

2020/21

Project Management Guide



NNDC Corporate
Delivery Unit



These guidelines incorporate some elements of the Norfolk Project Management Partnership Toolkit which was developed by EEDA with the support of the ODPM Capacity Building Fund and in Partnership with East Hertford District Council.



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Section 1

Managing our projects

The Council aims to standardise how its projects are managed and anyone considering setting up a project will need to read these guidelines prior to its development.

Why we need Project Management

Project management is much more than the tasks carried out by a project manager. Project management is a combination of the roles and responsibilities of individuals assigned to the project, the organisational structure that sets out clear reporting arrangements and the set of processes to deliver the required outcome. It ensures that everyone involved knows what is expected of them and helps to keep cost, time and risk under control.

Project management skills are essential for any complex task, where different outcomes are possible, requiring planning and assessing options, and organizing activities and resources to deliver a result. Projects come in all shapes and sizes, from the small and straight-forward to extremely large and highly complex. Project management can be concerned with anything: people, products, services, materials, production, IT and communications, plant and equipment, storage, distribution, logistics, buildings and premises, staffing and management, finance, administration, acquisition, divestment, purchasing, sales, selling, marketing, human resources, training, culture, customer service and relations, quality, health and safety, legal, technical and scientific, new product development, new business development; and in any combination.

Project Management techniques and methodology (such as PRINCE II) have been designed to help ensure projects do not fail and for very large projects the use of the PRINCE II methodology is a useful tool. However, it is felt that, for many of the projects undertaken on a daily basis at the Council, a simpler more user friendly approach needed to be devised to help ensure projects are managed, not only in agreed format and approach and also in a way that is appropriate for different sized projects, understandable to unqualified project managers and simple to use for all concerned!

Why projects fail

NNDC is going through a significant period of change and with change it is not uncommon to feel the pressure to achieve more under ever-increasing time and resource pressures. In these circumstances, project failures are all too common and are not only demoralising to those concerned but are often costly and unnecessary.

These are some of the more common reasons for projects failing. An awareness of these may improve your ability to avoid them within your own projects:

- Unclear or inadequately defined requirements
- Unrealistic expectations
- Lack of senior management support
- Scope creep – new areas being added in after the project parameters have been agreed
- Insufficient (or excessive) planning
- Poor estimation of resources and task duration
- Missed/undefined activities
- Lack of resources (under-staffed and under –funded)

- Inadequate (or excessive) control
- Poor delegation and supervision

Is the piece of work I am proposing a project or not?

Projects bring about change. This can range from a relatively small change (e.g. introducing a new set of operational forms or way of working) to something far more significant (e.g. constructing a new facility or installing cross-service software). Projects consume resources and require funding. Appropriate levels of management will be required according to the magnitude of the change.

The project is likely to include the following criteria:

- The project will have a defined measurable purpose or end objective.
- The project will bring about a benefit to the Council or support the delivery of a Corporate Objective.
- The project will have a defined start and end date
- The project is likely to have a separate specified budget (although this may not necessarily be a capital bid)
- A project will typically be a one-off and not an annual or repeated task

Use the following flow diagram to ascertain whether your task is a project.

Step 1: Identify key people and complete a Project Proposal form

When completing this document it is likely that the person responsible for managing the project ie: the Project Manager, has already been identified and may well be requested to complete the Project Proposal! It is crucial the Project Manager understands what the project is about and what it aims to achieve. The Proposal document should bring about that clarity and enable any misconceptions or expectations to be highlighted at an early stage.

The Project Sponsor is a key Member of the team and ultimately responsible for the project. In most cases this will be an Assistant Director.

The Responsible Member is likely to be your Portfolio Holder and will play an important role in ensuring pol

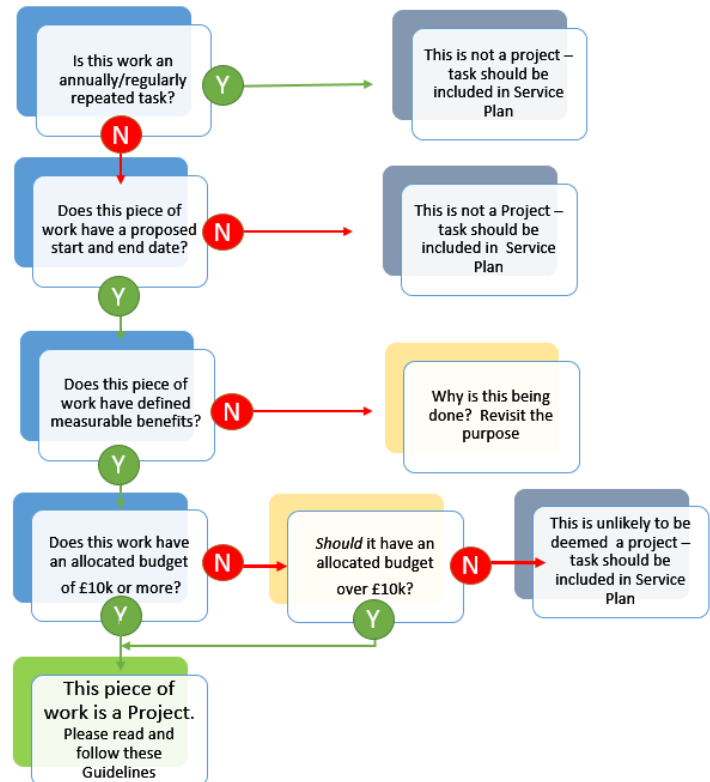


Figure 1: Task or Project?

a) Completing a project proposal and scoring your project

Every proposed project should complete the [Project Proposal](#) document. It should not be onerous and is a useful tool to help you consider all angles before moving on. It is a key document that will provide Senior Officers and Members with the information they need to make a decision to proceed or not. Sitting down with your Manager may help you with this process or if preferred, a member of the CDU can help (email: projects@north-norfolk.gov.uk)

Create your Project Proposal using (Template 1) in Section 2. All templates can be downloaded from the intranet and need to be filled in electronically.

b) Scoring your project

After completing the [Project Proposal](#), and before submitting it, you need to score your project using the following matrix.

Circle which of the following applies and add up scores as indicated in the heading banner

	Score 1	Score 2	Score 3	Project Score
Project cost*	Up to £100k	£100k to £500k	Over £500k	
Timescale	Less than 3 months	3 – 6 months	Over 6 months	
Contributes to corporate objectives*	Does not contribute	Directly contributes to one objective	Directly contributes to two or more objectives	
Impact on staff/ service delivery	Minimal	Will involve retraining or new ways of working for some	Will involve significant impact on staff / service	
Impact on external policy or statutory obligation	Minimal	Some improvement	Significant improvement	
Involvement of stakeholders	Internal involvement of at least 1 service	Internal involvement of more than 1 service	Internal and external involvement	
Contracts *	No contracts involved	Low risk contract	High risk contract	
Tender Process	3 Quotes required (ie up to £50k)	Formal tender process applies (over £50k)	EU Procurement applies ¹	
Similar projects	Same/similar projects have been carried out by this service.	Same/similar to project previously carried out by another service	Entirely new work	
What is the risk of the project failing*	Low	Medium	High	
TOTAL SCORE				

Definitions*

Project Costs – should include all costs involved including staff resources, set up and tendering costs etc
Corporate Objectives (insert corporate plan link)

¹ For procurement advice speak to the Council's Procurement Officer

Contracts – At this stage, an assessment based on known risks to the contract is sufficient for the purposes of scoring the project.

Project Failure is failure to deliver the outcomes, deliver on time and within budget

c) What the scoring means for you

A Project scoring between 10 and 16 is classified as a **small project**.

A Project scoring between 17 and 22 is a **medium project**.

A Project scoring between 23 and 30 is a **large project**.

The size of a project directly relates to the amount of project documentation and reporting you will need to undertake. This is summarised below and covered in more detail later in this document. This score can be changed by CLT, BPG or Cabinet during the approval process if it is deemed appropriate.



SMALL projects scoring between 10 and 16 as a minimum must ;

- Let the CDU know when the project commences
- Notify the CDU of its completion or if the project is abandoned



MEDIUM projects scoring between 17 and 22 as a minimum must ;

- Have submitted a [Capital Bid Form](#) (if capital monies are required)
- Have approval to proceed from **Cabinet** (via Business Case or Cabinet Report)
- Use an allocated [SharePoint Project File](#) (electronic) to retain project related information.
- Regularly review and report project risks to a [Project Team](#) / and a service-wide [Project Board](#) (managed by the Assistant Director).
- Update progress through [InPhase](#)
- Issue a [Project Closure Notification](#) to the CDU on completion

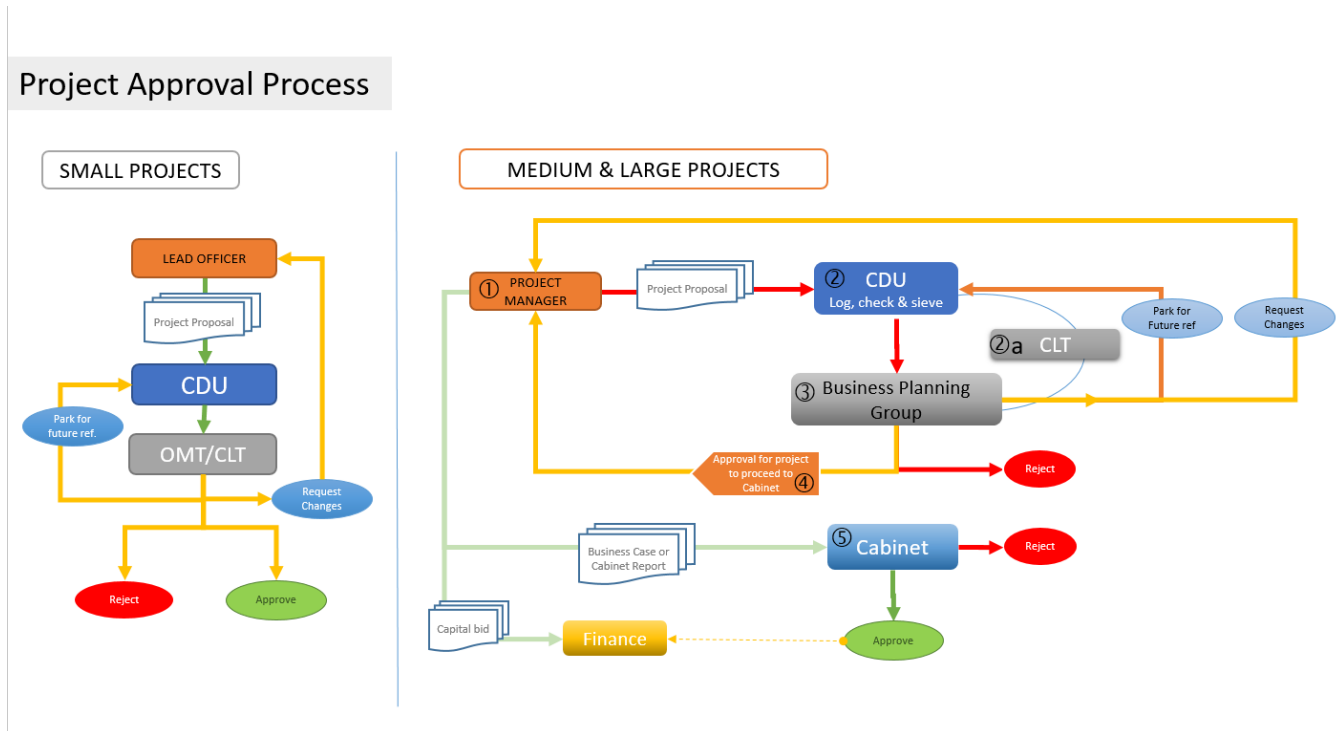


LARGE projects scoring 23 or above as a minimum must ;

- Have submitted a [Capital Bid Form](#) (if capital monies are required)
- Have approval to proceed from **Cabinet** (via Business Case or Cabinet Report)
- Upkeep Project files and Project Plan in allocated Sharepoint site.
- Put in place a structured governance including an appointed [Project Manager](#) and [Project Team](#) and [Project Board](#)
- Produce [Project Initiation Document](#) (working document),
- Update progress through [InPhase](#).
- Issue a [Project Closure Notification](#) to the CDU on completion.

d) What next?

Once you have completed the project proposal and scored it, the **Proposal Form** needs to be emailed to (projects@north-norfolk.gov.uk) for logging, checking and 'sieving'² by the CDU prior to being submitted for '**approval to proceed**'. The CDU may ask for more information or clarification.



For Small Projects CLT will determine whether a project has approval.

For Medium and Large Projects the Business Planning Group will;

- 'Approve in principle' and request a Business Case or Report be written and sent to Cabinet, or
- They may request changes to or additional information on the proposal, or
- They may 'Park' the proposal. This means they like the idea but are parking it because there is, for example, insufficient capacity for it to proceed or that it is not a current priority or that it may be deemed suitable for a future funding bid, or
- They may reject the proposal.

e) Future monitoring and closure

If the matrix defines your project as a **Small or Medium** project then it is the responsibility of Assitant Director managing the project to ensure that it is run to the appropriate corporate guidelines/strategies and ensuring the above minimum requirements are met. Medium projects will be expected to update progress via **InPhase**.

² The sieve is a structured method used to give each proposed project a 'score'. It is not a fail/pass score but rather one used to benchmark a projects ability against another to deliver an aspect of the Corporate Plan. All projects will go forward to the first stage of approval regardless of their score which is being used purely to indicate its ability to deliver. It is recognised that low scoring projects may be approved on their own merit if deemed beneficial.

If the matrix defines your project as a **Large** project you will be required to submit regular written updates via **InPhase** for reporting to CLT, Cabinet & O&S. You will be contacted regarding these by the CDU.

Once a Medium or Large project is completed (or abandoned), a **Project Closure Notification** needs to be emailed to (projects@north-norfolk.gov.uk). Small projects need to email the CDU a notification to say the project is completed (or abandoned).

Step 2: Scope the Project and create a Business Case (or Cabinet Report)³



Providing the Project proposal is 'approved in principle' by the Business Planning Group (BPG) the next task is to create a **Business Case**. The Business Case aims to provide a detailed analysis of the proposed project including scope, options, budget details etc. The Business Case should follow the format of the *Business Case template. (TEMPLATE 2)* available in Section 2.

Don't make your Business case too long – keep it succinct. Some projects may require a Cabinet Report instead and you will be advised which is appropriate for your project.

a) Scoping

It is important with any project to define all the work required, and **only** the work required, to complete the project successfully. It is primarily concerned with defining and controlling what is or is not included in the project. This is called scoping.

Scope the project to decide what the project will include and what it will not include. The more inclusive this activity can be the less chance of misunderstanding and disagreement at a later stage.

It is recommended that members of the project team, the sponsor, project manager and any other individuals/groups affected by the project take part in scoping the project as this will promote a common understanding of what the project will include. This has the additional benefit of helping to control expectations around what the project will or will not achieve.



Exercises such as mind mapping are an effective in gathering a wider input from the group

A group scoping activity is more likely to determine a true picture of what people wish the project to include/exclude.

b) Budgeting

Both the Capital (initial outlay) and Revenue (running costs and income) implications of the proposal need to be fully costed. It is important that we know the whole life costs of projects to allow the Council to make an informed decision to proceed (or not). The Council is legally required to set a balanced budget, so it is necessary to have this information as complete as

³ Most Projects will require a Business Case. Statutory changes or projects where there are no options may be better producing a Cabinet Report.

possible. It is fine to use estimates of cost or income, as long as these have a basis. For example, costs experienced in similar projects could be used as a proxy if no direct cost information is available. As a minimum you should include:

- Initial outlay for project (eg the cost of acquiring land, building, software)
- Annual expenses (eg staff costs, repairs and maintenance, insurance)
- Annual income (eg rent, fees and charges)

Also consider any 'opportunity costs', which are the alternative uses for the money that we would be investing in the project being proposed, and whether the inclusion of optimism bias is appropriate.

Please speak to your accountant for a sense check, or if you are unsure on what to include. This information will also be used for financial viability checks, so please make them as accurate as you can.

**Submit your Business Case/Cabinet Report to Cabinet (via Democratic Services).
Cabinet will approve or reject the project.**

You will also need to submit a Capital Bid form at this time to the Finance Department.

Step 3: Once approved – establish your project team

Once a project is approved, make sure the **right people are on board to deliver the project**. Depending on the complexity of a project consider if the team has a good mix of analytical skills, technical expertise, people with effective oral and written skills, networkers, motivators, problem solvers. Also take into consideration people's availability and capacity to contribute to the project. For small projects or those for which the service is experienced in delivering, this may be only 2 or 3 people for more complex larger projects this may be between 5 and 10 people.

It is important that members of the project team are not just managers; include frontline staff as well if appropriate. This will help to bring a balanced input to the project. Take account of people's previous experience and try to maximise the benefit of all of the team's ideas and experiences.

Step 4: Understanding the Project Governance



Small projects will report directly to the Senior Responsible Officer or Assistant Director. Exceptions (ie significant changes to scope, timeframes or budget) are reported to CLT/OMT meetings. This will be on an ad-hoc basis.



Medium projects will report directly to an overarching Service Project Board which will meet every 6 – 8 weeks. Under the management of the Assistant Director, all medium project's Project Managers will attend the Board meeting at the same time. This will allow the sharing of information and experience (lessons learned) and help understand capacity. The Board has remit to make decisions wholly within the approved scope and budgets. These project board meetings must be minuted (or action points recorded) by a member of the team for audit and information purposes.

A medium project may be 'called in' by a Cabinet Working Party or Overview & Scrutiny Working Party if an update is required. Portfolio Holders are likely to form part of the

Board and members of Finance, Communications and CDU may be requested / or can request to attend.



Large projects will each require their own **Project Board**. The Board has remit to make decisions **wholly within the approved scope and budgets**. It ensures that the required resources are committed and arbitrates on any conflicts in the project. The Project Board provides overall direction to the project and is **accountable for its success**.

The Project Board should include;

- The Project Sponsor (Assistant Director)
- The Portfolio Holder / Responsible Member
- An appropriate representative from the Finance Dept
- A representative of the 'supplier' (eg a contractor)
- A representative of the end 'user'

NB: The Project Manager is not a 'Member' of the Board but must attend to report progress / update / discuss change with the Board Members.

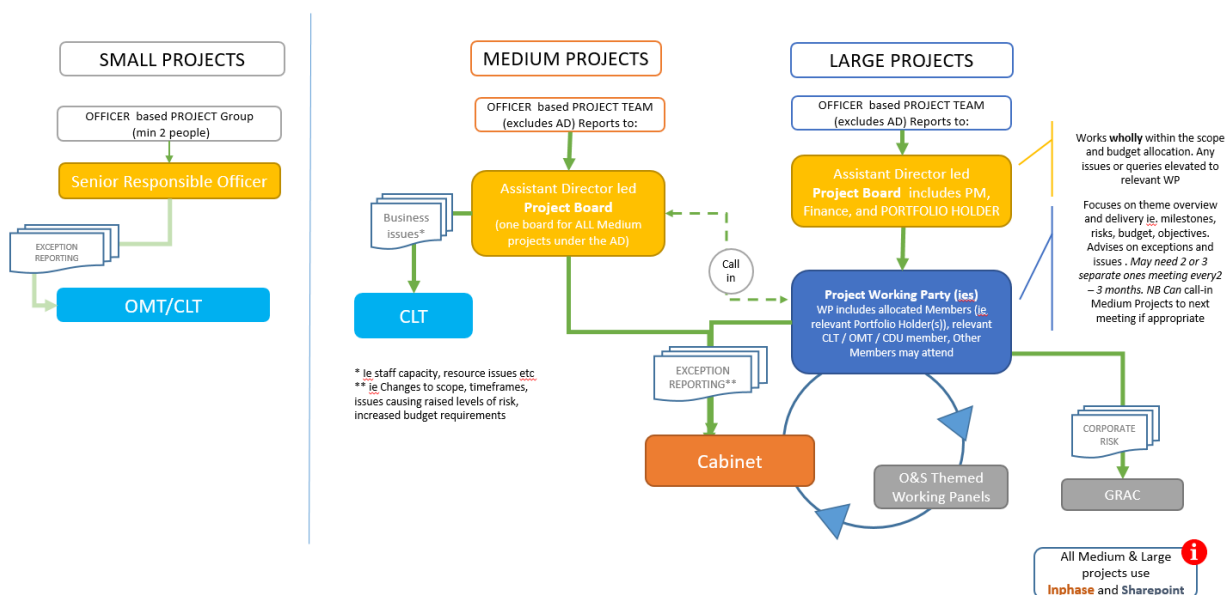
The minutes of this meeting will be taken by a Corporate PA and form an important audit trail and information point.

If the project is considered 'high profile' or 'high risk' the Project Board could also include;

- The appropriate local Councillor(s)
- A representative of an appropriate outside body
- A representative from the Communications Section

Exception reporting, along side progress reporting against milestones and budgets are dealt with via a Cabinet Working Group

Project Governance



A **Cabinet Working Group** will meet approximately every 2 – 3 months and deal with several large projects during each meeting. This group will be seeking an overview of the various projects that ensure the delivery of the Corporate Plan. This group authorises deviations/changes from agreed plans excepting when it is felt a significant deviation from scope or additional budgetary requirements, is needed in which case instruction will be given to seek Cabinet approval.

NB: The Cabinet Working Group may also 'call-in' any medium projects if there is any concern regarding its roll out or if further information/updates are required.

A member of CLT will attend these meetings. Other Members may attend.

The minutes of these meetings will be taken by a member of Democratic Services and form an important audit trail and information point.



Make sure everyone is very clear on their roles and responsibilities. The table given in Section 2 gives further details.

Step 5: Schedule the Project Team Meetings

Regular team communication is critical to the success of the project. Agree with the team the preferred frequency of meetings and the style of these i.e. formal, informal, on or off-site, office based etc.

- Set up regular/programmed meetings for the team to come together during the project – book these in your diary upfront.
- At the **first meeting** – review the Business Case, discuss elements such as communication streams, timeframes etc., allocate roles and responsibilities within the Project Team. For Large projects this information will need to be included in the Project Initiation Document (PID)
- Create a Project Plan and agree who within the team is responsible for the various elements which make up the plan. i.e. who is going to do what and when.
- Discuss how problems will be raised and how the team will be advised about changes which result from these.
- Produce minutes/action points of the meeting and retain in the Project Folder.

Step 6: Develop a Project Plan and set up Project Folders

Project planning is a common weakness in project management. Frequently the time required to complete a project is underestimated because there is insufficient effort put into the planning process. As a consequence significant parts of the work are overlooked and the time, resources and budgets needed are often underestimated.

If done well the plan can be realistic and have the additional benefit of helping to cement the project team together as well as gaining a higher level of commitment from the team members to do their part of the work when it is planned and to the required standard.

Involve the whole team in developing the plan. Use collective working techniques such as brain storming, mind mapping or post-it note exercises to encourage everyone to contribute their ideas to the plan.

- Identify the tasks involved in the project
- Estimate the duration of each task
- Consider any deadlines or constraints which will influence this
- Sequence the tasks to see what needs to be done sequentially and what can be tackled at the same time (are some tasks dependent on others being completed first?)
- Decide who will do each of the tasks
- If specific resources are needed for these tasks also identify these
- Decide where the milestones are and where reports will be needed by the sponsor
- Use the estimated durations for each task to calculate a timeline for the project and for more complex projects carry out critical path analysis.
- If required, set out a budget plan or expenditure projection.



For simple projects you can probably plan the whole project in detail at the start. For longer and more complex projects it may be better to produce a high level plan first. This identifies the key pieces of work within the project. A detailed plan can then be produced for each of these stages as you progress through the work.

Use these planning techniques in proportion to the scale of the project. As a minimum you should aim to arrive at a basic timeline for all of the projects you tackle. More advanced planning is appropriate for the more complex projects.

Time Lines & Gantt Charts

Time lines are an estimate of the time taken to deliver either a stage within the project – or the whole project. To arrive at a timeline, follow the sequence below:

- 1) Identify each task in the stage/project
- 2) Estimate how much time is needed to complete the task
- 3) Place each task in sequence - Note some tasks will follow one from the other (are sequentially dependent) also some tasks may need to be done in sequence because they are dependant on the same people/resource. Other tasks may be able to be tackled at the same time (parallel processing).

Microsoft Project is designed to assist with producing project programmes, work schedules and gantt charts as well as helping Project Managers to better manage their projects. This tool could be considered overly complex for small projects. Training in its use is essential. At this point in time Microsoft Project is only available on request from ICT and does not form part of the 'standard' Microsoft software package. Therefore not all project team members will be able to read or edit the project plan.

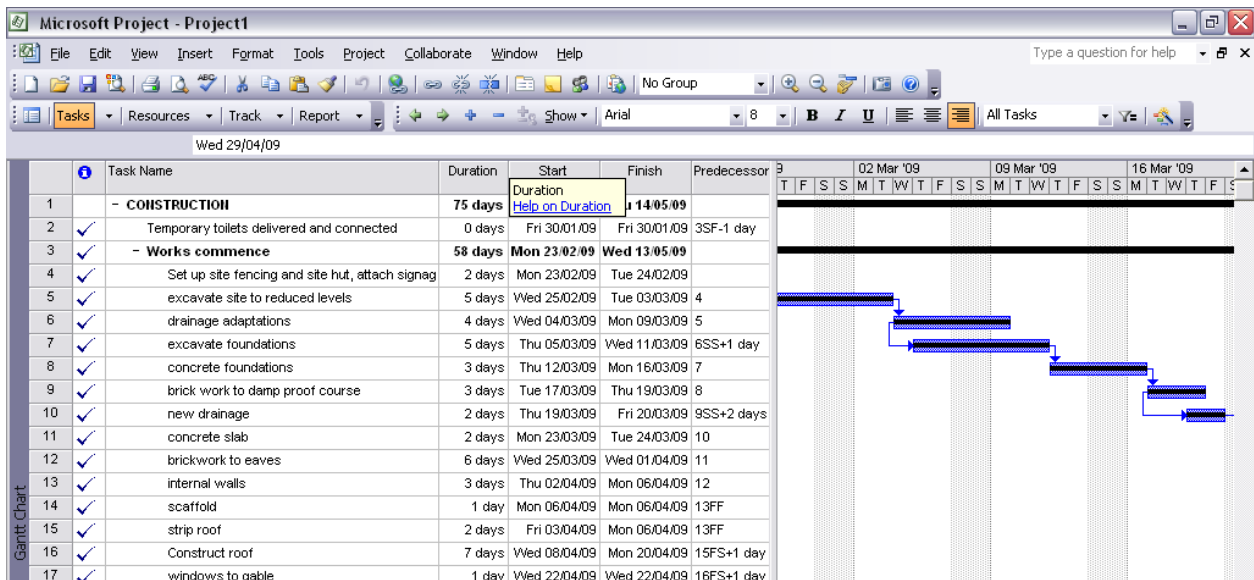


Figure 1: Microsoft Project interface

However a spreadsheet can equally be used to manage timelines for smaller projects. Examples/templates are available from the CDU.

Project Folder

This is a good time to think about how you will gather all the information together for future use and review. Basically this means the creation of your Project Files.

A Project Folder(s) simply brings together all aspects of the project including the documents produced. The file should produce an auditable trail of project progress, decisions made and issues raised.

Project Folders are likely to include all Templates (appropriate to Project size) within this document.

Project files and associated documents should be kept for a minimum of 7 years but some funding constraints may dictate files should be kept for up to 15 years whilst others bound to a contract may need to be kept for a different length of time. If unsure please speak to someone in performance for advice.

All completed project files for Large and Medium Project need to be stored in the allocated **SharePoint project site**.

Step 6a: Write the Project Initiation Document (PID)

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The Project Initiation Document is a working document and may include many of the elements of the Business Case. PID's should follow the format of the *Project Initiation Document template (TEMPLATE 3)*. Don't make it overly complex or wordy – keep it succinct, informative and well structured. Further information and template is available in Section 2.



Don't be afraid to cut and paste from the Business Case! The CDU will also hold similar documents that you can use to help you create a PID that reflects and works for your project!

You may wish to produce other project document at this time, eg. The risk register, project plan.

Step 7: Implement Project

This is in effect the rolling out of the project which all previous steps have helped to implement. Hopefully at this stage everyone is fully aware of the scope and objectives of the project as well as their roles and responsibilities.

As part of this step the Project Manager will frequently...

review, revise and monitor project documents and progress

The Project Files need regular review and often revision. In particular the Project Manager should, with the Project Board and Team, review risks and record any changes. For significant changes, the PID may need to be reviewed and approved by the Project Board and Sponsor.

Step 8: Manage Change

Change management is the practice of tracking and administering changes during the development of a product or service and is a key part of project management. It is in effect an insurance policy against future scrutiny – so make sure you record it!

Controlling Change Requests in Projects

Changes requested once a project is underway are an inevitable part of any project. They can either be the result of external changes in the business or they can be internal changes requested because the original aims of the project were not clearly defined or understood. Change requests resulting from external factors are usually beyond the control of a project manager and there is usually little choice but to deal with them.

Setting up a systematic and consistent approach to change is vital. No change however small should be allowed to happen without formal identification of the change required, probable discussion by the Project Board or Team and recording of changes to be made, why and the effect the change will have on project timeframes, risks, PID and ultimately the end product. Change Management is essential otherwise changes can get out of hand and end up derailing the project.



Significant changes to scope, budget or risk in Medium projects should be elevated to the Project Board for decision but ultimately may require Cabinet approval to change.



Significant changes to scope, budget or risk in Large projects should be elevated to Cabinet Working Group for decision but ultimately may require Cabinet approval to change.

See *TEMPLATE 9*

Step 10: Project Closure

‘Closing a Project’ ensures that a project meets one of the basic criteria in the definition of a project – that it is finite. A project should never just drift into becoming the operational environment for the products/services that it was set up to deliver. Any project Closure Report should reflect the size and complexity of the Project.

Further information and (*TEMPLATE 11*) is available in Section 2.

Step 10: Post Project Review

Beyond the closure of the project it is the responsibility of the Project Board to review whether the benefits claimed for the project in its Business Case have been realised.

The key deliverable from this post-project process for (Medium/Large Projects only) is the Post-Project Review Report. (*TEMPLATE 12*)

Further information and template is available in Section 2.

On-going Reporting and Updates

Reporting project progress is a key element to ensuring the successful delivery of the Corporate Plan. There will be elements of direct reporting, for example, Project Team to Project Board but in many cases the level and details of reporting requirements will vary depending on who needs the information.

The CDU will act as a hub for collating progress details, issues, risks and exceptions to feed a variety of Officer and Member meetings. The two main tools the hub will use are **InPhase** and **SharePoint**.

InPhase will hold lots of information on the Large and Medium Projects that form part of the Corporate and Delivery Plans, such as milestones, timeframes, risks and key people. You will be asked (via email) to regularly update your projects through this system. Updates should be succinct and factual ensuring that they are acceptable for public viewing.

Training can be provided on using InPhase and in due course crib sheets and guidance notes will help you navigate this system!

SharePoint will provide you with an allocated folder in which you need to store your project files as well as important update documents such as Project Board minutes. There will be a private folder in SharePoint allocated to you to keep your 'working files' in but there will be an expectation that the other Projects Folder will contain finalised copies of each project document required for the size of the project you are managing. The CDU will be able to access the Project Folders to obtain updates as required so it is important this system is used and is kept up to date.

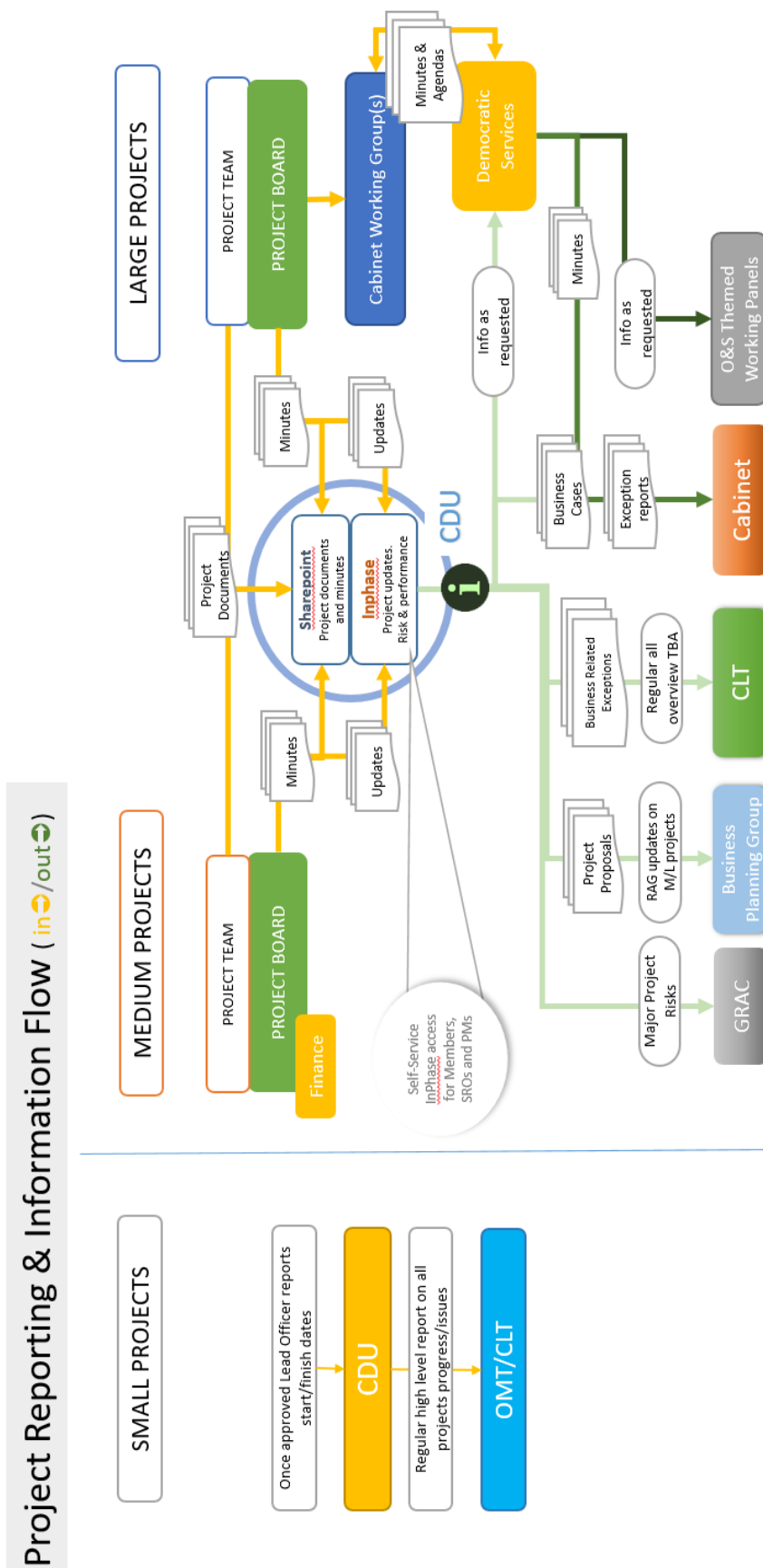
It is understood that projects don't always run to plan and this is often through no fault of the Project Manager or Project Team but it is important to report on delays and issues rather than to hope they disappear! Project timeframe slippages or tasks need to be done in a different order or at a different time is an accepted part of Project Management and the key is to deal with them quickly and replan accordingly.



If you have any concerns about any aspect of managing a project, get in touch with the CDU for some friendly advice and guidance!

The following diagram indicates the flow on information.

When you are setting up a project the CDU will let you know what and when information is required and for which group of people.



Tendering & Procurement

Procurement in broad terms covers the process of acquiring goods, works and services, covering acquisitions from both external and in-house providers. The process spans the whole cycle from identification of needs through to the end of service contract or the end of the useful life of an asset.

The intranet provides officers with easily accessible guidance in relation to a wide range of issues from current Contract Procedure Rules through to advice on day-to-day buying decisions, sustainability issues and areas for potential collaboration, along with detailed guidance relating to the larger, more strategic procurement that the Council gets involved with that exceeds EU thresholds and requires advertising in the Official Journal of the European Union (OJEU).

There will be new rules from 1 January 2021 due to Brexit with regards to procurements over the value of £189,330 for services and £4,733,252 for Works, these will now need to be advertised through the new Government website 'Find a Tender' please contact Procurement for further details.

The intranet site will also provide managers with templates for a number of standard internal documents that will help to simplify the awarding of contracts and tender documentation and also provide advice on best practice and further sources of information.

Even when all of this is available please remember that you can still contact either the Procurement Officer for clarification on procurement procedural issues and procurement.

Contact: Debra Beckles – Procurement Officer (6049)

Section 2

Project Documents & Templates

1) Guide to Project Documents and Roles & Responsibilities

Project Proposal

Sets out the basics of any project and helps to ensure the project proposer has thought through the various elements of a project. Any project agreed at this stage could be included as part of a **Service Plan**. The project proposal should follow the format of the *Project Proposal template (TEMPLATE 1)*

Any completed Project Proposal form will illustrate the basic elements of any proposed project and ensure both Service Manager / Director understands the project and can assess initial viability. This form provides a point for discussion /development before funding is sought.

The Project Proposal should be emailed to the CDU once completed. They can also help if you are unsure on any element.

Business Case

The Business case (or Cabinet Report) is required for Medium or Large projects who need the information within it in order for it to be approved by Cabinet. At this stage the viability and methodology of the project needs to be assessed and approval to progress be agreed.

If needed a Capital Bid form should be completed and submitted as part of the annual budget process.

Creating a Business Case

Why are you considering this project? What do you want to achieve and what benefits will this bring? Will the cost of the project be worth the benefits it brings? How does the project support current organisational priorities? These are typically the questions a business case will answer. In answering these questions do not just consider what will be done during the project but the likely effect of the project work. Will the outcome be worthwhile or will you be creating more problems than you solve?

Think about:

- Why are we doing this (reason)?
- What will we be able to do/ will have been done as a result of the project that wasn't there before? (Objective)
- What difference will this make to the Council or its customers (outcome)
- What is the 'value' of that difference compared to the effort that was put into the project? (return)

Approval of the business case – it is important that all business cases are agreed so that a sufficient budget (where applicable) and resources can be allocated. It also generates corporate awareness of the work commitment being undertaken within the organisation.

Small projects will be submitted for approval by CLT.

Please note - that any projects requiring procurement activity must comply with the Council's procurement rules.

Project Initiation Document (PID)

The project initiation document is required for Large projects only and brings together a range of information required to define the project in one document. Depending on the nature and complexity of the project not all of this information may be available before the planning process is complete. So treat this as a 'live' document which is constantly revisited and updated.

Because the PID is a 'live' document, each time it is amended record this in the change history section. This will ensure you and the team are working to the same brief and it will assist you in reviewing the project if changes can be tracked

The PID includes basic information such as background on the project. It also brings together a number of other pieces of work. These include:

- The Project Definition
- Project Scope
- The Project Business Case
- The Project Plan

Within the PID the various roles and responsibilities are also defined:

Title: Project Manager	
Role	Responsibilities include
<p>The person responsible for developing, in conjunction with the Project Sponsor, a definition of the project. The Project Manager then ensures that the project is delivered on time, to budget and to the required quality standard (within agreed specifications). He/she ensures the project is effectively resourced and manages relationships with a wide range of groups (including all project contributors).</p> <p>The Project Manager is also responsible for managing the work of consultants, allocating and utilising resources in an efficient manner and maintaining a co-operative, motivated and successful team.</p>	<ul style="list-style-type: none">• Managing and leading the project team.• Managing co-ordination of the partners and working groups engaged in project work.• Detailed project planning and control including:• Developing and maintaining a detailed project plan.• Managing project deliverables in line with the project plan.• Recording and managing project issues and escalating where necessary.• Resolving cross-functional issues at project level.• Managing project scope and change control and escalating issues where necessary.• Monitoring and reporting on project progress and performance.• Providing status reports to the project sponsor.• Ensure project training is managed and within the defined budget.• Liaison with, and updates progress to, project board/senior management.• Managing project evaluation and dissemination activities.• Ensure consultancy input is managed and within the defined budget.• Final approval of the design specification.

	<ul style="list-style-type: none"> Working closely with users to ensure the project meets business needs. Where relevant ensure a User Acceptance Testing programme is defined and managed Ensure user training needs are identified and user training programmes are devised and managed. Ensure a communications plan is written, agreed and implemented.
Title Project Team Members	
Role	Responsibilities
The staff who actively work on the project, at some stage, during the lifetime of the project. Some may have a specific role .	<p>Team member roles will vary depending on the type of project. Typically they might be to:</p> <ul style="list-style-type: none"> Provide functional expertise in an administrative process Work with users to ensure the project meets business needs Documentation and analysis of current and future processes/systems Identification and mapping of information needs Defining requirements for reporting and interfacing User training

Title: Project Board	
Role	Responsibilities
<p>This group, which will include an Assistant Director and the Portfolio Holder, is responsible for overseeing the progress of the project and reacting to any problems.</p> <p>A Project Board is not required for Small Projects where CLT will act in similar capacity.</p>	<ul style="list-style-type: none"> Championing the project and raising awareness at senior level. Recruiting project staff and consultants. Approving strategies, implementation plan, project scope and milestones. Resolving strategic and policy issues. Driving and managing change through the organisation. Prioritising project goals with other ongoing projects. Communicating with other key organisational representatives. Agreeing major changes to the project
Title Project Sponsor/Senior Responsible Officer	
Role	Responsibilities include
The person who commissions others to deliver the project and champions the cause throughout the project. They will normally be an Assistant Director with a relevant area of responsibility that will be affected by the outcome of the project. They are involved from the start of the project, including defining the project in conjunction with the Project Manager. Once the project has been launched they should ensure that it is actively reviewed. The Project Sponsor is usually the one who has	<ul style="list-style-type: none"> Acts as champion of the project. Is accountable for the delivery of planned benefits associated with the project. Helps to mitigate risk where possible Sponsors the communications programme; communicates the programme's goals to the organisation as a whole. Makes organisation/commercial decisions for the project within the predefined scope of the project. Assures availability of essential project resources. Approves the budget and decides tolerances. Leads the Project Board. Ultimate responsibility for delivering the project.

to negotiate a path through the tricky diplomatic areas of the project!	
Title Supplier Representative	
Role	Responsibilities
The person responsible for managing supplier-side input to the project. This might be a Contractor or someone within the organisations with the similar expertise or experience of the supplier (ie IT for software procurement)	<ul style="list-style-type: none"> • Ensures that mandatory supplier requirements are met. • Manages the production and approval of the supplier side of the budget. • Makes effective use of supplier resources within the approved budget. • Tracks performance of consultants and takes appropriate action. • Proactively develops a collaborative relationship with the organisation to Project Steering Board level. • Ensures that there are clear communication paths with the project team and the organisation and supplier. • Acts as main point of contact between the supplier and the organisation. • Produces and monitors financial reports including entry and maintenance of all actual time and expense against the master plan. • Day to day management of supplier staff assigned to the project. • Quality Assures the work of supplier staff assigned to the project. • Encourages the transfer of product knowledge and skills to the appropriate staff within the organisation.

Title Working Group(s)	
Role	Responsibilities
A group of Members including the Portfolio Holders responsible for the Corporate Plan Objectives. (A member of CLT will also attend these meetings.)	<ul style="list-style-type: none"> • To obtain and maintain an overview of a variety of projects that form part of the delivery of the Corporate Plan (possibly on a theme or service basis). • To receive exception reports (ie changes to budget requirements or significant change of project scope) from Project Boards and advise on their submission to Cabinet for approval. • To help with mitigating risk or elevating major risk to GRAC. • To provide sign off for key milestones such as; <ul style="list-style-type: none"> ○ approve contract awards within the scope of the project. ○ approve public consultation elements ○ determine areas of conflict • To Champion the projects, especially in the community and wider setting.

Title Overview & Scrutiny Working Group	
Role	Responsibilities
A group of Members drawn from the O&S Members who will review progress and scrutinise delivery elements of the Corporate Plan.	<ul style="list-style-type: none"> • To monitor the ongoing implementation of key programmes/projects to ensure they are achieving expected outcomes as outlined in the Delivery Plan.

	<ul style="list-style-type: none"> • Outcome measures developed as part of the performance framework will form a core part of each panel's monitoring role. • Each Corporate Plan Themed Scrutiny Panel will establish its own work programme to agree how they will approach the CP themes/projects and, in conjunction with the relevant Portfolio Holders, agree which priorities they will focus on, and when they will be reviewed/monitored. • Each panel will provide update reports to the Overview & Scrutiny Committee and specific reports to Cabinet when recommendations are made.
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Project Plan

The Project Plan illustrates a set of tasks and milestones that make up the 'work' involved in the delivery of a project. A plan also includes a budget breakdown. These can be achieved using software such as Microsoft Project, Excel spreadsheets or work lists.

This is used to allow those involved in the project to track progress and identify/ report on project slippage. Progress will be formally tracked by the Project Manager.

Communication Plan

Project Management is 80% communication, 20% perspiration which is why the Communication Plan is one of the most important sections of your Project Initiation Document (PID). This may be very simple or, if the project is large or involves a number of people or organisations, may be complex.

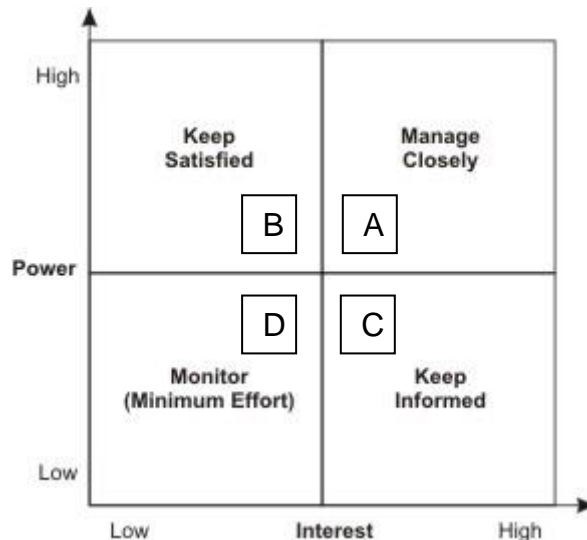
Either way a communication plan must, above all, be clear, inclusive and achievable. Communication planning involves identifying and meeting the information needs of the project stakeholders. Specifically, identifying which people need what information, when the information is needed, and how the information is collected and communicated. Communication planning strives to simplify and document effective communication within the project organisation.

The culmination of this planning is the Communications Plan and should include:

- Identification of stakeholders with information needs
- Stakeholder information requirements
- Time frame or period the stakeholder needs the information
- Detailed description of the information needed
- Description of when and how information is collected and who collects it
- Description of document/data distribution methods and frequency of distribution
- Definition of the handling procedures for temporary storage and final disposition of project documents

The best laid communication plan is useless without follow-through and without follow-through your Project will be diminished in the eyes of your stakeholders. So many problems in managing projects can be overcome with regular and honest communication with your stakeholders.

Stakeholder analysis, as part of the Communication Plan is the process of identifying the individuals or groups that are likely to affect or be affected by a proposed action, and sorting them. Your first priority in a stakeholder analysis is to identify and list the stakeholders in your project according to the influence they have on the project and the interest they have on the project and classify them by power (influence) and interest (impact).



For example, the Project Board will have high power /influence over your project and high interest. Some colleagues may have high interest, but may not have any influence on the outcome.

Someone's position on the grid shows you the actions you have to take with them:

- **A:** High power, interested people: these are the people you must fully engage and make the greatest efforts to satisfy.
- **B:** High power, less interested people: put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- **C:** Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- **D:** Low power, less interested people: again, monitor these people, but do not bore them with excessive communication.

You now need to know more about your key stakeholders. You need to know how they are likely to feel about and react to your project. You also need to know how best to engage them in your project and how best to communicate with them.

Key questions that can help you understand your stakeholders are:

- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you?
- How do they want to receive information from you? What is the best way of communicating your message to them?

- What is their current opinion of your work? Is it based on good information?
- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
- If they are not likely to be positive, what will win them around to support your project?
- If you don't think you will be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

When you have determined the answers to your stakeholder analysis the following grid could be used to illustrate your communication plan.

Example of communication grid

Legend:	Type	Information Type							
A – As required / updated D – Daily W – Weekly M – Monthly B – Biannually	A,B,C OR D	Executive Reports	Project Board Minutes	Article in briefing/bulletin	Project Risks	Newsletter	Monthly update via email	etc	etc
Project Board									
Project Team									
Other Staff (state who)									
Outside organisations (state who)									
CLT									
Members									
Customers									
Etc									
Etc									

Project Folders

A Project Folder simply brings together all aspects of the project including the documents produced. The files should produce an auditable trail of project progress, decisions made and issues raised. Medium and Large projects must keep their files in the allocated SharePoint project site.

Anyone reviewing the project should find in this folder all information relating to the project set up and delivery including correspondence, minutes of meetings, budget details and risk log.

Risk Assessment

Identifying risk is one of the most important tools in project management. Risks need to be identified, solutions sought and action taken to eliminate or reduce the impact or likelihood of the risk happening. This can only be done by regularly reviewing risks. You can document

risks as you wish but a *risk record template (TEMPLATE 4)* is available (to help analyse individual risks). You must use the *risk log template (TEMPLATE 5)* to record all risks and subsequent actions.

Identifying the risk

The Council employs a standard approach to Risk Assessment – these are split into two groups

- **corporate risk** (one that affects the whole council or the achievement of a corporate objective) and
- **service risk** (one that has an effect on the service – it may also affect a corporate objective).

Often it is helpful to use the Project Team or a number of people who are likely to be involved in the project to think about the problems a project may encounter. The more risks identified at an early stage the better and a diverse group of people will come with very different perspectives! Each identified risk should have its own record. Risks must be evaluated regularly in order to identify any change of status.

Firstlyidentify the risk showing

1. Cause of risk,
2. Description of risk, and
3. Consequence of risk occurring.

Then think through the issues....

- a. identify what type of risk it is
- b. show any treatment that you have in place to reduce either likelihood or impact.
- c. score that risk against likelihood and impact
- d. any actions that you are taking to reduce the risk further (with timescales if possible).
- e. then identify a target score that you would accept as a reasonable risk
- f. identify a corporate or service objective that this risk relates to.

Identify the 'Type' of Risk (more than one type can be allocated against one description)

- 1 Reputation
- 2 Financial/ Assets
- 3 Business Continuity
- 4 Human Resources/ Staffing
- 5 Legal
- 6 Partnership

Estimating Impact

For Corporate risks

Impact Type	Catastrophic 5	Critical 4	Moderate 3	Marginal 2	Negligible 1
Objectives	The key objectives in the Corporate Plan will not be achieved.	One or more Key Objectives in the Corporate Plan will not be achieved.	Significant impact on the success of the Corporate Plan.	Some impact on more than one Service.	Insignificant impact on more than one Service.
Financial Impact(Loss)	Over £1m	£400K - £1m	£200K - £400K	£10K - £200K	£0-10K

For Service related risks

Impact Type	Catastrophic 5	Critical 4	Moderate 3	Marginal 2	Negligible 1
Objectives	The key objectives in the Business Plan will not be achieved	One or more Key Objectives in the Business Plan will not be achieved.	Significant impact on the success of the Service Business Plan.	Personal or team objectives not met.	Insignificant impact.
Financial Impact (Loss)*	Over £500K	£250K - £500K	£50K - £250K	£5K - £50K	£0-5K
Service provision	Service suspended long term or statutory duties not delivered.	Service suspended short term.	Service reduced significantly.	Slightly reduced.	No effect.

* These are indicative figures it may be better to use % of budget for some of the smaller projects.

Estimating Likelihood

	Likelihood	Probability within the lifetime of the project
5	Very High	Over 90%
4	High	60 - 90%
3	Moderate	40 - 60%
2	Low	10 - 40%
1	Very Low	below 10%

Risk Matrix

As a guide, any risk that is in the grey area, i.e. a score of over 12 or more would be expected to have action planned to reduce that score to below 12.

Likelihood	5					
	4					
	3					
	2					
	1					
		1	2	3	4	5
Impact						

Projects have a greater chance of success if risks are identified well in advance of them actually occurring. In this way it is often possible to reduce the impact to the project.

Issues

An issue log is used to record any issues that arise throughout the project. The log should identify the issue, how and by whom it was raised and action taken. Issues vary from risks as they are often unforeseen. The key difference is that Risks identify things that might happen, issues are things that have happened and need to be dealt with. You should use the *issue log template*. (TEMPLATES 6 and 7)

Controlling change: Exception Reporting and Change Control

Projects evolve and issues naturally arise that may require decisions to be made on a wide variety of areas affecting the delivery of a project.

Exceptions are problems that arise that HAVE to be dealt with (ie the Project Manager has no option but to address the issue promptly). Such examples of exceptions are;

- Unexpected costs
- Slipping timescales
- Confusion on scope and role
- People working at cross-purposes
- Duplication of roles or redundant work
- Activities not being done
- Loss of morale or drive
- Reduction of team cohesion and effectiveness

Changes are typically about a change in scope or new request that is not currently timetabled or included in the project where there is a choice to accept or reject the proposal.

A clear process must be adopted to manage changes effectively. If change is not controlled well, there is an increased risk of project failure.

Good change control is essential to help prevent confusion over project scope and objectives. There are five elements to the change control process:

- Authority
- Consultation
- Approval
- Reporting
- Evidence

Authority

It is key to be clear at the Project Planning stage about who can do what in the project and define the scope of each person's authority to make change-decisions on the project team. This should be captured in the PID. There may be a need to develop a 'scale' of issues and identify at what level change decisions can be made:

e.g.

- Changes affecting one team-member's specific area of activity – delegated to that team-member
- Changes affecting other team members or having potential for significant impact on cost or timescales – delegated to the Project Manager
- Changes having very significant potential to affect the cost, scope or timescales of the project – referred to the Project Sponsor.

It is not permitted for a project change to be implemented outside the agreed authorisation regime.

Consulting

No change may be implemented without appropriate prior consultation and discussion with the team members affected. This may mean the whole team. Unless otherwise agreed, all change proposals should be discussed at a minuted project team meeting, or agreed sub-group for larger projects. For larger projects, changes should be managed through submission of a formal 'change proposal/request'. Typically this will include:

- Timing and scope of change – what is affected
- Reason/ Purpose for change – why is it needed
- Impact of change (timescales, budgets, resources)
- Who is affected/ should be consulted
- Risks associated with change/ not making change
- Decision/ Approval level required – by whom and by when

Approval

Changes **MUST** be formally approved by the relevant authorised team member and minuted at a team meeting. Unless otherwise identified in the PID, the Project Manager may have delegated authority to make all project-related decisions. No change shall be implemented without proper approval.

Emergency changes:

There may be an occasional need for changes to be made at short or immediate notice for sound project-related reasons in the absence of the proper authorising person. Where appropriate, any decisions made outside the team meeting process under agreed delegated authority **must** be reported to the next available team meeting (or at a special emergency team meeting called for the purpose) for retrospective consultation and approval. This should be avoided as much as possible.

Reporting:

All changes **must** be recorded using the Interim or Exception reporting process and reported to the Project Sponsor depending on the degree of urgency. This may require updates to PID, Project plans and other project documentation. The Interim reporting template includes a section for recording changes and seeking approval for changes from the project sponsor.

Evidence:

A good audit trail of decision-making and accountability is vital to good project management and evidence of the change control process should be gathered as part of the normal project-management process. This will include all formal documents such as PID, project plans, meeting

minutes, interim and exception reports, emails or other discussion documents or similar. These will be vital for consideration at the project review stage.

Use the Exceptions Log (*TEMPLATE 8*) and Change Control Log (*TEMPLATE 9*)

Lessons Learned

Records any lessons learned during the project that can be usefully used for other projects. Ideally this should be updated as they happen as these are often quickly forgotten. Examples can vary from finding a good meeting venue to finding a different way of working that brings about the desirable result quicker or more effectively. You should use the *lessons learned template (TEMPLATE 10)*

Project Closure

‘Closing a Project’ involves two key steps:

1. Decommissioning the project
2. Reviewing how well the project was performed

The key deliverable from this process is the **End of Project Report**. (*TEMPLATE 11*)

The Project Board must approve the closure of the project of Medium & Large Projects.

When a small project is completed only an email notifying the CDU that the project is completed (or abandoned or deferred to a later date) is sufficient.

Post Project Review

Beyond the closure of the project it is the responsibility of the Project Board to review whether the benefits claimed for the project in its Business Case have been realised.

The key deliverable from this post-project process is the Post-Project Review Report. (*TEMPLATE 12*)

When the project is completed the outcome or solution needs to be passed to the Sponsor. The Sponsor needs to sign off the project and release the project team. This process may be accompanied by the production of a final project report.

This report includes the information from project closure reviews carried out by the project team. These reviews include:

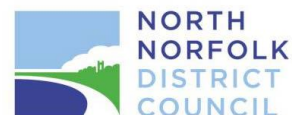
- Project Requirement – how effective were we in understanding the needs that led to the project
- Scope – was the scope effective?
- Project Team – how did the team perform?
- Project Plan – how realistic was the plan?
- Timetable – was this realistic and reasonably accurate?
- Budget – was the project budget realistic and was it managed effectively
- Further actions which need to be taken

At a later date a post project review of the project on meeting the original business needs may also be worthwhile.

N.B. Please retain copies of all project reports in the project file. These are essential in the review process.

Examples of templates follow. Downloadable forms are available for you to complete on the Intranet.

Project Proposal Document



Project Title.....

Lead Service Area(s)			
SRO <i>(eg Assistant Director)</i>			
Project Manager			
Responsible Member <i>(large/Med projects only)</i>			
Project Scope <i>Summary of what the project will cover / include (and perhaps clarification of what it does not include.)</i>			
Objectives and Outcomes <i>Which corporate objectives does this project seek to deliver? (If this project does not directly support a corporate objective or is a statutory requirement please tick the appropriate boxes)</i>			
<i>This proposed project...</i>	<i>does NOT directly support a Corporate Objective</i>	<input type="checkbox"/>	<i>is a statutory requirement</i>
Financial benefits <i>What financial benefits should be obtained on completion of this project?</i>			

Environmental benefits <i>Are there any environmental benefits that could be obtained on completion of this project?</i>										
Other benefits <i>What else will this project help to achieve?</i>										
Will this project involve any other internal service? <i>If Yes list them here and ensure they receive a copy of this proposal.</i>	YES / NO									
Will this project involve any other external body or persons? <i>If Yes list them here</i>	YES / NO									
Cost <i>How much will this project cost to complete?</i> <i>Give breakdown of costs as much as possible including final £.</i>	Under £10k		£10k - £50k		£50k - £250k		£250k - £500k		Over £500k	
	<i>Does this include internal staff time costs or backfill?</i>			Y/N	<i>Does this include Venues, refreshments, meeting costs?</i>			Y/N		
	<i>Does this include costs incurred by other services?</i>			Y/N	<i>Does this include Communication and correspondence costs?</i>			Y/N		
	<i>Does this cost include any ICT upgrades/changes?</i>			Y/N	<i>Does this include equipment costs?</i>			Y/N		

Resources What or who is essential to the success of this project?				
Timescales When do you anticipate this project would start and finish? List any key milestones.				
Risks What are the initial risks associated with this project? <i>Likelihood: how likely is this to happen? H = very likely, L = unlikely</i> <i>Impact: what impact will it have on the project? H = High (could stop project), M = medium impact (could have significant impact if not addressed), L = small impact</i> <i>Proximity: when may this risk occur? H = imminent, M = next few weeks/ months, L = low risk of it ever occurring</i>	Risk	Likelihood H / M / L	Impact on project H / M / L	Proximity H / M / L

Post project revenue costs Are there revenue cost implications regarding the delivery of this project? Give brief details and tick corresponding box.	Please briefly state type of on-going revenue costs (ie R&M, licences, fees, training)		
	No onward costs		Additional revenue budget will be required. Give estimated. annual budget requirement below
	Onwards costs will be covered by current revenue budgets		£

If you wish to include any additional, supporting information, please do so here.

Now please use the matrix in the Project Guide to score your project.

Your
Score is

LARGE / MEDIUM / SMALL

If you require any help completing this form, please contact the Corporate Delivery Unit.
Email projects@north-norfolk.gov.uk or extn 6256 or 6174

CDU Use

<i>Received Date</i>		<i>Copy CPAs</i>	
<i>Checked Date</i>		<i>Copy DS</i>	
<i>Finalised Date</i>		<i>Copy Finance</i>	
<i>Sieve score</i>		<i>Date to BPG</i>	

Business Case Template 2 (for medium and large projects)

Typical Content should include:

1. Background

Provide a description of the background to the project here.

Include any history of events and a brief summary of any current system that is to be replaced.

Briefly state the purpose of the project.

2. Why the Project is Needed

Describe how this project supports the business strategy, plans or programmes.

Describe in simple terms the key benefits of the project.

Explain the reasons for the selection of the chosen solution (where appropriate).

3. Benefits

Explain what benefits the project will bring⁴ in terms of:

- *Cost savings*
- *Time and efficiency gains*
- *Improved quality (i.e. service, product, working environment)*
- *Improved performance*
- *Process improvement*
- *Enhanced controls (e.g. security)*
- *Ease of operation*

Try to express the benefits in a way that can be measured.

Be specific about the benefits to be realised – where the benefits will be gained, which processes are affected, who will be involved, when will the benefits be realised.

4. Benefits Realisation

For each benefit identified above, define:

- *Timescales for benefits realisation*
- *Means of measuring the benefit*
- *What controls will be established to ensure that the benefit is being realised*

Define an end-point for the period of benefits realisation.

NB: Further help and information is available from the Performance Unit

5. Project Definition

Explain what the project needs to achieve.

Include where possible:

- *Project Objectives*
- *Project Scope, specifying what is NOT included*
- *Outline of Project Deliverables / or Desired Outcomes*
- *Outline of Constraints*
- *List of likely Interfaces (who to communicate with)*

⁴ Think about this in terms of NNDC, Staff, Customers (eg General Public, Local Residents, Businesses, Tourists etc) Other L.A.s, Government Bodies, Charities etc.

*Confirm complies with policies (Ie Sustainability and Equality Impact Assessment)
If the project approach is known at this stage an outline of this can be provided.*

6. Resource Requirements

Provide the Project Board with an indication of the potential resource requirements of the project. (people, time, equipment, money)

Define as best as possible the anticipated requirements of the project for people's time, accommodation and equipment.

7. Costs/Timescales

Provide an indication of the expected costs and timescales of the proposed project. An option appraisal must be included where there is more than one choice.

8. Investment Appraisal

Provide an indication of how the defined benefits measure up against the expected costs of the proposed project.

Typically investment appraisal uses techniques such as Payback, Average Rate of Return, Net Present Value, and Internal Rate of Return.

A standard form and explanation are available from Finance Dept.

9. Risks

Describe in brief any known risks. Detailed analysis should be included in the PID.

Project Initiation Document Template 3 (for large projects)

Typical Content should include:

1. Introduction

- 1.1 Introduction – *a concise summary of the project.*
- 1.2 Background – *why this project has been proposed and agreed, what circumstances have brought about the need for change, any relevant political or financial information that may have changed previous work or projects.*
- 1.3 Summary and status of current situation – *what the current situation is i.e. current system used, current facilities, highlight what's failing or why change is appropriate.*

2. Scope and overall approach

- 2.1 Objectives – *be clear about what this project aims to achieve. Include any Corporate or Service objectives which will be completed or supported as part of this project.*
- 2.2 Scope – *state what the project will cover and what it will **not** include.*
- 2.3 Approach – *how is the project going to be delivered? In some detail describe how the project will be set up, how significant tasks will be carried out (e.g. public consultation) and how progress will be reviewed.*
- 2.4 Desired outcomes – *what will the change look like to people 'on the ground'? How will you hope people will feel about the change and what impact will it have on service delivery?*

3. Project Organisation

- 3.1 Roles and responsibilities – *who does what, when and why*
 - Project Board – *give details of the Board Members and why they are important to the success of the project (ie their function).*
 - Project Sponsor – *this person is the driving force behind a project and is often the Head of Service.*
 - Project Team – *some projects may require a working team which reports to the Project Board. This needs to be agreed as part of the Project Plan.*
- 3.2 Communication Plan: who, why and how – *think of everyone who may need or want to know about this project. List in what format communication will take place and how often.*

4. Project Programme

- 4.1 Summary of Project Plan - *break the project up into stages eg: set up, consultation, implementation, testing. Then assign approximate times for each stage. It is probably best practice to be generous with stage timetables until a detailed plan is drawn up.*
- 4.2 Timetable– *a calculated guess at anticipated dates and times to complete each task that makes up each stage. A timetable should suggest a number of hrs/days/weeks that it will take to complete a particular task, who is undertaking the task. Many tasks will run concurrently so the overall picture must be inline with the summary Project Plan. This may be best illustrated using a gantt chart (Microsoft Project or Excel Spreadsheet).*

5. Project Constraints

- 5.1 Resources - *describe what resources are necessary for the project to be completed successfully and highlight clearly where there are deficits or unknowns. Do not forget to identify staff resources, equipment and funding constraints.*

5.2 Risks – *a risk log should contain a list of any risks you consider may affect the project at this stage. The log needs to be updated regularly to assess on going risks for change and include any new risks that may arise.*

Make sure all risks regarding the involvement of people are thought out – some projects can have a profound effect on those involved either during the project or on its completion and such effects can have a negative as well as beneficial effect on the projects outcomes.

5.3 Assumptions – *these should show any assumptions you are making. These could be financial, political, national or organisational.*

6. Project Controls

6.1 Management - *This section needs to illustrate who is responsible for ‘controlling’ the project on a management level. (ie this is not the Project Manager) For example a project must show who decides (what authority) when a change to the project is acceptable, when an overspend is acceptable, agrees risk diversion strategies. This is not about day to day management of a project just acknowledgement of responsibility and the methods for implementing it.*

6.2 Financial - *This section should also include plans and controls for financial monitoring, to enable on-going tracking of expenditure against budget, providing the means whereby any potential overruns and/or unbudgeted spend are highlighted and communicated to the project sponsor.*

Wherever practical (for larger projects), a representative(s) from the finance team should be included in the project team in a project assurance capacity.

7. Quality Plan

A quality plan describes what quality controls will be put in place and maintained throughout the project. This includes measures such as milestone reviews, quality controls, internal standards, Project Folder formats and project assurance.

8. Appendices

e.g. Glossary, Maps, Plans, References, Contact Details, Supporting documentation

Risk Analysis Template 4

Risk No	Relating to Issue No	Date Identified as issue	By Whom		Date risk first reported to Project Board/Committee
Issue					
Risk(s)					
Proximity of Risk		Probability	1 2 3 4 5	Impact on Project	1 2 3 4 5
Options					
1		2		3	

Risk Log Template 5 is an Excel spreadsheet which can be downloaded from the Intranet

Risk Log template												
Ref	Date Logged	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
EXAMPLE: Pro 1	01.01.09	PB	Customer satisfaction	3	5	15	The authority's reputation is damaged due to either short-term or longer-term degradation of service, as a direct or indirect result of the programme.	Check progress at each stage before moving on to the next stage to ensure a firm foundation. Regular and frequent "testing" of customer satisfaction throughout the programme should help ensure that our reputation is not damaged.	Open	2	5	10

Issues Record Template 6

Issue No:		Date		Author	
Detail					
Impact on...					
Issue Resolved? If Yes - how?	YES / NO				
Issue Status					
Issue Reviewed?	(date)		Elevated to Risk?	YES / NO	(date)
Action taken					

Issue No:	IL	Date		Author	
Detail					
Impact on...					
Issue Resolved? If Yes - how?	YES / NO				
Issue Status					
Issue Reviewed?	(date)		Elevated to Risk?	YES / NO	(date)
Action taken					

Issues log Template 7

Ref.	Date	Issue	Comments / Action	Priority	Open/ Closed	Owner	Due Date
IS1	dd/mm/yy	Description of issue	Action required	High/ Medium or Low	Open/ Closed	XX	dd/mm/yy
	dd/mm/yy	Update 1 of issue information	New action	Ditto	Ditto	Ditto	dd/mm/yy
	dd/mm/yy	Update 2 of issue information	New action	Ditto	Ditto	Ditto	dd/mm/yy
	Etc.						
IS2	dd/mm/yy	Description of issue 2	Action required	High/ Medium or Low	Open/ Closed	XX	dd/mm/yy
	dd/mm/yy	Update 1 of issue 2 information	New action	Ditto	Ditto	Ditto	dd/mm/yy
	dd/mm/yy	Update 2 of issue 2 information	New action	Ditto	Ditto	Ditto	dd/mm/yy
	Etc.						
IS3	Etc.						




Exceptions Log Template 8

Description of exception	Potential impact	Options for recovery or mitigation	Recommended option

Change Control Log Template 9

Background	Consequences	Options	Recommendations	Action taken
<p><i>Provide a description of the background to the change here. Include any history of events and a brief summary of the current situation.</i></p> <p><i>Describe what caused the exception/deviation and what aspects of the project are affected.</i></p>	<p><i>Explain what the potential consequences of the exception/deviation are on the project.</i></p> <p><i>In particular specify how the following aspects of the project will be affected:</i></p> <ul style="list-style-type: none"> - Business case - Project objectives - Project scope - Project timescales - Project costs - Project quality 	<p><i>Describe the alternatives available to correct or deal with the exception/deviation and the potential time/cost/quality implications of each option considered.</i></p>	<p><i>Provide a recommendation as to which option should be chosen. Explain the reasons for the selection of the chosen solution.</i></p>	

Lessons learned Template 10

Lesson regarding	Outcome    Had positive impact / no impact / negative impact	Caused by	Methods/tools used	Recommendations for future enhancements

End of Project Report Template 11

1. Summary

Provide a brief summary of how well the project has performed overall.

Highlight what were the key success factors or points of failure.

2. Project Performance

Explain how well the project performed against its planned targets in the Project Initiation Document and plan. In particular, for time and costs, but also where appropriate for the other aspects of the project where tolerances may have been set (e.g. scope, business case, risks, quality). Ensure project deliverables have been completed to the customer's satisfaction.

3. Change Management

*Explain what impact **approved** changes had upon the project.*

This information is used to understand whether the changes that the project was subjected to adversely affected its ability to deliver the end product(s).

4. Management Processes

What management and quality processes:

- *Went well*
- *Went badly*
- *Were lacking*

Include project management processes, quality processes, risk management, etc.

Also include an assessment of the technical methods and tools employed (e.g. planning tools, etc.)

5. Follow-on Actions

Identify any issues or actions that are still outstanding at completion of the project that need to be followed up.

There may also be suggested future changes to the delivered products(s) that have been identified during the project but which couldn't be included in the time available.

6. Post-Project Review

Identify what aspects of the delivered products you believe should be included in the post-project review.

Recommend an appropriate period before which the post-project review should be held.

Post Project Review Report Template 12 (for all projects)

1. Summary

Provide a brief summary of how well the project has performed overall.

Highlight what is working well and identify any key points of failure.

2. Benefits Realisation

Explain to what degree the product has achieved the intended benefits identified in the business case.

Explain the benefits achieved in terms of:

- *Cost savings*
- *Time and efficiency gains*
- *Improved quality*
- *Process improvement*
- *Enhanced controls (e.g. security)*
- *Ease of operation*

Are the customers/users satisfied with what has been delivered?

Identify any unexpected benefits derived from the project.

Identify any aspect of the business that has been impacted in a negative way by the introduction and operation of the project.

3. Customer Satisfaction

Are the users happy with the project outcomes?

What do the users feel:

- *Works well*
- *Doesn't work at all*
- *Could be improved*

Identify any specific improvements that the users would like to see implemented.

4. Quality Attributes

Is the project outcome proving to meet quality expectations?

5. Operational Support

Is the product as well supported as expected?

Are the support staff happy with what they have been given to support the product?