access the same internal resource.

2.12   For the ICT and Organisational Change projects there is the requirement for additional resource to:
- Prioritise projects
- Prioritise resource to those projects
- Coordinate across projects the interdependencies
- Ensure projects are delivering – challenge delivery

2.13   It is envisioned that IT and Organisational Change projects will be assessed/ reviewed on a monthly basis as part of an extended "Back Office" Working Group with the Highlight Report template included in the Project Management Framework. Each project will be given a 10 minute slot. Outputs from these reviews will then form part of the monthly assurance report.

2.14   This resource will in addition coordinate overall project reporting across the 4 areas, including Governance and Housing projects, into a single monthly report for CMT via the monthly Assurance Meeting, and feed outputs into the Quarterly Finance and Performance Monitoring Report. This includes validating that delivery is taking place and ensuring projects are completed and closed off properly

2.15   Therefore, to manage and coordinate reporting overall and in particular ensure programme management for IT and Organisational change projects it is recommended that two roles of a Programme Manager and a Programme Officer be established to provide oversight of the delivery of these programmes and projects. Typically, the roles and responsibilities of these posts include the following activities, however these are not exhaustive lists.

Programme Manager

2.16   A Programme Manager would be responsible for overseeing and coordinating and critically challenge the execution of multiple related projects within the organisation. This would include planning, organising, and directing resources in a way that maximises efficiency and effectiveness. The role of a programme manager typically includes the following responsibilities:

- **Development of programme plans**: developing a comprehensive plan for the delivery of the programme, including timelines, budgets, and resource allocation.
- **Coordinating projects**: ensure that all projects within the programme are aligned with the overall programme objectives and are executed according to plan. They would also be responsible for identifying and mitigating any risks and issues that arose.
- **Managing programme resources**: responsible for managing programme resources, including people, budget, and equipment. This would involve ensuring that resources were allocated effectively and efficiently to achieve programme goals.

- **Monitor and report progress**: regularly monitor and report on the progress of the programme to senior management.
- **Communicating with stakeholders**: responsible for communicating with stakeholders, including project teams, senior management, and external partners. This would include providing regular updates, addressing concerns, and managing expectations.
- **Ensuring programme compliance**: ensure that all projects within the programme were complying with internal project management standards.
- **Managing programme finances**: responsible for managing the programme budget and monitoring projects within the programme to ensure they operating within the budgets allocated to them.

Programme Officer

2.17   A Programme Officer would be responsible for managing and coordinating and critically challenging various programs and projects across the councils. The role of a programme officer would typically include the following responsibilities and duties:

- **Project Management**: managing and overseeing the delivery of specific projects or programmes within the councils. This would include supporting the development of project plans in services, setting timelines, and monitoring progress against project milestones.
- **Stakeholder Management**: maintaining effective relationships with stakeholders, including senior leaders, contractors and service project teams. This would involve providing regular updates, managing expectations, and addressing any issues or concerns that may arise.
- **Budget Management**: managing program budgets and ensuring that expenditures are within approved limits. This would include working with the finance team to create budgets, track expenses, and manage cost variations.
- **Reporting**: provide regular reports on programme status and progress to senior management in SMT/CMT. This would involve preparing written reports and presenting them to the relevant parties.
- **Risk Management**: identifying and mitigating project risks. This includes conducting risk assessments, developing risk management plans, and implementing appropriate controls.
- **Performance Management**: monitoring the performance of project teams and contractors, ensuring that they are meeting program requirements and delivering work to the required standard.
- **Evaluation**: valuating the effectiveness of programs and projects against their objectives. This would involve gathering and analysing data, preparing evaluation reports, and making recommendations for improvements.
- **Planning**: being involved in the development of service business plans to ensure proposed projects are included in any programmes of work.

3.   FINANCIAL IMPLICATIONS

3.1   Salaries for Programme Managers and Officers vary depending on the size and location of the council and the type of projects being delivered. Based on data from a sample of three job websites, Programme Manager salaries in local councils

range from between £40,000 to £60,000 per annum. Whilst Programme Officer salaries in local authorities range from £30,000 to £50,000 per annum.

The financial implications relate to the provision of additional salary budget as there are currently no Programme Manager or Programme Officer roles in the establishment. Having looked at current market salaries this provision is estimated at between £70,000 to £110,000 pa excluding oncosts.

3.2   With the Project Management Framework being fully complied with (part of the role of these positions) funding will be allocated from each individual project.

4.   LEGAL IMPLICATIONS

4.1   There are no legal implications as a consequence of this report.

5.   STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

5.1   **High Quality Services**

The establishment of additional programme management skills and resources will support the delivery of high quality services by ensuring corporate projects and programmes are delivered to a high standard with agreed objectives and outcomes being met.

Climate Change Implications

5.2   There are no climate change implications as a consequence of this report.

6.   OTHER IMPLICATIONS

Equalities and Diversity Implications

6.1   There are no equalities implications as a consequence of this report.

Operational Implications

6.2   There will be a requirement for the programme office to report into a particular Head of Service or Director and for regular monitoring to be provided to the senior leadership team on a regular basis. There will also be a requirement for a technical system to be implemented that will support the monitoring of programme/project delivery.

7.   RISK MANAGEMENT

7.1   The council have numbers of projects that are inert-related. This report ensures that they are managed at an appropriate level to ensure Council Priorities are met and resources properly allocated. Project management is a Corporate Risk monitored by the Risk Board on a quarterly basis.

8.   APPENDICES and BACKGROUND PAPERS

Appendix A – Exempt Information
Appendix B - The Councils Project Management Framework

9.   REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr L Court	
Lead Director / Head of Service	Peter Carpenter – Interim Deputy Section 151 Officer	
Financial Services	Michelle Howell – Head of Finance and Customer Services	
Legal Services		
Policy Team (if equalities implications apply) \	Deb Poole - Head of Transformation, OD and Digital Services	
Climate Change Officer (if climate change implications apply)	N/A	

Appendix A – Exempt Information

Bromsgrove District Council
&
Redditch Borough Council

Project Management Framework

Department	Business Transformation
Director/Head of Service	Head of Transformation & Organisational Development
Author(s)	Deb Poole
Document Ref	PMF03
Date	21.10.22
Document Version Number	V1.4

Version control

Version	Date	Author	Rationale
1.3	24.11.21	Deb Poole	Update following Audit September 21
1.4	21.10.22	Helen Mole	Update following Audit review Sept 22

Index   **Page**

- Project Scope Document
- Project Plan
- Highlight Report
- Risk Register
- Issue Log
- Lessons Learnt
- Project Closure Report

1. Introduction

The Project Management Framework (Framework) provides the Council with a consistent, structured approach to the planning, implementation, management, delivery and monitoring of projects.

The framework uses many elements of the PRINCE2 Project Management Methodology (**PR**ojects **IN C**ontrolled **E**nvironments) and should be used in conjunction with the Councils Five Cases Business Case templates. The framework documents are designed to help answer the questions below, before work to deliver the project starts:

- What are we trying to do/achieve?
- When will we start?
- What do we need?
- Can we do it alone, or do we need help?
- How long will it take?
- How much will it cost?

These questions are usually asked at the start of any project. The answers are the building blocks of project management. They define what the project will do and the best way to do it. Structured project management orders the project into defined steps to make it logical and organised.

The framework indicates that a project should have:

- **An organised and controlled start** - organise and plan before starting.
- **An organised and controlled middle** - keep projects on track and controlled.
- **An organised and controlled end** - on completion, learn and document the experience, close off loose ends.

Almost anything that we do to achieve an outcome can be called a project. Using some or all elements from this framework will support the project process and provide documentation to demonstrate the steps taken, this would be good practice.   Flow chart 3.

The framework is designed to be flexible and easy to use whilst ensuring projects are managed to a good standard. The use of a good project management methodology helps to ensure that projects deliver the desired outcomes. Use of the framework will also ensure that projects have:

- An approved business case - using the Five Cases templates
- A Project Board and Project Team
- An authorised start
- A structured plan for delivery
- Clear monitoring and reporting of progress
- A controlled finish
- A period of evaluation and lessons learnt

2. Project Type

Projects will fall into the following categories:

Project Category	Description	Approval, Management & Monitoring	Documentation to be completed
Category 1: Continuous Improvement	These are "Service improvement" projects. Usually within a service, change activity that should run alongside	This category of projects should be agreed/declined and resourced through the normal service management hierarchy and business planning process. Responsibility for initiating,	Project Scope document as minimum

	business-as-usual activities. Where managers are acting on what needs to happen, doing the right thing and making necessary changes.	justifying, and progressing these projects rests squarely with the Service Manager, it is a core part of role.	
Category 2: Service Innovation	These are change projects which aim to elevate service delivery, which demonstrate enterprise, and/or which are likely to require specialist/ technical resource along with agreed funding outside of established budgetary boundaries.	This category of projects should be progressed through the normal service management hierarchy process but would require corporate approval and light touch monitoring. This is because they may: (1) be requesting resources outside the norm; (2) be of a different risk profile than the continuous improvement category; and (3) require new competences to be brought in.	Business Case http://orb.bromsgrove.gov.uk/Five Case Model Business Case Guidance.docx Corporate and/or Member approval process Report guidance may be required
Category 3: Corporate Projects	These are projects that have marked corporate or political impact, or where two or more service areas must work together. Has a need for significant resourcing, investment, and competence levels. Project would be deemed Business critical.	This category of projects must have corporate approval; clear project management disciplines; and close regular senior level monitoring.	Business Case http://orb.bromsgrove.gov.uk/Five Case Model Business Case Guidance.docx Corporate and/or Member approval process Report guidance may be required

3. Data Protection Impact Assessment

The Data Protection Impact Assessment (DPIA) is a risk assessment and an important means of evidencing our accountability under the requirements of the UK General Data Protection Regulations. You need to complete a Data Protection Impact Assessment (DPIA) if you are starting a project that involves or could involve any of the following:

- personal data*
- data sharing
- new systems for storage and access
- surveillance and monitoring
- using existing information in new ways

Personal data means any information relating to an identified or identifiable living individual; one who can be identified, directly or indirectly, by an identifier such as a name, an identification number, location data, online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that person).

Processing of data cannot commence until the DPIA is signed off.

DPIA screening questions - Answer the following questions to find out if a full assessment is needed:

1. Will the project involve the collection of new information about individuals?
2. Will the project compel individuals to provide information about themselves?
3. Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?
4. Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?
5. Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition?
6. Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them?
7. Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records or other information that people would consider to be particularly private.
8. Will the project require you to contact individuals in ways which they may find intrusive?

If the answer to any of these questions is yes, a full DPIA will need to be done. Please contact the Information Management Team for the form and associated guidance. Head of Business Transformation, Organisational Development & Digital has final sign off.

Equality Impact Assessment

Although the Equality Act 2010 does not specifically require Equality Impact Assessments to be carried out, we are legally required to demonstrate that we have given 'due regard' to eliminate unlawful discrimination, harassment, and victimisation; advance equality of opportunity and foster good relations. In practice this means that equality considerations still need to be evidenced in our decision-making processes and policies.

Any potential impact on equality should be considered before any key decisions are made and should be integrated into day-to-day policymaking, business planning and other decision-making arrangements. This is particularly relevant when making difficult financial decisions; if we are proposing to stop, reduce or change a service then we must have relevant equalities evidence to justify this. The Equality Assessment Guidance is available for officers on the Orb and the from the Engagement and Equalities Advisor in the Policy Team' Policy Team can provide direct support for service areas and projects to help them to gather and interpret equalities evidence.

4. Project Management – Flow chart

Business Improvement Team to provide technical change and improvement support and project management guidance to the project

Have an Idea ?
Any project? Service Improvement?
New & expensive idea?
Development of Assets?

↓

Complete PSD (Project Scope Document) (info gathered to populate this will help guide way forward regardless of size & complexity of idea) →

↓

Identify which category the idea falls within? Using PSD or info

↓ (branches to three categories)

Category 1: Continuous Improvement
This is change activity that should run alongside business-as-usual activities, acting on what needs to happen, doing the right thing and making necessary change.

Category 2: Service Innovation
These are change projects which aim to elevate service delivery, which demonstrate enterprise, and/or which are likely to require specialist/technical resource along with agreed funding outside of established budgetary boundaries

Category 3: Corporate Projects
These are projects that have marked corporate or political impact, or where two or more service areas must work together, with significant resourcing, investment, and competent levels. (Business critical)

Responsibility

Category 1: Responsibility of Service Manager

Category 2: Responsibility of Service Manager may need additional skills, training, or support to achieve a level of project competence.

Category 3: Responsibility of a skilled and experienced nominated project manager with a CMT Member as sponsor.

Category 1: Continue to use Project Management Framework

Category 2: Continue to use Project Management Framework

Category 3: Continue to use Project Management Framework

Process / Decision Approved

HOS → If complex → CMT

if agreed proceeds through decision making process report guidance

↓

Link into Service business planning cycle & budget cycle

↓

method of reporting 1-1 (HOS & Manager)

Regular update reporting to CMT or by exception if required - including projects managed by external partners or Category 1 projects if context requires.

Project Management Framework documentation

Documentation	Category 1	Category 2	Category 3
PSD	Y	Y	Y
Business Case	N (brief)	Y	Y
Project Plan	Y	Y	Y
Highlight Report	N*	Y	Y
Risk Register	Y	Y	Y
Issues Log	Y	Y	Y
Lessons Learnt	Y	Y	Y
Closure Report	Y	Y	Y

* not essential, but good practice to produce

5. The Framework

The framework uses some of the documents from the PRINCE 2 Project Management Methodology alongside the Councils Five Cases Business Case document. These documents are:

- Business Case - Five Cases Guidance and Template
- Project Scope Document (PSD)

    } Starting a project

- Project Plan
- Risk Register
- Highlight Report
- Issues Log

    } Managing a project

- Lessons Learnt
- Closure Report

    } Ending a project

Additional details about these documents, examples of each document and relevant guidance for the planning and delivery of a project are outlined in the rest of this document.
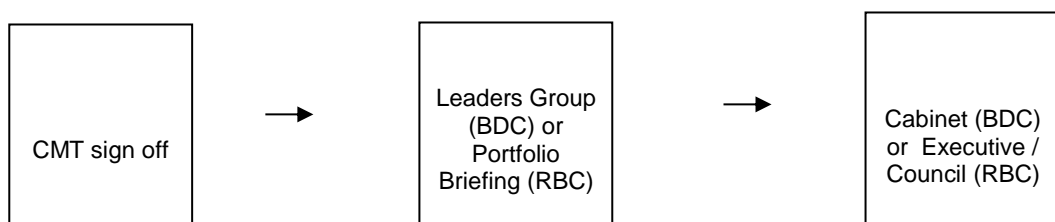
Consideration should be given by HoS as to wether Prince II Foundation and/or Practitioner project management training is required for their managers prior to those managers leading on a complex and / or high value project.

6. The Approval Process – The Business Case

All business case proposals (predominantly Category 2 & 3) will need to have the appropriate approval prior to delivery. Depending on the type of proposal, business cases will need to be approved by either the:

- Corporate Management Team - commercial projects, service reviews that don't require additional finance or don't fundamentally change service delivery, high expenditure1 projects
- Cabinet/Executive – commercial projects, high expenditure projects, mainly Category 2 & 3.
- Council – commercial projects, high expenditure projects, Category 2 & 3.

To produce a report and gain approval please ensure that you follow the staps set out in the Report Writing guidance Report Guidance. Approval may be required from Redditch Executive and/or Bromsgrove Cabinet. The process is simplified below but can take time due to timing of meetings, please allow adequate time for approval.

| CMT sign off | → | Leaders Group (BDC) or Portfolio Briefing (RBC) | → | Cabinet (BDC) or Executive / Council (RBC) |

After the appropriate approval has been obtained and the correct procurement has been undertaken, in conjunction with Procurement Services, work to develop the project scope document and project plan should commence in order to deliver the business case objectives.

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1 High expenditure translates to £50,000 or over, however, if any project requires funding outside of an existing budget then a business case/budget bid would be required.

7. The Project Board, Project Team and Stakeholders

The Project Board
All category 2 and 3 projects should be overseen by a Project Board. This should be a **small** group primarily consisting of:

- Project Sponsor - Director/Head of Service
- Project Manager - external (in some cases) or internal (appropriately skilled ie: internally trained or Prince 2 Foundation and/or Practitioner)
- Senior Manager(s) from service(s) involved

The Project Boards role is to ensure the project delivers against the strategic objectives of the original business case, delivers the agreed outcomes, meets its deadlines for delivery and stays within allocated budgets. The Project Board, along with the Senior user, is responsible for reviewing risk throughout project and have the ability to suspend activity within a project if there are problems or if the project is failing in some way.
nxxn
The Project Board should meet regularly but less frequently than the Project Team. The Project Board should receive highlight reports, budget breakdowns and milestone delivery updates from the Project Manager at their board meetings. Where there is a technical issue or a specialists knowledge that needs explaining, it may be appropriate for key stakeholders to report individually to the board so there is no misunderstanding of the issue.

The Project Team
The Project Team should be brought together to discuss the project and establish roles. The team should consist of:

- Senior Responsible Officer – Project Sponsor from the Board (occasional attendance at project team meetings)
- Project Manager – internal and external (in some cases)
- Senior User(s) – Senior Managers from involved services, along with Project Board, responsible for reviewing risk throughout project.
- Senior Supplier(s) – Senior Managers responsible for delivery of the project, external supplier (in some cases).
- Service Representatives/Stakeholders – may have specialist knowledge from within the service(s) that will be needed to deliver the project
- Project Admin – for note taking, minutes etc

The Project Team should meet regularly, probably every two weeks in the early stages of the project. Frequency of meetings can be increased if there are problems or reduced if the project is progressing according to the project plan.

The Project Team should support the Project Manager to construct the Project Scope Document (PSD), the Project Plan and the Risk and Issue Logs. The Project Team should receive highlight reports, monitor risks, issues and costs as well as working to produce the key deliverables of the project.

Stakeholder Management and Stakeholder Engagement
Stakeholder engagement and management are some of the most important activities for successful project delivery. Stakeholders are individuals or groups with an interest in the project or programme because they are involved in the work or affected by the outcomes. Most projects and programmes have a variety of stakeholders with different, and sometimes competing, interests and influence which can affect the overall success or failure of the project.

Identifying stakeholders can be done using knowledge, research, discussions, checklists against project objectives/outcomes etc. The stakeholders and their areas of interest are usually shown in a table known as a stakeholder map (see Fig 1 below). Typical types of stakeholders will include:

- individuals and groups performing the work.
- individuals and groups affected by the work or the success/failure of the project.
- owners and customers (internal and sometimes external).
- statutory and regulatory bodies (if applicable)

Each stakeholder will then be classified according to potential impact. This is usually shown in a matrix that estimates interest and influence on a simple scale such as low/medium/high. Those with an ability to directly affect the outputs or benefits are sometimes referred to as key stakeholders.
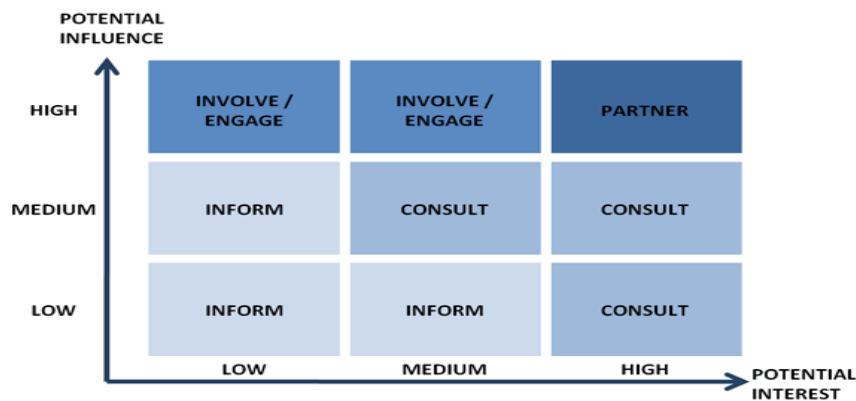
Stakeholder Map

Fig 1 – Stakeholder Map

Stakeholder Engagement
Stakeholder engagement is the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders and is a vital activity. Stakeholder engagement uses a set of techniques that harness the positive influences and minimises the effect of the negative influences.

Project managers depend on people to respond to the outputs and benefits that they deliver. People will only respond if they are engaged. Project managers can make a substantial difference to the success of a project simply by understanding the stakeholders and what they want. To assist with this there are ten key principles of stakeholder engagement:

1. Communicate
Sharing information with stakeholders is important, but it is equally important to first gather information about the stakeholders to understand them and their motivations.

2. Consult, early and often
A project, in the initial stages, may be unclear to its stakeholders e.g., its purpose, scope, risks etc. Early and regular consultation will ensure that requirements are agreed, and a delivery approach negotiated that is acceptable to the stakeholders.

3. Remember, we are only human

Humans do not always behave in a rational, reasonable, consistent, or predictable way. By understanding the root cause of stakeholder behaviour, successful ways of working together can be developed.

4. Plan it!
A conscientious and measured approach to stakeholder engagement is essential. Investment in careful planning before engaging stakeholders can bring significant benefits.

5. Relationships are key
Good relationships build trust, so people work together more easily and effectively. Identifying and building stakeholder relationships can increase confidence across the project, reduce uncertainty, improving problem solving and decision-making.

6. Anticipate issues
Using foresight to anticipate issues and taking simple and timely actions with stakeholders can significantly improve project delivery. Understanding the stakeholders is key.

7. Just part of managing risk
Stakeholders are important influential resources and should be treated as potential *sources* of risk and opportunity within the project.

8. Compromise
Agree an acceptable baseline across the stakeholders' diverging expectations and priorities. Assess the importance of all stakeholders to establish a weighted hierarchy against the project requirements.

9. Understand what success is
Project success means different things to different people. It is important to establish what the stakeholder community perceives success to be for them in the context of project delivery.

10. Take responsibility
Stakeholder engagement requires everyone to understand and follow the right approach to communication and engagement. Good project governance requires clarity about stakeholder engagement roles and responsibilities and what is expected of people involved in the project.

Engaging with stakeholders requires the development of a communication plan, where appropriate strategies and actions can be defined to support engagement with stakeholders in various parts of the project or organisation.

Stakeholder Communication Plan
Communication with stakeholders is about keeping everybody in the loop. The communication plan defines the types of information to be delivered, who will receive it, the format for communicating it, and the timing of its release and distribution. It is important to make sure everybody gets the right message at the right time, in the right way.

It is important when defining a communication plan (see Fig 2) to analyse **what** kind of communication stakeholders need from the project. Projects produce a lot of information; so, it is important not to overwhelm stakeholders with all of it.

Methods of communicating can take many forms, such as written reports, conversations, email, formal reports, meetings, databases, schedules etc. The medium chosen, or **how** this information is shared, will depend on several factors, including the timing of **when** the information needs to be shared, access to appropriate technology, ability to use technology, frequency of meetings and the action required once information is shared (if any).

The types of information communicated typically include project status, project scope statements and updates, project budget information, risks, action items, performance measures, project acceptance, and so on. It is important that the information needs of the stakeholders be

determined as early in the planning phase of the project as possible so that the project manager and project team already know who should receive information and how they should receive it.

Communications with stakeholders who have prominent levels of interest and influence should be managed differently from those with stakeholders of low interest and influence. Similarly, communications with stakeholders who are inherently positive about the work will be different from those with stakeholders who are negative.

Communication Plan

Audience Who	Message What	Medium How	Schedule When	Responsible Who
Project Board	Highlight reports, Issues, Risks, Budget	Board meetings, project papers, e-mails, presentations	Monthly	Project Manager
Stakeholders	Issues, Risks, Project Plan	Project meetings, e-mails, Intranet	Monthly	Project Manager
Project Team	Project Plan, Issues, Risks	Project meetings, orb, e-mails	Weekly	Project Manager
CMT	Project progress	Presentation	Quarterly	Project Sponsor
Members	Project progress	Presentation	Quarterly (by exception)	CMT
Employees	Project progress, Impact	Newsletters, e-mails, presentation	Monthly or dependent on impact	Project Manager Project Sponsor
Partners	Project progress, Impact	Meetings, presentations	Dependent on partner involvement	Project Sponsor Project Manager

Fig 2 – Communication Plan

8. The Business Case

The business case provides decision makers, stakeholders and the public with evidence of transparent decision making and a framework for the delivery, management and monitoring of the proposal. Well thought out and robustly evidenced business cases will help the organisation to achieve its strategic purposes, deliver clearly defined outcomes and benefits to our communities or the organisation.

The organisation uses the approved Five Case Model for the development of business cases. This model has been used by Government departments and the wider public sector for many years. It comprises of the following five key components:

- The Strategic Case
- The Economic Case
- The Commercial Case
- The Financial Case
- The Management Case

Information about the approval process is detailed in section 6 on page 5.

This framework should be used in association with the Business Case Development Guidance document (available on the ORB) which includes guidance on the development of business cases and sample templates for use when constructing a business case. This document can be accessed via the link below:

http://orb.bromsgrove.gov.uk/Five Case Model Business Case Guidance.docx

9. Monitoring

As covered earlier in this document, the Highlight Report is used to report on stage progress and should be produced regularly by the Project Manager to report progress to the Project Board.

In addition to the Project Board, Corporate Management Team (CMT) require assurance around outcomes and overall project coordination, CMT therefore will assess quarterly, the status of Category 3 projects, Category 2 (ie: complexity/political or budget implications), and where applicable receive updates from projects led by third party organisations.   Project Managers will be required to report on project scope, time, budget, approvals, direction of travel, phases and escalations.

CMT should be made aware of any concerns on projects not identified as requiring oversight (Category 1) at an early stage, so that a decision can be made as to whether to add it onto the corporate oversight/monitoring report. CMT will monitor the overall number of projects in each category to ensure there is sufficient specialist resources and budgets to manage and deliver all projects for the various services.

CMT will be responsible for deciding if projects require reporting to Members on, this will be by exception basis. Performance reports will be created by the Policy Team in conjunction with Heads of Service who will provide performance data on a quarterly basis. Any project updates that require reporting will be added into this report when necessary.

10. The Project Management Templates

Details and samples of all the documents required to plan and deliver a project are outlined below. Items for consideration have also been included in this documentation in italics. These items are based on experience gained from the delivery of other projects and are designed to reduce any issues or problems arising from the project management process.

Project Scope Document (PSD)

The purpose of the Project Scope Document (PSD) is to briefly outline the requirements for any project. It collates relevant information to move forward and helps guide the path of the project as it pulls together the purpose, financial information, roles and responsibilities. The PSD should be constructed either by the person(s) who wrote the business case or with their assistance and should be approved by the Project Board. If the project does not require a formal business case to be completed, the lead or service manager should complete a PSD as this will assist in gathering the information required to move forward such as financial, resourcing and ICT implications.

It should define the project, in order to form the basis for its management and an assessment of its overall success. The PSD gives the direction and scope of the project and (along with the Project Plan) forms the 'contract' between the Project Manager and the Project Board. It also:

- Ensures that the project has a sound basis before asking the Project Board to make any major commitment to the project
- Acts as a base document against which the Project Board and Project Manager can assess progress, issues and ongoing viability questions
- Provide a single source of reference about the project so that people joining the project team can quickly and easily find out what the project is about, and how it is being managed.

In the early stages of a project it is worth considering the following items:

- *Outline proposal and options for change - department responsibilities. Start to discuss this with Heads of Service/Managers. Who needs to be involved?*
- *Have the budgets been allocated for the project?*
- *What resources will be needed to deliver the project?*

- *What are the customer implications?*
- *Will there be an impact on other services whilst the project is being delivered? How will this be mitigated?*
- *How will service be maintained during delivery of the project*

Project Scope Document (PSD template)

Project Name:	
Prepared by:	**Date:**

1. Purpose

Define the purpose of the project and seek approval for the start of the project from the Head of Service or Project Board.

Project Definition and benefits

What the project is. What it will deliver. What are the expected benefits and planned outcomes for the community and/or organisation? Deliverables and benefits should be measurable wherever possible.

2. Current position

Investigation of the current position (Summary and Bullet points)
The deficiencies of the current position (Summary and Bullet Points).
The consequent risks arising from these deficiencies (Summary and Bullet Points).
Any other background information you consider relevant.

3. Proposal

Details of the new proposal or information from approved business case:
What is the proposal and why ?or options available, for example:-
- *Option 1 – (one line description only)*
- *Option 2 – (one line description only)*
- *Option 3 – (one line description only)*
Option (x) was recommended and approved – (One line description).

4. Overview of the proposal

*Provide a brief overview of the **recommended or approved** option, in particular, the nature of the recommended option, the impact on enabling services or support required from enabling or other services.*

5. Costs
For the approved option provide brief revenue and capital costs and budget allocation.

6. Project Board and Project Team

Board Role	Nominee(s)
Senior Responsible Officer (Project Sponsor)	
Project Manager	
Senior User(s)	
Senior Supplier (internal and external)	
Project Administrator	

Team Role	Nominee(s)
Project Manager	
Deputy Project Manager (high complexity project and budget availablility)	
Senior Supplier (internal and external)	

| Service Representatives or Stakeholders | |
| Project Administrator | |

7. Timescales

The project will start on (date) and finish on (date). Refer to the development of the Project Plan and any possible slippage or obvious risks to the delivery of the project.

<u>Project Plan</u>

Project management involves the management of a variety of tasks and the people responsible for those tasks. It includes planning and scheduling tasks and controlling the budget associated with delivering an end-product, in a finite time period. The final outcome will produce a significant change in an organisation, service or community. Project management is not business-as-usual management.

The project plan is a time and dependency based schedule such as a Gantt Chart that provides a breakdown of all the tasks required to deliver the project. It also includes timescales and resources allocated to particular tasks. The project plan usually takes the form of a Gantt chart or spreadsheet (see sample below). The following will need to be included in the plan:

- Timeline for whole project

- Stages of the project

- Tasks required to deliver the project – these need to be detailed and any dependencies included.

- Start/finish dates for each identified task

- Resources allocated to each task

- Key milestones

- Key deliverables

- Communication points – relating to the communication plan

- Task dependencies – to other parts of the project or to other projects.

- Status of each task – how close to completion is it (usually expressed as a %)

Project Plan (Gantt Chart) - Example

ID	Status	Task Name	Duration	Start
1	**52%**	**Stage 1- project definition**	**29 days**	**Fri 27/02/09**
2	100%	Draft PID	4 days	Fri 27/02/09
3	100%	Approve PID	1 day	Thu 05/03/09
4	100%	Agree project lead and project team	0 days	Thu 05/03/09
5	100%	Schedule project team meetings	0 days	Thu 19/03/09
6	50%	Draft project plan	1 day	Mon 02/03/09
7	0%	Specify Vision and Project Strategy	2 days	Wed 25/03/09
8	43%	Develop scope and objectives	3 days	Fri 27/03/09
9	0%	Draft issue log	1 day	Wed 08/04/09
10	0%	Draft risk log	1 day	Wed 08/04/09
11	23%	Stage 2 - data gathering	86 days	Wed 04/03/09
12	65%	Financial data	5 days	Mon 23/03/09
13	85%	Infrastructure data	9 days	Thu 19/03/09
14	100%	Skills analysis	10 days	Wed 04/03/09
15	14%	Contract details	5 days	Fri 03/04/09
16	0%	Site visits	4 days	Mon 27/04/09
17	0%	Conduct analysis of baseline data	14 days	Thu 30/04/09
18	0%	Options appraisals	14 days	Thu 30/04/09
19	0%	Outline benefits of ss	5 days	Mon 25/05/09
20	0%	Outline costs of ss	5 days	Mon 01/06/09
21	0%	Draft business case	24 days	Fri 29/05/09

Highlight Report

The Highlight Report is a report on stage progress and should be produced regularly by the Project Manager to report progress to the Project Board. The Highlight Report is used to confirm that the current stage of the project is running within tolerances and to indicate any possible future problems. The Highlight Report should provide a summary of progress against the project plan tasks and milestones and includes details about completed work, planned work, overall project status and financial information or spend to date.

Risks, issues and concerns are also included in this report but at a less detailed level than the Issue or Risk Logs (see later sections in this framework)

The Highlight Report should be produced using the approved template below and sent out to those involved in the delivery or monitoring of the project in accordance with the communication plan.

Highlight Report - Template

Project Name:			
Period ending:		Prepared by:	
Status:	Red / Amber / Green	% of Project Complete:	
Project Start date:		Projected Completion date:	

Summary position:
Provide an overall statement on the position of the project eg: milestones, deliverables etc

Planned activities for this period	
List the activities that were planned for this period (which should be the same as the list of activities planned for next period on the previous report)	Summarise progress against each activity

Other progress for this period
Detail any other progress achieved during the period.

Planned activities for next period
List the activities planned in the next period, with dates due.

Risks, issues and concerns	Mitigating Action

Summary of Project Benefits *(provide detail on project benefits, expected outcomes etc)*
Detail project benefits as per business case

Financial Update/Spend to date

Risk Register - Template

The Risk Register captures and maintains the information (both threats and opportunities) on all identified risks that relate to the project. It provides a record of risks, including their status and history. It is used to capture and maintain information on all the identified threats and opportunities relating to the project. Information on the status of the risk, resolution or mitigation, is also included. The Risk Log template below should be replicated using an Excel spreadsheet to enable more complete information to be put into each section.

Risk ID	Author	Date Registered	Risk Category	Description			Probability H,M, L	Likelihood	Issue Response	Issue Status			Issue Owner	Issue Actioner
				Cause	Event	Effect				Initial	Current	Expected		
1			Budget											
2			People											
3			Customer											
4			GDPR											
5			Technical											
6			Reputation											

Issue Log

The purpose of the Issue Log is to capture and maintain information on all of the issues that are being formally managed. Issues that may impact on the successful delivery of the project should be logged on the Issue Log. The log should be set up at the start of the project and added to as the project progresses and more issues come to light.

Resolved issues should not be deleted off the log but retained for future reference, especially for the project completion/lessons learned stages. Issues should be highlighted and discussed at Project Team meetings or escalated to the Project Board if they are likely to disrupt or stop the progress of the project. The Issue Register should be monitored by the Project Manager on a regular basis

The Issue Log template below should be replicated using an Excel spreadsheet to enable more complete information to be put into each section

Issue Log – Template with sample data

Issue ID	Issue Type	Date Raised	Raised By	Issue Owner	Description	Priority	Severity	Status	Date of last update	Closure Date
1	Problem/ Concern	12/09/21	A N Other	AB	Not confirmed decision for purchasing	HIGH	H	Closed	04/12/21	01/01/22
2	Resources	05/11/21	A N Other	CD	Budget for the new system	HIGH	M	Open	03/12/21	
3	Staff	07/11/21	F Smith	MO	Staff Engagement	HIGH	L	Closed	07/12/21	30/12/21

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Lessons Learnt

Lessons learnt are the learnings gained from the process of managing and delivering the project and should be an on-going process throughout the life of the project. This activity should be encouraged by the project manager from the start of the project.

Project managers, stakeholders, team members and board members should all participate in the lessons learned process by reviewing the lessons learned report and making decisions on how to use the knowledge gained.
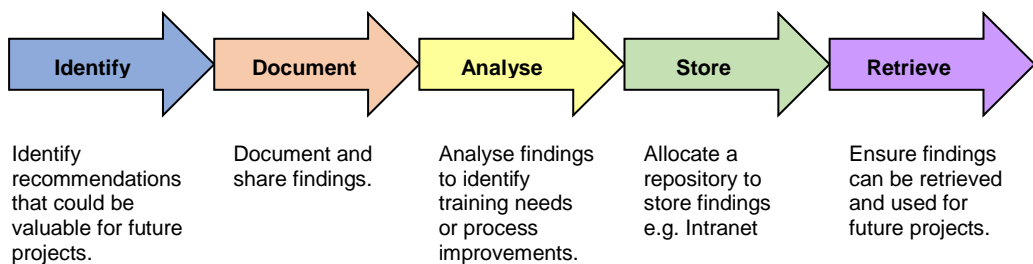
Sharing lessons learnt among project team members helps to prevent the repeating of the same mistakes and also allows the team to take advantage of organisational best practice. Innovative approaches and good work practices should always be shared with others. Lessons learnt should also be used to improve future projects and future stages of current projects.

It is not necessary to wait until the end of the project for the learning to occur. Lessons can be identified at any point during the project

The Lessons Learnt report should be started as soon as a point of learning has been identified. It should be logged by the Project Team and Project Manager and should be used to identify what was learnt by the project team about the planning, management and delivery of the project.

The Lessons Learnt Report should be detailed and ask questions about the whole cycle of the project. The report should be discussed at the Project Board and used to inform the delivery of other projects either in the same programme of work or separate projects where the learning can be applied.

The lessons learned process shown below outlines the five steps that define the activities required to successfully capture and use lessons learned. These are: identify, document, analyse, store and retrieve.

Identify	Document	Analyse	Store	Retrieve
Identify recommendations that could be valuable for future projects.	Document and share findings.	Analyse findings to identify training needs or process improvements.	Allocate a repository to store findings e.g. Intranet	Ensure findings can be retrieved and used for future projects.

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Lessons Learnt Report – Template with sample questions

Lessons Learnt Report
Project Title :
Date:
Prepared by:

What went well?

What would you want to do again next time?

What went less well and why?

What would you do differently next time?

Was there a clear definition of success? (Refer back to the PSD and Business Case)

Was it achieved?

How well were risks and issues managed?

Did the project team have the right skills in place?

Were there any training/skills development needs? If so, were they addressed?

Overall project management – How well was the project managed?

Opening and closing events – Did this happen? Were they a success?

Funding/budgets approach – did it work?

Communication approach – internal and external – did it work?

Any additional lessons learnt?

What recommendations would you make for any future projects?

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Project Closure Report

The Project Closure process is used to detail how well the project performed against the benefit and acceptance criteria outlined in the Business Case and PSD. Project Closure is used to identify any outstanding items and to:

- Verify user acceptance of the project's products/outputs
- Ensure that project outputs can be supported after the project is disbanded.
- Review the performance of the project. This is done by comparing the project to the baselined documents eg: PSD, Business case etc.
- Assess the benefits already realised and plan a review of benefits that will be realised after the project is complete.
- Address outstanding issues and risks with a follow-up on action recommendations.

This information is provided to the Project Board as a Project Closure Report, as it is the Project Board that closes the project; it is the Project Manager who prepares the project for closure.

The Project Closure Report details the performance of the project. The Project Manager will use the Project Plan, Business Case and any other information from the Project Initiation Document to create the Project Closure Report.

The report should consist of two parts: the closure criteria and outstanding items. A clear plan of action for the outstanding items should be agreed with the Board. The board will need to decide if the outstanding items are such that the project cannot be closed until they are completed. If the Board are satisfied that the outstanding items are not critical to the successful completion of the project then it can be closed.

The report should be used to officially recommend closure and sign off of the project and should be taken to the Project Board when the project is completed. The Project Sponsor should sign the document once they are satisfied that the project has delivered its stated objectives.

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Project Closure Report - Template

Project Closure Report	
Project Title :	
Date:	
Prepared by:	

The purpose of this report is to seek authorisation from the Project Board that the project has met its objectives and acceptance criteria as identified in the project business case and other project documentation, such as the Project Scope Document (PSD) and can be closed.

Closure Criteria

Category (as per Business Case and PSD)	Acceptance Criteria	Achieved (provide details)
Costs (Revenue & Capital)	Within budget (as defined in the business case)	Y/N
	Overspend	
	Underspend	
Objectives	Delivered (state as defined in the PSD, Business Case etc)	
Benefits	Delivered (state as defined in the PSD, Business Case etc)	
Deliverables	Completed	
	Accepted by Customer	

Outstanding Items

Item	Action	Owner
Task activities	List all activities and tasks that have not been completed (as defined in the project plan)	
Risks	List all business risks that have not been mitigated.	
Issues	List all business issues that are impacting on the business and have not been fully resolved.	
Costs	List any outstanding costs to be met.	

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Signed:…………………………………………………………..…………………………………
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**Project
Role:**………………………………………………………………..…………….……………
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Date:………………………………………………………………………..……………………
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