The Northumberland Way

Project Management Framework

Version 2.00

The Northumberland Way
Framework to Project Management

Content

1.0   Introduction

Welcome to the Northumberland Way guide to project management. This guidance is to help you develop your understanding of how to manage and deliver projects effectively using the Council's methodology.

It has been written to assist anyone who is asked to control and manage projects within Northumberland County Council, irrespective of their level of experience of project management and their service function. Project requirements will vary but the project management approach and techniques remain the same.

A standard method of working has a number of clear benefits to us;

Clear understanding	We will be able to quickly understand the work of others
Flexibility	We can help our colleagues without lengthy training first
Predictability	Standard methods promote predictable outcomes
Lessons learned	We can combine the experience of others, no need to re-invent the wheel on each project
Cost control	Using a standard method of establishing our objectives means we can track changes more effectively
Quality control	Effective monitoring of quality ensures we get what we wanted, not something a contractor prefers to supply
Time control	Uncertainty is the biggest cause of project delays, project management promotes certainty

The Council is committed to improving the effectiveness of its Project Management skills across the organisation. The methodology described in this guide will help provide you with a basic understanding of the processes, tools and templates required to undertake projects within Northumberland.

This guidance aims to:

- Standardise the basic process for project management which will achieve consistency of approach and best practice across all services

- Provide you as a Project Manager with an understanding of the main components required to successfully manage a project throughout the Project Lifecycle

- Provide guidance as to what is required of everyone involved in running a project

- Provide a pragmatic way to deliver projects

The Programme and Projects office has been set up within the Transformation Service to act as custodians for The Northumberland Way guide and to offer direction, support and advice on Programme & Project Management throughout the Council. There is a glossary (Appendix C) to assist with any term you may come across in this guide that is unfamiliar to you. For further help and advice or if you have any comments on this guide please contact the team at:
Programs&Projects@northumberland.gov.uk.

2.0   Why is it important to coordinate delivery?

A coordinated approach to delivery brings together all of the Councils current projects into an overall delivery 'portfolio', which enables SMT to understand and manage all of its current delivery commitments. A portfolio view helps the organisation to focus on business results through:

- Better selection of projects that are prioritised on the basis of their strategic importance and are better controlled overall

- More effective deployment of scarce resources: the right people with the right skills for delivery

- Better results from individual projects: more consistent approach, better supported and better managed

The key things to get right in any 'portfolio' are:

- Prioritisation – making hard choices about which projects go ahead, on the basis of strategic importance and current capability to deliver

- Success criteria that clearly links objectives to outcomes

- Clear roles and responsibilities

- Involvement of key stakeholders throughout

- Effective risk management

- Appropriate skills for the project team

- Effective financial control

- Benefits realisation management

2.2   What is a project?

A project can be described as:

"A temporary organisation created for the purpose of delivering one or more business products according to a specified business plan".

Put more simply, a project is something that has a defined beginning and end, clearly stated objectives (what the project aims to achieve) and is not normally considered as being work activity that forms part of the day-to-day 'business as usual'.

A project therefore displays the following characteristics:

- An agreed benefit, reason or justification

- A clearly defined beginning and end

- Clearly stated objectives

- Defined and measurable business products (deliverables ie what will the project produce and outcomes ie what difference will the project make)

- A plan of activities to deliver the products

- A defined allocation of resource

- An organisation structure, with clearly defined roles and responsibilities to manage the project

As a project is a temporary structure that has come about in order to achieve a specified business objective or benefit, the project and its organisation are disbanded when the work has been completed and the project team return to their everyday roles.

The projects you may be involved in will come in many different guises. They can vary in many different ways such as size, scope, costs and complexity. However, regardless of their differences, good project management ensures a balance in terms of time, quality and costs and ensures that the outcomes (what difference the project makes) match the objectives (aims of the project), the ultimate measure of the project.

2.3 What is project management?

Project management is much more than the tasks carried out by you as 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 governance 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 provides a structured approach to project delivery to achieve the best results. Experience has shown that projects are inherently at risk, with overrunning on time or cost and failing to deliver a successful outcome.

Failures are almost invariably caused by:

- Poor project definition by the project owner(s)
- Lack of ownership and personal accountability
- Inadequately skilled or experienced Project Managers
- Inadequate reporting arrangements and decision-making
- Inconsistent understanding of required project activities, roles and responsibilities

Project management helps to reduce and manage risk. It puts in place an organisation where lines of accountability are short and the responsibilities of individuals are clearly defined, with clearly documented processes.

2.4 Successful projects need:

- a well-defined scope (exactly what the project is expected to achieve) and agreed understanding of intended **outcome** (what difference is the project going to make)

- active management of **risks** (an event that may happen), issues (events that arise) and timely decision-making supported by clear and short lines of reporting

- ongoing **commitment** and support from senior management

- a senior individual with personal **accountability** and overall responsibility for the successful **outcome** of the project

- an appropriately trained and experienced project team and in particular a project manager whose capabilities match the complexity of the project
- defined and visibly managed processes that are appropriate for the scale and complexity of the project

For cross-cutting projects, there may be nominated senior owners from each organisation involved in the project and its delivery. Where this is the case, there must be a single owner who is responsible for the whole project.

PROGRAMME AND PROJECT MANAGEMENT FRAMEWORK

PROJECT BOARD / SPONSOR (Directing the Project)

Phase 0: Pre-Project

Phase 1: Justifying and starting up the Project

Phase 2: Initiating the Project

Phase 3: Implementing and Managing the Project

Phase 4: Closing and Evaluating the Project

Phase 5: Benefits Realisation Management

Project Mandate from SMT / Corporate Director / HoS etc

Project Brief
- Outline Business Case

Capital Project Pro-forma

Project Initiation Documentation
– Project Product Description
– Business Case
– Project Plan
– Comms Plan

Highlight Reports

Exception Reports

Risk & Issue Log

Lessons Learnt Log

End Project Report

Post Project Review

Benefits Realisation Report & Final Sign-off

PROJECT MANAGER (Managing and Delivering the Project)

This page is left intentionally blank

3.0   Phases in the Project Life Cycle

Projects have key distinct phases:

- **Phase 0 Pre-Project**: designed to ensure that the prerequisites for initiating the project are in place

- **Phase 1 Justifying & starting up**: activities including start-up, scoping and defining what is required

- **Phase 2 Initiating**: creating project plan, risk register, communication plan etc

- **Phase 3 Managing the project**; broken down into appropriate phases

- **Phase 4 Closure**: the end of the project, together with assessments of how well the project was conducted

- **Phase 5 Benefits Realisation Management**: activities to manage the delivery of immediate and longer term benefits, and to address issues of sustainability

3.1   Phase 0: Pre-project

Project Mandate

This is seen as the first phase in the process gathering basic information about why the project is needed, what the project should deliver and whether it is feasible. It plays an important role in reaching an agreed understanding of the project scope and securing commitment from senior management.

This phase involves the creation of a Project Mandate **(see Appendix 1 – Project Mandate Document)** which represents the basic Terms of Reference used to start the project.

The Mandate requires an estimate of the project size in order to identify the amount of management that the project needs. For example a short, low-risk project a 'light touch' approach maybe required whereas a lengthy and complex project will require full project management with associated documentation to maintain effective control.

Scorecard for Determining the Size of a Project

The following scorecard should be used as a guide to determine the size of a project, however this is not a scientific process and common sense should also be used to determine the category

Project Category Scorecard						
	1	**2**	**3**	**4**	**5**	**SCORE**
CRITERIA						
Cost in £1,000	<5	5-20	20-100	100-1000	>1000	
Length in months	1-3	4-9	10-12	12-18	>18	
Deadline imposed externally	No		Yes		Yes, with penalties	
Political profile	Insignificant	Ward interest	Council interest	Regional interest	National interest	
Stakeholder involvement	Single service	Multi service OR regular partners	Multi service AND regular partners	New partners	Stakeholder opposition	
Using external suppliers	None		Yes, known supplier		Yes, new supplier	
Have we done this before?	Many times	One or twice	Not the same as this		Never	
Confidence in delivery	High		Medium		Low	
					TOTAL SCORE	

- For each criterion in first column (all must be completed), decide which column best describes your project and copy the number at the top of the relevant column into the end Score column

- Once you have completed an entry into the score column for each of the criteria, add up the scores to get the total score for your project

Using the table below, determine which category your project falls into and what monitoring level and reporting requirements are expected

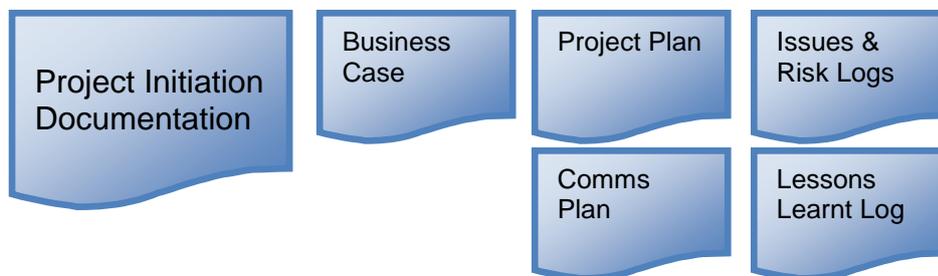| Score	Project Category	Monitoring Level	Reporting Requirements
8 - 15	Small	In service – Head of Service	Agreed frequency
16 - 27	Medium	Cross Service – Corporate Director or Head of Service	Project Board
28 +	Large	Council wide – Corporate Director	Project Board and Programme Board

3.2 Phase 1: Justifying and Starting Up the Project

Project Brief

A key purpose of this phase is to draw up the initial scope to ensure there is a common understanding of the rationale and aims of the project. The key stages of the process are:

- Agreeing outline scope and purpose of the project, objectives (aims) and high level outcomes (difference project will make).

- Ensuring there is an outline Business Case based on the information provided in the Project Mandate

- Identifying benefits and enablers (things that are required to deliver the project)

This phase begins with the Project Manager preparing a Project Brief **(see Appendix Ii).**

3.3 Phase 2: Initiating the Project

Project Initiation Documentation

Business Case

Project Plan

Issues & Risk Logs

Comms Plan

Lessons Learnt Log

The key purpose of this phase is to build an understanding of the work that needs to be done to deliver the project's outputs (products).

The process to be followed:

- The Project Initiation Documentation (PID) **(see Appendix Iiv)** needs to include information on **what** needs to be done, **why** (the benefits to be achieved), **who** will need to be involved in the process; **how** and **when** it will be done. The aim of the PID is to allow the Project Board to decide whether there is sufficient justification to warrant the expenditure proposed and a firm foundation for the initiation of the project

- The contents of the PID must be discussed with all the stakeholders your team has identified and must receive approval from the Project Board, the Project Sponsor being the ultimate decision maker

- As part of preparing the PID, the Project Manager needs to start to consider the Business Case **(see Appendix Iiii)** and outline the project approach (how the work will be done and the way the work will be carried out) and project tolerances (permitted costs and timescales limits set by board)

- For medium and large projects the Project Manager prepares a more detailed Business Case on behalf of the Sponsor although it is important to note that this document is owned by the Sponsor

- At this stage, the Project Manager also prepares a Project Plan **(see Appendix Iix)**, which will help to evaluate the Business Case. The Project Plan becomes a major element of the Project Initiation Documentation (PID). The plans should be appropriate to the size of the project

- Alongside this, the Project Manager should identify the key benefits of the project and any enablers (i.e. technology, equipment, accommodation etc) which must be factored into the project, in order for the benefits to be delivered

- The preparation of the Business Case should begin at the time of preparing the Project Mandate. It will be refined up to a point where it is detailed enough for inclusion within the Project Initiation Documentation.

- The Project Manager will open an Issues Log and Risk Log **(see Appendices lv & lvi)** at this stage. These logs will be maintained throughout Phase 2 of the project.

- The Project Manager will also prepare a Communications Plan (**see Appendix lvii).** This document defines all parties interested in the project and contains a description of the means and frequency of communication between them and the project team

- The Project Initiation Documentation (PID) is a compilation of the above documents and brings together all of the information necessary to define the project, form the basis for its management and the assessment of overall success

- The PID will, amongst other things, outline the project controls that the Project Board will devolve to the Project Manager

- The PID must be approved by the Project Board prior to moving forward to Phase 2 (Implementing and Managing the Project)

- The PID will include the Business Case, Project Plan, details of reporting arrangements, milestones and stages, potential issues and risks, benefits and enablers etc

- The Project Manager will open a Lessons Learned Log **(see Appendix lxiv)**. The Lessons Learned Log will be maintained throughout Phase 2 of the project. This is to record any things that have gone well or badly throughout the project so that future projects can learn from your experiences.

N.B:

In conjunction with this framework, all capital projects must follow the Council's Capital Strategy and prepare a capital bid proposal. The bid must receive Council approval prior to moving forward to Phase 2 (Implementing and Managing the Project).

3.3.1 Stakeholder Management

Stakeholders are individuals or groups who have an interest in the project. As the project progresses and the focus of work changes then the stakeholders may also change. A common criticism of many projects is that stakeholders are not kept informed of changes and developments. Lack of stakeholder engagement will have a negative impact on the project.

Stakeholders could include senior managers whose business areas are directly or indirectly involved, members, the end users (including customers outside the organisation), suppliers, partners, employees, trade unions, pressure groups, regulators etc.

Not all stakeholders will support the changes brought about by the project. This is a key consideration for any change activity. A key part of managing stakeholders is to recognise their level of commitment to the project and to understand their objections so that these can be addressed by the project.

Stakeholder management ensures that:

- Projects have communication plans in place and stakeholder management strategies are developed and implemented

- Key stakeholders are engaged in the development of the business case and their interests are regularly assessed during the lifecycle of the project

3.3.2 Project Planning

Planning provides everyone involved in a project with a common baseline (record taken at a point in time, usually the beginning of a project and used as a means to measure project success) of information and ensures that everyone understands the project objectives. Plans also establish a basis for dealing with risks, issues and changes, and help to achieve good quality products and realise ongoing benefits.

Often planning is ignored in favour of getting on with the work. However, appropriate project planning can save time, money and many problems. There is no doubt that the success of a project will depend critically on the effort, care and skill applied in its initial planning.

Plans are developed during the 'Justifying and Initiating the Project' phase and they are monitored and updated throughout the life of the project. Depending on the scale and complexity of the project, different levels of plans maybe required (the project plan could be broken down into smaller stage plans).

Techniques such as stakeholder analysis can be used to help develop the project plan e.g.

- Clearly define the scope and purpose of the project to make sure it does not overlap with work underway

- Identify who the stakeholders are and establish their needs. Needs can then be prioritised from which a set of milestones can be created and measured. The SMART principle (Specific, Measurable, Achievable, Realistic, Time bound) can be used to review the milestones identified before they are recorded in the Project Plan

- Identify a comprehensive set of realistic benefits, required benefit enablers (e.g. IT system, a policy, accommodation etc) and relate these benefits and enablers to milestones

- Using the milestones identified, create a list of things the project needs to deliver in order to achieve each milestone. Specify when and how each item must be delivered and add these products to the Project Plan with an estimated delivery date.

- Create a list of tasks that need to be carried out for each deliverable or product. For each task identify:
  - The amount of effort (hours or days) required to complete the task
  - The resource(s) – people and financial required to carry out the task

- Once the effort required for each task has been established, work out the effort required for each deliverable/product and an accurate delivery date

3.3.3 Risk Management

What is a Risk and what is an Issue?

- A risk is an uncertainty of outcome, either positive or negative

- An issue is a certainty that will either positively or negatively affect the project

Throughout the life of a project there will be risks that need to be managed, to reduce the likelihood and impact of unwanted outcomes such as time and cost overruns as a

result of changes in the business environment. A certain amount of risk taking is inevitable if the objectives are to be achieved, and effective management of risk helps to improve performance by:

- Increasing certainty and limiting surprises

- Better service delivery

- More effective management of changes

- Better management at all levels through improved decision making

- Reduced waste and deliver better value for money

- Innovation

- Management of contingency and maintenance activities

The management of risk is an integral part of project management. It is essential that an 'owner' is identified for each risk and this should be the person best situated to keep an eye on it. It is not unusual for Project Board members to be appointed as 'owners' of risks, particularly where those risks maybe delegated from corporate directors or come from external sources.

To manage risks well, it is necessary to;

- Ensure the PID outlines the risks

- Risks should include people, progress and process issues

- Provide regular feedback to the Project Board

The Project Manager is responsible for managing risk. However, the Project Board has three responsibilities:

- Notifying the Project Manager of any external risk exposure to the project

- Making decisions on the Project Manager's recommended reactions to risk

- Striking a balance between the level of risk and the potential benefits the project may achieve

The County Councils Risk Management process should be followed when developing the risk register for the project and the Project Manager is responsible for ensuring that all risks are identified, owned and managed, through the council risk management system 'Magique'.

3.3.4 Risk and Issue Escalation

- If a risk or an issue is escalated then it cannot be managed at the level of authority initially allocated. Escalation will normally result in ownership being transferred either to someone in higher authority or with specialist skills

- If a risk or issue requires escalation, i.e. it goes into exception; the Project Manager should notify the Project Sponsor and the Project Board as soon as possible

- It is important that the new owner of the escalated risk fully understands its history and the potential impact and financial implications

3.3.5 Version Control

All projects produce paperwork either as a hard copy or electronically. Therefore, in order to keep track of documentation, strict version control must be established at the beginning of the Project Life Cycle. The framework below prescribes the following referencing to ensure version control.

The following table can be used to track all documents produced during the lifecycle of a project.

Version	Numbering	Description
First Draft	0.01	A zero is used and then a decimal point to show that this version has not yet been signed off.
Latest approved version	1.00	A whole number is used to inform that this is a signed off version. The highest whole number is the latest signed off version.
Working copy	1.05	A whole number is used and a decimal to inform that version 1 is the latest signed off version and that there have been 5 subsequent drafts. If version 1.05 were to be signed off, it would become version 2.
Second approved version	2.00	The second signed off version.

3.4 Phase 3: Implementing and Managing the Project

Highlight Reports

Exception Reports

Post Project Review

The complexity and context for the project will determine whether the implementation phase of the project is carried out in a single stage or broken down into two or more stages so that appropriate levels of management control can be applied.

The Project Manager will manage the delivery of the project in accordance with the arrangements set out in the Project Plan and PID. These arrangements will outline the different stages of the project and it will be the responsibility of the Project Manager to report to the Project Sponsor and the Project Board on a regular basis.

A list of reports that **must** be used when running a project are as follows:

- Highlight Report (usually monthly)
- Exception Report (as needed)
- Post Project Review

These reports ensure that all stakeholders are kept informed about progress throughout the Project Life Cycle. They also help the Project Board and Project Sponsor make decisions.

The **Communication Plan** must identify when the reports will be prepared.

Highlight Reports – these should be passed to the Project Board on a regular basis as determined by the Board and outlined in the PID.

The highlight report should cover:

- Whether the project is still on course

- Are there any barriers to progress (people, process, funding etc)

- Are issues and risks are being managed

- Achievements so far and plans for the next stage

These reports allow the Project Sponsor and Project Board to:

- Manage and control each stage in the project

- Be assured that all outputs specific to that stage have been completed as defined

- Provide enough information to allow a decision to be made on the continued viability of the project

- Review the budget against revised forecast

- Make key decisions
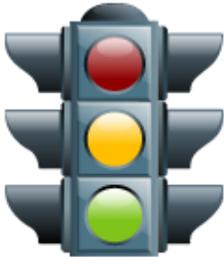
The report will need to include a traffic light indication (Red, Amber, Green) (RAG) against progress. The following explains the status to be given to a project.

GREEN	• Successful delivery of project to either schedule, budget or benefits highly likely
AMBER	• Project is forecasted to significantly overrun against original timescale • Project issues and risks not reviewed within frequency required • Project budget has exceeded or is forecasted to exceed the original budget up to and beyond agreed tolerances
RED	• No project manager identified • Initial project budget or scope not approved by the Project Board • Project budget not reviewed • Project has significant overrun on original timescale • No initial project risk analysis has been reviewed • Project budget has exceeded or is forecasted to exceed the original budget by 10%

Exception Reports – this is a warning from the Project Manager to the Project Board that a serious problem exists and the Board should meet to discuss the report. It is required where the tolerances, set by the Board for the Project Manager, have been exceeded or are forecast to be exceeded. Any deviation thought necessary should be outlined in the report.

Post Project Review – this occurs after project closure and should be attended by key stakeholders and key players. It analyses the Project Initiation Documentation against the actual progress and final outcomes.

The process to be followed:

- The Project Manager is accountable for ensuring Highlight Reports **(see Appendix lxi)** are collated and submitted in a timely fashion to Project Boards

- The Project Manager controls the project on a day-to-day basis but must stay within the tolerances outlined in the PID

- If problems arise that are outside of the tolerances identified, then an Exception Report **(see Appendix lxii)** may be needed. The Project Board will need to meet to discuss the issues outlined in the report. The Project Manager will prepare a 'plan of action' for the Board to consider

- Other documents that the Project Manager will use in Phase 2 are the Issues and Risks Log and the Lessons Learned Log

- The Lessons Learned Log must be populated throughout the process of the project life cycle so that lessons learned can be usefully applied to other projects. At the close of the project, it is written up formally into a report that forms part of the End Project Report

3.4.1 Assurance

Assurance covers all aspects of a project. It is not enough to believe that standards will be followed, neither is it sufficient to check the project is well set up at the outset. Assurance needs to be an integral part of the project; the more complex the project, the greater the importance of assurance.

There are different types of assurance:

- **Project assurance** is monitoring to ensure that agreed standards are adhered to, that the project has been set-up correctly and is being managed and controlled as agreed by the project board. Project assurance is undertaken independent of the Project Manager.

- **Quality assurance** is monitoring to ensure that the project's quality system is operated and is effective in achieving outputs that are fit for purpose and meet the requirements.

- **Business assurance** is monitoring of the Business Case against external events and against project progress.

- **User assurance** is monitoring that requirements are specified accurately and completely, that solutions are developed that meet those requirements, and the impact of any changes are evaluated from a user perspective.

- **Supplier assurance** is the monitoring of the correctness, completeness and integrity of the outputs against their product descriptions.

3.5 Phase 4: Closing and Evaluating the Project

At the end of the project the Council will want to know how well it conducted the project. Project closure is a formally controlled process, whether the project has completed to plan or was stopped prematurely. The project is closed down on agreement by the project board to an end of project report and lessons learned report.

The process to be followed:

The Project Manager should prepare a Post Project Review note **(see Appendix lxvi)** and organise a Post Project Review meeting to allow the Board to determine how successful the project has been against the initial expectations. Don't forget to celebrate your success before the project team is disbanded!

3.6 Phase 5: Benefits Realisation Management

Projects are often considered to be finished when their deliverables are complete, however the benefits of a project are typically realised over time which may leave no-one responsible or structure in place to manage the realisation phase.

Benefit Realisation Management (BRM) is "the process of organising and managing so that potential benefits arising from investment in change, are actually achieved". It is a "continuous management process running throughout the projects".

BRM aims to make sure that desired outcomes have been clearly defined, are measurable, provide a case for investment and to ensure that the outcomes are actually achieved. Any project requires a constant focus on the intended benefits (measurable improvements) if it is to successfully deliver organisational change.

BRM is a tool to help us get the most from project deliverables. Used successfully, it will help to maximise the benefits that users obtain from systems/services. BRM helps to:

- Define and deliver project aims and expected project benefits
- Deliver services that users want and will use
- Keep the project team focused on project aims and benefits
- Identify the scale of the changes required to working practices and culture and the tasks and resources required to deliver these changes
- Ensure resources are available for rollout/change management
- Baseline current performance and resources in order to measure and deliver benefits

The process to be followed:

- Identifying and prioritising tangible and intangible benefits
- Identifying required enablers and build these into the business case
- Generating ownership of and commitment to the benefits from business stakeholders

- Developing measures and quantifying benefit opportunities

- Building benefits management action plans to identify the activities, timescales, responsibilities, interdependencies and resources required to achieve benefits at an operational level

- Tracking benefits and reporting progress and/or issues which may impact on the delivery of the benefit
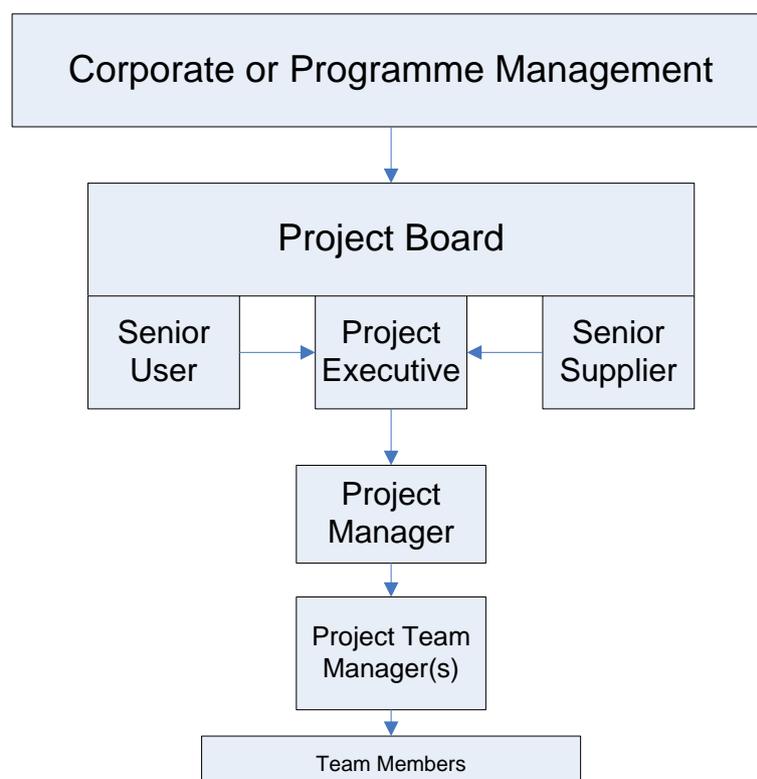
4.0   Project Organisation Structure

One of the most important actions taken in the management of a project is the establishment of the project organisation and the definition of roles and responsibilities within the organisation structure.

This section explains the key roles and responsibilities for project personnel and how each fits into the overall organisation structure.

As a person's role may change from project to project, it is important that their current role is clearly documented within the Project Initiation Documentation (PID). Note that project roles are not equivalent to job titles or job specifications and therefore people may perform more than one role on any given project.

The following diagram shows an example structure that illustrates the relationships between the roles.

```
┌─────────────────────────────────────────┐
│     Corporate or Programme Management    │
└─────────────────────────────────────────┘
                     │
                     ▼
┌─────────────────────────────────────────┐
│              Project Board               │
├─────────────┬──────────────┬────────────┤
│   Senior    │   Project    │   Senior   │
│    User     │──▶ Executive ◀──│  Supplier  │
└─────────────┴──────────────┴────────────┘
                     │
                     ▼
              ┌──────────────┐
              │   Project    │
              │   Manager    │
              └──────────────┘
                     │
                     ▼
              ┌──────────────┐
              │ Project Team │
              │  Manager(s)  │
              └──────────────┘
                     │
                     ▼
         ┌─────────────────────────┐
         │      Team Members       │
         └─────────────────────────┘
```

4.1   Reporting and decision making

The important points to note about reporting and decision taking are:

- Lines of reporting are kept as short as possible and very clear

- Delegations and individual responsibilities for decision-taking are clearly established at the outset and understood by everyone involved in the project.

4.2   The Project Board

Overall control of the project lies with the Project Board although the Project Sponsor is the ultimate decision maker. The Project Board is responsible for:

- Initiating projects and making a go/no go decision
- Deciding on the monitoring level of project
- Monitoring and resolving issues
- Requesting post project reviews, where appropriate

The Project Board should possess the following skills and attributes:

- Understand the project specification, Project Initiation Documentation and monitor progress
- Understand and act on those factors that affect the successful delivery of the project
- Broker relationships with stakeholders within and outside the project
- Provide delegated authority, as required, to ensure the project meets its objectives
- Be aware of the broader perspective and how it affects the project

The Board receives information from the Project Manager and has control over whether the project continues, stops or changes direction or scope. The Board should apply the concept of '**management by exception'**. Once a Project Plan / Stage Plan has been approved, the Project Board is kept informed by Highlight Reports during the stage. The Project Manager informs the Project Board immediately if any exception situation is forecast.

The major controls for the Project Board are as follows:

Justifying and Initiating the Project – should the project proceed?

Managing and Delivering the Project:

- **Highlight Reports** – Regular progress reports should be submitted during each stage of the project – has the stage been successful, is the project still on course, is the Business Case still viable, are the risks still under control?
- **Highlight Reports should cover any exceptions** – for example, not delivering to time, within budget, to standard. Highlight and exception reports should cover people, project and performance issues - process issues where lean system reviews are taking place
- **Closing and Evaluating the Project** – has the project delivered what was expected; are any follow-on actions required; what lessons have been learned?

4.4   The Project Executive

The Project Executive is ultimately responsible for the project supported by the senior user (the person who is going to use the results or outcome of the project, or who will be impacted by the outcome of a project) and senior supplier (the person who provides the expertise to do the actual work on the project i.e. will be designing and producing the outcome) to ensure the project is focused throughout its life to achieving its objectives and delivering a product that will achieve the forcast benefits. The Executive has to ensure that the project gives value for money ensuring a cost concious approach to the project balancing the demands of the organisation, user and supplier. Thoughout the project the Executive is responsible for the business case.

4.5   The Project Manager

The Project Manager is responsibile for delivering the project and will lead and manage the project on a day to day basis, ensuring that its deliverables and outcomes are presented on time, at the agreed quality level and to budget. The Project Manager should be selected and involved in the project as soon as is possible to ensure that the practical aspects of running the project have been considered when compiling the proposals and that valuable advice and guidance can be offered on the project at the early stage.

The role of the Project Manager is to:

- Agree with the Project Sponsor the project specification, budget and outcomes

- Construct, own and monitor the Project Initiation Documentation (PID)

- Assemble the project team

- Understand and document the project stakeholders' needs and aspirations

- Communicate the project objectives, progress and outcomes

- Define the responsibilities, work and targets for each team member

- Ensure tasks have clear ownership and commitment to completing them as agreed

- Monitor and manage progress, the project budget and changes to the project

- Deliver the project outcomes

- Communicate with Project Sponsor where budget, timescales or quality are under threat or any other significant issue

- Manage the closure of the project and preparation of reports

- Hand over to the operational manager following successful implementation

Project Managers should possess the following skills and attributes:

- An ability to cope with uncertainty and ambiguity especially at the beginning of a project

- An ability to apply standard project management approaches to the specific requirments of the project

- An ability to develop and manage an agreed plan effectively and continuously until project completion

- An ability to plan and manage the deployment of resources to meet project milestones

- To build and sustain effective communications with other roles involved in the project

- To be able to work effectively at all levels of the Council

- To be able to assimilate and process information quickly and to understand how new information may affect a project

- To be able to apply quality management principles and processes

All Project Managers are expected to maintain the following documentation:

- Project Specification

- Project Initiation Documentation (PID)

- Highlight Reports to incorporate status, issues and risk management

- Project Closure Reports and Lessons Learned reports

4.6   The Project Team

The Project Team is a group of individuals with appropriate and complementary professional, technical or specialist skills who under the direction of the Project Manager are responsible for carrying out the work detailed in the PID. The size of the Team will depend on the work being undertaken.

The role of the Project Team is to:

- Assist the Project Manager to deliver the project objectives

- Use their professional, technical or specialist expertise to carry out the elements of the project they are tasked to do

- Provide administrative support to the Project Manager

- Advise the Project Manager if any risks arise that are likely to affect delivery of the project objectives and be part of the risk assessment

- Provide information for the project documentation

The Project Team should possess the following skills and attributes:-

- Professional, technical and specialist expertise and knowledge in support of the project

- Understand the overall aim of the project and how their expertise contributes to that aim

- Understand the set of project management standards used by the project

- Maintain the project documentation in line with the PID

APPENDIX A - TEMPLATES

i   **Project Mandate**

ii   **Project Brief**

iii   **Business Case**

iv   **Project Initiation Documentation**

v   **Issue Log**

vi   **Risk Log**

vii   **Communications Plan**

viii   **Lessons Learned Log**

ix   **Stakeholder Management**

x   **Project Plan**

xi   **Product (Output Description)**

xii   **Highlight Report**

xiii   **Exception Report**

xiv   **Change Request Form**

xv   **End Project Report**

xvi   **Post Project Review**

xvii   **Benefits Register**

NORTHUMBERLAND

Northumberland County Council

PROJECT MANDATE

The purpose of this document is to define why the project is needed, what the project should deliver and how the project will be managed.

Project Name:		Project Manager:	
Project Sponsor /Executive		Proposed Start Date:	
		Proposed End Date:	

1. Background:

Give a reason for the project, what has brought about the need for change and what options have been considered.

Include any history of events and/or a brief summary of any current system or processes that are to be replaced, streamlined or improved

Say why the project is worth doing, how do the benefits of doing the project stack up against the costs and manpower effort.

2. Project Objectives -

List the project objectives and for each objective, identify which corporate priority it links to.

3. Benefits Expected/Outcomes:

Identify what differences the project will make and when.

4. Scope: (noting any exclusions)

Identify what is and is not included in the scope of the project.

5. Project Tolerances:

Provide information regarding the permissible deviation above and below the project plan's estimates of time and cost without the requirement to escalate to the next level of management.

6. Suggested Project Governance Structure:

Complete the Project Category Scorecard below to determine the size and subsequent governance level of the project.

CRITERIA	1	2	3	4	5	SCORE
Cost in £1,000	<5	5-20	20-100	100-1000	>1000	
Length in months	1-3	4-9	10-12	12-18	>18	
Deadline imposed externally	No		Yes		Yes, with penalties	
Political profile	Insignificant	Ward interest	Council interest	Regional interest	National interest	
Stakeholder involvement	Single service	Multi service OR regular partners	Multi service AND regular partners	New partners	Stakeholder opposition	
Using external suppliers	None		Yes, known supplier		Yes, new supplier	
Have we done this before?	Many times	One or twice	Not the same as this		Never	
Confidence in delivery	High		Medium		Low	
Total Project Category Score						

Using score from above table, identify the appropriate governance arrangements

Score	Project Category	Monitoring Level	Reporting Requirements
8 - 15	Small	In service – Head of Service	Agreed frequency
16 - 27	Medium	Cross Service – Corporate Director or Head of Service	Project Board
28 +	Large	Council wide – Corporate Director	Project Board and Transformation Board

7. Key Stakeholders:

Identify who the main influencers are and those most affected by this project.

8. Amendment History:

Version	Date	Author	Reason

NORTHUMBERLAND
Northumberland County Council
PROJECT BRIEF

The purpose of this document is to provide a full and firm foundation for the initiation of the project and to seek agreement on the project by all parties. Once the project has been initiated the contents of the Project Brief are extended and refined in the Project Initiation Document (PID) and the Project Brief is no longer maintained.

Project Name:		Project Manager:	
Project Sponsor / Executive		Proposed Start Date:	
		Proposed End Date:	

Select the funding source for this project:					
Revenue	☐	Capital	☐	External	☐
Other	☐	Please specify			

9. Background to the Project

Give the reasons for the project. What has brought about the need for change and what options have been considered?

Include any history of events and/or a brief summary of any current system or processes that are to be replaced, streamlined or improved.

Say why the project is worth doing, how do the benefits of doing the project stack up against the costs and manpower effort?

10. Outline Business Case

2.1 Objectives and Corporate Strategy Priorities

List what the project objectives are and which corporate priorities they are linked to.

2.2 Outcomes and details of how they will be measured and by when

Identify what differences the project will make, how those differences will be measured and when the differences are likely to take effect.

2.3 Scope (noting any exclusions)

Make clear what is included in the project and what isn't.

3. Project Approach

The project approach should not only describe how the work will be done but the way the work will be carried out. Methodology and techniques to be used should be understood and agreed upon.

Include here the Project Management Team Structure/Governance arrangements.

4. Resource Requirements

4.1 Costs

4.2 Staff and Specialist Support

5. Timescales

5.1 Start Date

5.2 End Date

6. Significant Risks to the Project

Identify the initial risks to the project.

Submitted By:		Date:	
Programme Board Decision:	Approve ☐ Reject ☐	Date:	
Details relating to decision:		Signed:	

Amendment History

Version	Date	Author	Reason

NORTHUMBERLAND

Northumberland County Council

BUSINESS CASE

The purpose of the Business Case is to justify and gain commitment to undertaking the project based on estimated cost of development and implementation against the risks and anticipated benefits and savings.

Project Name:		Project Manager:	
Project Sponsor/ Executive		Proposed Start Date:	
		Proposed End Date:	

11. Background:

Give the reasons for the project. What has brought about the need for change and what options have been considered?

Say why it is worth doing. How do the benefits of doing the project stack up against the costs and manpower effort?

12. Options Appraisal:

Describe the various options that have been considered to deliver the outcome. Indicate the chosen option and summarise the reason why. Include the 'do nothing' option to help quantify the other options.

13. Outcomes/Benefits expected, how they will be measured and when:

Identify here what the change derived from the project will be (outcome), the measurable improvement resulting from the outcome (benefit) and when the benefits are likely to be realised.

Eg: Project Output – New Computerised Sales System
*   Project Outcome – Sales orders are processed more quickly and accurately*
*   Project Benefits – Costs are reduced by 10%, sales orders increased by 15% and revenue*
*   increased by 10% per annum*

Consider dis-benefits as well – any outcome that may be perceived as negative by one or more stakeholder.

14. Scope: (noting any exclusions)

Make it clear what is included in the project and what isn't.

15. Cost:

6. Summary of financial implications

CAPITAL COST	Year 1 £000	Year 2 £000	Later Years £000	Total £000
Total Capital Cost				

CAPITAL FINANCING	Year 1 £000	Year 2 £000	Later Years £000	Total £000
Grants *(specify)*				
Capital Receipts *(specify)*				
Contributions *(specify)*				
Other *(specify)*				
Total Capital Financing				

REVENUE COSTS & INCOME	Year 1 £000	Year 2 £000	Later Years £000	Total £000
Total Revenue Cost				

ADDITIONAL REVENUE FUNDING *(SPECIFY)*	Year 1 £000	Year 2 £000	Later Years £000	Total £000
Grants *(specify)*				
Capital Receipts *(specify)*				
Contributions *(specify)*				
Other *(specify)*				
Total Revenue Income				

Revenue Savings *(specify)*	Year 1 £000	Year 2 £000	Later Years £000	Total £000
Total Revenue Savings				

16. Timescales:

17. Initial Risks:

8. Amendment History:			
Version	**Date**	**Author**	**Reason**

NORTHUMBERLAND

Northumberland County Council

PROJECT INITIATION DOCUMENTATION

The purpose of this document is to define the project, explain why the project is needed, what it is to achieve and whether it is feasible, who needs to be involved and how and when it will be done. Ensures the project has a sound basis before the Project Board give authorisation to proceed.

Project Name:		Project Manager:	
Project Sponsor / Executive		Proposed Start Date:	
		Proposed End Date:	

18. Background:

Give the reasons for the project. What has brought about the need for change and what options have been considered?

Include any history of events and/or a brief summary of any current system or processes that are to be replaced, streamlined or improved.

Say why the project is worth doing, how do the benefits of doing the project stack up against the costs and manpower effort?

19. Project Definition:

2.1 Project Objectives:

Describe what the project aims to achieve

2.2 Outcomes: (including how and when they will be measured)

Outcome	Measured By	When
Identify what differences the project will make, how those differences will be measured and when the differences are likely to take effect		

2.3 Project Scope:

Make clear what is included in the project and what isn't.

2.4 Planned Project Approach

The project approach should not only describe how the work will be done but the way the work will be carried out. Methodology and techniques to be used should be understood and agreed upon.

2.5 Project Outputs:

Output	Quality Criteria	Due Date
Identify Outputs (products) and when they will be delivered.		

2.6 Constraints:

Details all constraints that are mandated, unavoidable or any constraints the may prevent progress or success of the project.

2.7 Dependencies: (including any contacts or links)

Detail any dependencies that may prevent this project from progressing or other projects whose outputs this project is dependent upon.

2.8 Assumptions:

Detail all assumptions – what the project expects to have readily available or easy access to without which the project could fail to meet deadlines etc.

20. Business Case:

(Link to business case using hyperlink**.)**

21. Project Organisational Structure:

Details of Governance and Project Team Roles & Responsibilities.

22. Communication Plan:

(Link to current Communication Plan using hyperlink)

23. Project Plan:

(Link to current Project Plan using hyperlink**.)**

24. Risk Log:

(Link to current Risk Log using hyperlink.)

25. Project Controls:
8.1 Change Process:

Change Control is a standard process used to track ALL changes from the original plan. All changes are identified from issues raised, considered at Project Meetings, where they are approved and actioned or rejected.

8.2 Configuration Management:

All projects produce paperwork either as a hard copy or electronically. Therefore, in order to keep track of documentation, strict version control must be established at the beginning of the Project Life Cycle. The framework below prescribes the following referencing to ensure version control.

The following table can be used to track all documents produced during the lifecycle of a project.

Version	*Numbering*	*Description*
First Draft	*0.01*	*A zero is used and then a decimal point to show that this version has not yet been signed off.*
Latest approved version	*1.00*	*A whole number is used to inform that this is a signed off version. The highest whole number is the latest signed off version.*
Working copy	*1.05*	*A whole number is used and a decimal to inform that version 1 is the latest signed off version and that there have been 5 subsequent drafts. If version 1.05 were to be signed off, it would*

		become version 2.
Second approved version	*2.00*	*The second signed off version.*

8.3 Risk and Issue Escalation:

Details of agreed risk and issue escalation procedure.

8.4 Progress Reporting:

Details of reports to be used when running the project eg. highlight report, exception report, and frequency of reports.

Suggested wording:

Highlight Reports – these will be passed to the Project Board on a regular basis as determined by the Board (provide detail of agreed frequency).

The highlight report will cover whether:

- *The project is still on course*

- *There any barriers to progress (people, process, funding etc)*

- *Issues and risks are being managed*

- *Achievements and plans for the next stage*

These reports allow the Project Sponsor and Project Board to:

- *Manage and control each stage in the project*

- *Be assured that all outputs specific to that stage have been completed as defined*

- *Provide enough information to allow a decision to be made on the continued viability of the project*

- *Review the budget against revised forecast*

- *Make key decisions*

Exception Reports – this is a warning from the Project Manager to the Project Board that a serious problem exists and the Board should meet to discuss the report. It is required where the tolerances, set by the Board for the Project Manager, have been exceeded or are forecast to be exceeded. Any deviation thought necessary should be outlined in the report and the information should be fed in at the Programme level (where the project forms part of a larger programme).

9. Amendment History:

Version	Date	Author	Reason

NORTHUMBERLAND

Northumberland County Council

ISSUES LOG

The purpose of the issues log is to contain all information about the issues, their analysis and status

Project Name:		Project Manager:	
Project ID		**Start Date:**	
Status Code	N - New Issue discovered this period O - Open Issue resolution in progress C- Closed Issue has been resolved or no longer an issue H-Issue on Hold, resolution paused pending additional information D – Deferred, no Action required at the moment E - Escalated to Programme Issues log	**Priority Code**	C – Critical, project stopper H – Important impacts significantly on product delivery, escalation required. M – Medium needs resolving within specified timescale and can be done within project team L – Low needs addressing but not as a priority.

Issue No	Description of Issue	Priority	Impact on other projects / risks	Owner	Expected resolution Date	Review Date	Current Status	Comments / Resolution

NORTHUMBERLAND

Northumberland County Council

RISK LOG

The purpose of the risk log is to contain all information about the risks, their analysis, countermeasures and status

Project Name:					Project Manager:						
Project Sponsor/ Executive					Date:						

		Gross Risk Without any controls						Current Net Risk With controls at current status				
Risk	Impacts	Likelihood	Impact	Grading	Controls	Status	Effective - ness	Likelihood	Impact	Net Risk Grading	Control Owner	Assurance Source

NORThUMBERLANd

Northumberland County Council

COMMUNICATIONS PLAN

Project Name:		Project Manager:	
Project Sponsor/Executive:		**Start Date:**	
		End Date:	
Communications Plan		To define all parties with an interest in the project, the method and frequency of communication between them and the project.	

Stakeholder Group (Who)	Information Need (What)	Method of Communication (How)	Responsible (Whom)	Frequency (When)	Key Dates	Completed

Northumberland

Northumberland County Council

LESSONS LEARNED LOG

This document provides a means of capturing the lessons learned as a project proceeds. The information only needs to be captured in summary and can be expanded upon in the End Project Report. This list is not exhaustive but descriptions might include:

What 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)

Project Name:		Project Manager:	
Project Sponsor/ Executive		Date:	

What went well	What went badly	What would you do differently

NORTHUMBERLAND

Northumberland County Council

STAKEHOLDER MANAGEMENT

Project Name:		Project Manager:	
Project Id:		Start Date:	
		End Date:	
Stakeholder Analysis		To define all parties with an interest in the project, the method and frequency of communication between them and the project.	

Stakeholder Name (or group)	Brief Description of Stakeholder	Interest Area	Importance to this project	Impact on stakeholder	Power / Impact Analysis
			High	High	Active Consultation - Maintain Interest
			High	High	Active Consultation - Maintain Interest
			High	High	Active Consultation - Maintain Interest

Power / Impact Matrix

	High	**Medium**	**Low**
High	Key Player – need strong buy-in		
Medium		Active Consultation	
		Maintain Interest	
Low			Keep Informed
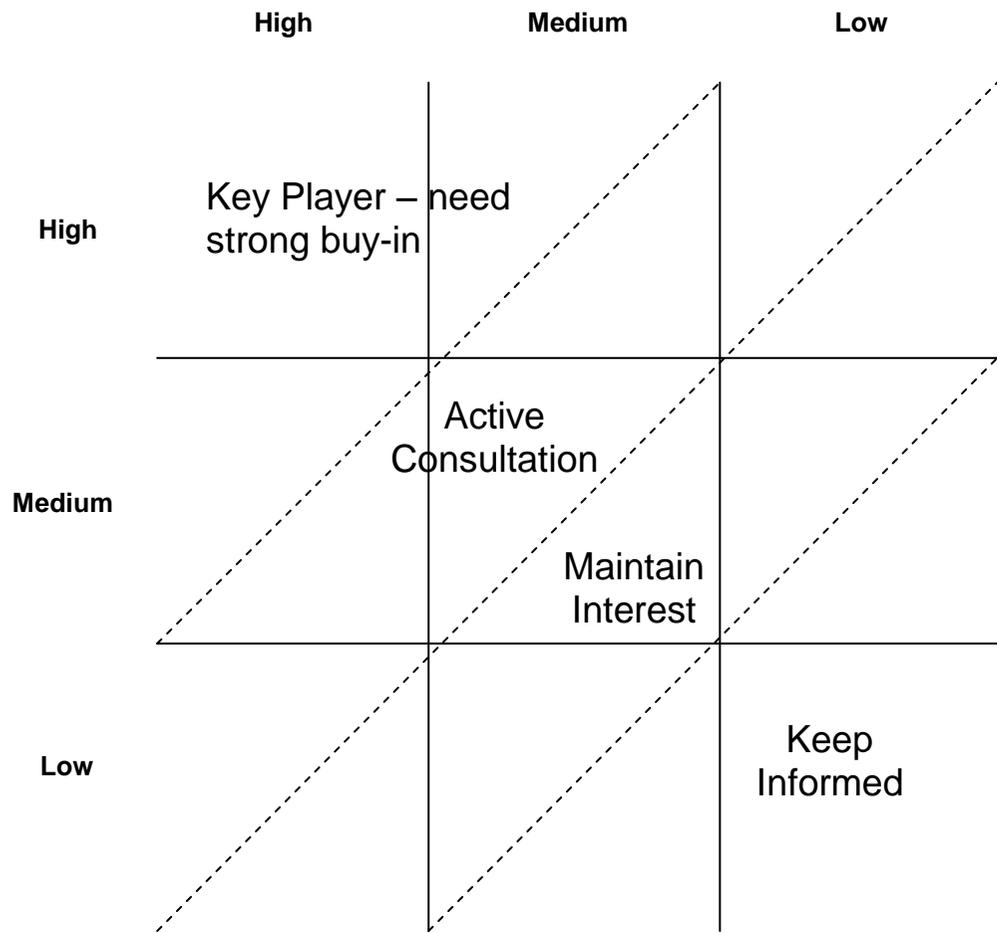
NORTHUMBERLAND

Northumberland County Council

PROJECT PLAN

The purpose of the project plan is to provide a baseline of how and when a project's objectives are to be achieved, by showing the major milestones, activities and resources required on the project

Project Name:		Project Manager:	
Project Sponsor/ Executive		Proposed Start Date:	
		Proposed End Date:	

Milestones	Actions	Who	When	Comments	Outcome

NORTHUMBERLAND

Northumberland County Council

PRODUCT DESCRIPTION

The purpose of this Product Description is to describe in detail, for each significant product, its nature, purpose, function, composition, derivation and quality criteria. It will be developed with all the relevant parties' agreement to ensure that there is no ambiguity in the product deliverable itself

Project Name:		Project Manager:	
Project Sponsor/ Executive		Proposed Start Date:	
		Proposed End Date:	

Product Description for:	
Responsible for delivery:	
Date Product Available:	

Purpose of the Product

- *Define the purpose that the product will fulfil.*
- *Is it a means to an end or an end in itself?*
- *Who is the target audience/who will use it?*
- *Why will it be useful/how will it be used?*

This is helpful in understanding the product's function(s), size, quality, complexity, robustness, etc.

What will it consist of? (Product Components)

List the parts that make up the product. For example, if the product were a document, this would be a list of expected chapters or sections.

Product derived from:

Where will the product come from? For example:
- *Bought from a supplier*
- *Developed from a design specification*
- *Provided by another department, project team or external sources*
- *Produced within the team*

Format & presentation of the Product:

Define any standard appearance to which the product must conform.

Publication/Delivery Method

How will the product be published and distributed? For example:

- *A document might be distributed to the identified target audience using electronic and traditional methods.*
- *It might be published on the web*
- *Software applications might be delivered via CD or an Internet download*

Key External Dependencies	Key Internal Dependencies
Is this product dependent upon: - *Other products produced externally?* - *Information from external sources?* - *External funding?*	*Is this product dependent upon:* - *Other products produced internally?* - *Information from internal sources?* - *Funding?*

Product Quality Criteria (How will you prove that the product meets objectives)

To what quality specification must the product be produced? What quality measurements will be applied by those inspecting the finished product?

Some standard criteria might be:

- *Is it produced in the format specified above?*
- *Does it contain all sections listed under 'Composition'*
- *Does the product fully meet the purpose for which it was designed?*
- *Is the style and language used appropriate to the target audience?*
- *Is the product complete, i.e. as described within this product description or does it require additional materials or resources?*
- *Is the overall size of the product within acceptable boundaries (i.e. no of pages)?*

Other criteria will need to be added depending upon the specific product.

Team QA Reviewer (s):

Either identify the people who are to carry out any quality checks or provide an indication of the skills required to carry out the quality checks.

Quality Checking method (s):

What kind of quality checking is to be used? (eg. test, review inspect)

Sign off Authority:

Product Description:	Delivered Product:
This will be either: - *Project Manager* - *Project Board (or Senior Responsible Officer)* *The level of delegation should be agreed with the project board.*	*This will be either:* - *Project Manager* - *Project Board (or Senior Responsible Officer)* *The level of delegation should be agreed with the project board.*

Amendment History:

Version	Date	Author	Reason

Northumberland County Council

HIGHLIGHT REPORT

The Highlight report is used to report project status to the Project Board at an agreed frequency – prepared by Project Manager

Project Name:		Project Manager:	
Project Sponsor / Executive		Start Date:	
		End Date:	

1. Project Status Summary:

Benefits		Scope		Team		Budget	
Stakeholders		Timescales		Risk		Issues	

Legend G, A, R. ⬆⬇-

2. Schedule Status:

Key Milestones/Deliverables	Planned Date	Revised Date	Actual Date	Status

Legend G, A, R. ⬆⬇-

3. Tasks completed during the period:

4. Tasks planned but not completed last period

5. Tasks to be completed during the next period:

6. Risk update:

Description	* Likelihood	* Impact	Countermeasure

			46

* High (H)
  Low (L)

7. Issues for resolution:

9. Amendment History:

Version	Date	Author	Reason

NORTHUMBERLAND

Northumberland County Council

EXCEPTION REPORT

The Exception report is produced when the project is forecast to exceed tolerance levels set by the project board.

Project Name:		Project Manager:	
Project Sponsor / Executive		Date:	

1. Description of the Deviation:

1.1 Cause of the Deviation

Provide a description of the background to the exception/deviation here – describe what caused the exception/deviation and what aspects of the project are affected.

1.2 Consequence of the Deviation

Explain what the potential consequences of the exception/deviation are on the project in particular specify how the following aspects of the project will be affected:

- *Business Case*
- *Project Objectives*
- *Project Scope*
- *Project Timescales*
- *Project Costs*
- *Project Quality*
- *Resources*
- *Political Consequences*

2. The Available Options:

Describe the alternatives available to correct or deal with the exception/deviation and the potential time/cost/quality implications of each option considered

3. Recommendations:

Provide a recommendation as to which option should be chosen. Explain the reasons for the selection of the chosen solution.

4. Amendment History:

Version	Date	Author	Reason

NORTHUMBERLAND

Northumberland County Council

CHANGE REQUEST FORM

The change request form should be used to request a modification to a project deliverable

Project Name:		Project Manager:	
Project Sponsor /Executive		Date:	

Change Title	
Originator	
Reason for Change	
Description of Proposed Change	
Impact of Change i.e. in terms of finance, timescale, specification etc	
Timescale	

Approved / Rejected by:

Name: **Position:**

Date:

Reason for Rejection

Northumberland County Council

END PROJECT REPORT

Project Name:		Project Manager:	
Project Sponsor/ Executive		Start Date:	
		End Date:	

1. Purpose of the Project:
Briefly describe the change introduced through the project, why it needed to be done and the long term benefits if has enabled.

2. Achievement of the Project Objectives
Refer back to the original objectives in the PID and explain the degree to which they have been achieved, with reasons given for non-achievement. If there have been any major changes to the objectives since the PID was signed off these should be explained. Any benefits achieved during the life of the project should be described and quantified where possible.

3. Changes Incorporated:
Using information drawn from the Issues Log, list the changes that were approved following initiation of the project. For each change the benefit, cost, effort and time implications should be given.

4. Final Statistics on project issues and risks:
Any risks that have relevance post project should be passed over to the relevant team for inclusion in operational risk register. Any outstanding issues, particularly any worthwhile requests for change that the project was unable to implement and nay known faults in the deliverables should be passed over to the relevant authorities for consideration as part of operational management.

5. Statistics for all quality work
Were the deliverables fit for purpose? Did the team possess the skills needed to deliver a quality outcome? Were errors/problems detected early enough to fix at lowest costs?

6. Management Processes
Explain what management and quality processes went well, badly or were lacking. Recommend any enhancements or modifications of the project management method for future use.

7. Amendment History			
Version	**Date**	**Author**	**Reason**

			50

POST PROJECT REVIEW

Northumberland County Council

The Post Project Review occurs after project closure and should be attended by key stakeholders. It analyses the Project Initiation Document against actual progress and final outcomes.

Project Name:		Project Manager:	
Project Sponsor /Executive		Date:	

1. Summary

In this section you should provide, where appropriate:

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 project has achieved the intended benefits identified in the Project Initiation Document / Business Case. Explain the benefits achieved in terms of:

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

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

Identify if the users are 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

State if the project is proving to meet quality expectations.

NORTHUMBERLAND
Northumberland County Council
BENEFITS REGISTER

a)   Financial Benefits Template

Project/Workstream	
Benefit	This would normally be an outcome from the PID see Appendix 2
How it will be measured	
Baseline Position	
Revenue Savings Profile (Lower & Upper Limit)	Savings profile may be drawn from a supporting spreadsheet. The lower and upper estimate is intended to represent 95% confidence that the savings will be within this range).
Capital Savings Profile (Lower & Upper Limit)	
How the savings will be realised	

b) Non Financial Benefits Template

Project/Workstream		
Benefit	This would normally be an outcome from the PID see Appendix 2	
How it will be measured		
Baseline Position		
Corporate priorities	**Contribution**	**Impact (H/M/L)**
Respect and Enhance our Environment		
Grow Northumberland's Economy		
Support and Enable our Residents, Families and Communities		
Promote Health and Well-Being		
Overall Impact Score H=30/M=20/L=10		

The register will also contain:

- Details of approvals received from Finance (financial benefits):
    Measurement
    Baseline Position
    NPV of savings
    Subsequent revisions to the above

- Status following the latest BR Review:
    Is the project on track to deliver the benefit?
    Are the required approvals from Finance in place?
    Are the confidence limits right? Are they narrowing or widening?
    Are actions in place to realise the benefits?

APPENDIX B - PHASES AND ASSOCIATED DOCUMENTATION

Depending on the size of the project, Project Sponsor/Corporate Director/Senior Responsible Owner may be substituted for Head of Service in Phases 0, 1 and 2.

Phase	Purpose	Outputs	Responsibility
Phase 0: Pre-Project	• Establish project's intentions • Confirm no duplication • Identify any linked dependencies / crossover • Assess estimated project size	• Project Mandate • Project Category Scorecard • Outline High Level Benefits	• Head of Service* • Head of Service* • Head of Service*
Phase One: Justifying & Starting up the Project	• Put in place project organisation • Consider if project is viable • Confirm an acceptable Business Case exists • Agree commitment of resources to first phase of the project • Gain approval to proceed with the project	• Project Brief containing Outline Business Case • Authorisation of Project Brief	• Project Manager • Head of Service*
Phase Two: Initiating the Project	• Identify and establish solid foundations for the project. • Gain understanding of the work that needs to be done to deliver the project's outputs before committing to proceed	• Identify project management structure and appoint project management team • Produce Project Product Definition with the sponsors of the project (senior user) • Scope & prepare the Business Case • Carry out risk analysis • Create the Issues Log, Risk Log (and Lessons Learned Log) • Set Tolerances • Produce initial Project Plan • Identify Stakeholders and produce Communication Plan • Authorise progression to Phase 3	• Head of Service* • Project Manager • Project Manager • Project Board • Project Manager • Project Board • Project Manager • Project Manager • Project Board
Phase Three: Implementing and Managing the Project	• To monitor and control the project by stages, and take appropriate action if the project deviates from agreed tolerances	• Highlight Reports at agreed frequency • Exception Reports if required • Ensure Business Case justification still valid • Maintain Issues and Risk Logs • Maintain Lessons Learned Log • Update Project Plan • Authorise progression to Phase 4	• Project Manager • Project Manager • Project Manager • Project Manager • Project Manager • Project Manager • Project Board
Phase Four: Closing and Evaluating the Project	• All concerned recognise project is complete and the operational regime takes over • Identifies any unachieved goals and objectives are identified	• Ensure all products and outputs are complete • Update and review Issues and Risk Logs and Lessons Learned Log	• Project Manager • Project Manager • Project Manager

	• Lessons learned are captured	• Archive documentation • Authorise project closure & progression to Phase 5 • Post Project Review Report	• Project Manager • Project Board • Project Manager
Phase Five: Benefits Realisation Management	• To monitor and control the realisation of project benefits and take appropriate action if delivery deviates	• Benefit Realisation Report & Sign-off	• Project Sponsor

A good reason for having a glossary is that it helps communication if everyone is an organisation uses the same terms to mean the same thing. Please take the time to look through the table below so that you will be familiar with the words that are used relating to Project Management.

A	
Acceptance Criteria	Set requirements and standards of quality which must be achieved in order for an output to be acceptable to the recipient or user.
Activity	A task or set of tasks that need to be carried out in order to create an output or meet an objective.
Assurance	Examining, challenging and supporting the management of a project or programme and the outputs / outcomes to be delivered.
B	
Baseline	A record taken at a point in time, (usually at the beginning of a project when the Project Initiation Document (PID) is finalised and the detailed plan is produced), which can be used as a reference point for the project, as a basis for comparison and a means to measure project success against the original proposals and plans.
Business Case	A document that defines why the project is required, what the changes are that it will deliver and why this course of action has been chosen over any others considered. The Business Case should be 'owned' by the Member Sponsor, the person responsible for defining and developing the project against the Business Case.
C	
Change	Any requests for change are logged as an issue and are submitted for consideration to the Project Manager, including an explanation of the need for a change and the perceived outcomes that approval of the change will deliver. The Project Manager and Member Sponsor will decide the action relating to issues rated "Cosmetic" to "Medium". Other issues should be referred to the Programme Board via the Programme Manager.
Communication Plan	A record of all key stakeholders for the project, what information they require or are interested in relating to the project and how and when this information will be communicated to them.
Concurrent Tasks	Tasks in a project that can be worked on at the same time.
Configuration Management	A discipline, normally supported by software tools, that gives management precise control over its assets (for example, the outputs of a project), covering planning, identification, control, status accounting and verification of the outputs
Constraints	Limitations of time, budget, people and other aspects that will impinge on project delivery. Everyone involved in or affected by the project, should be made aware of all the project constraints at the outset.
Contingency Plan	A fallback option or set of actions that will come into effect should an adverse event occur which threatens the success of the project. For example, projects often have a contingency budget in place to use should an unexpected event lead to a dramatic increase in the cost of the project.

Cost Benefit Analysis	An analysis of the relationship between the costs of undertaking a task or project and the benefits likely to arise from the changes delivered. The hard tangible, readily measurable benefits may sometimes be accompanied by soft benefits which may be difficult to isolate, measure and value. The analysis allows comparison of the returns from alternative approaches to delivery.
Cost Variance (CV)	The difference between the budgeted and actual cost of work performed.
Critical Path	The series of tasks that must finish in order and on time for the entire project to finish to schedule. Each task on the critical path is a critical task.
D	
Dependencies	Relationships between outputs or tasks. For example, one output may be made up of several other 'dependent' outputs or a task may not begin until a 'dependent' task is complete.
Duration	The amount of elapsed time taken to complete a task or activity. The elapsed time is the difference between the start and end dates of a task. Not to be confused with effort.
E	
Earned Value	A measure of the value of work performed so far. Earned value uses original estimates and progress to date to show whether the actual costs incurred are on budget and whether the tasks are ahead or behind the baseline plan.
Effort	A measure of the work required to complete the activity. Effort is usually expressed in hours, days or weeks and should not be confused with duration.
Exceptions	Exceptions relate to the variances from predefined cost, resource usage or schedule thresholds.
F	
Float	The difference between the time available for performing a task and the time required to complete it. If the total float for a task equals zero, then that task is on the critical path.
G	
Gantt Chart	A chart using time lines and other symbols to illustrate project activities and the dependencies between them.
I	
In-House	Typically refers to work undertaken by employees within the organisation rather than by outside contract.
Initiation	The process of preparing for, assembling resources and getting work started. This is the stage of the project where you do the initial planning, get the go-ahead and, most importantly, get the budget to allow you to deliver the rest of the project.
K	
Key	In project management, this term typically means an item that is a deciding factor, i.e. is critical, instrumental or central to arriving at some end result.
Key Performance Indicators (KPI)	A measurement of how a supplier of a output or service is performing against any given or industry standard criteria. Benchmarking the criteria offers a way of improving performance.
L	
Lag Time	The amount of time delay between the completion of one task and the start of its successor task.
Lessons Learnt	A record of anything that went particularly well or badly during a project that might be useful information for future projects to take into account.

M	
Management by Exception	Raising issues with senior responsible managers only when action is called for. This helps the manager to avoid wading through reports or attending numerous meetings when progress is going according to plan.
Member Sponsor	When a Project Brief has been accepted, a Member with a particular interest in the project outcomes / service may elect to fulfil the role of the Sponsor to the project. They are ultimately responsible for the project, making sure that it remains focused and delivers the outputs it set out to, giving a value-for-money solution to the Business case. The Member Sponsor is the owner of the Business Case.
Methodology	A documented process for management of projects that contains procedures, definitions, roles and responsibilities.
Milestone	A point in time representing a key or important event in the life of a project such as sign off of an output.
Mitigation	Taking action to lessen risk by lowering its chances of occurring or by reducing its impact if it does occur.
N	
Network Diagram	A diagram displaying the sequential and logical relationships between activities which make up a project.
O	
Objective	Something to be achieved. Objectives should be measurable, so should be specific identifying what should be achieved, by when, at what cost and quality required.
Organisation Structure	Identification of participants in a project and their hierarchical relationships.
Outcome	The benefit to be delivered as a result of the implementation of a project or a number of projects. Other methodologies may refer to outcomes as "benefits".
Output	Something tangible created as a result of doing the project. For example, a new process, a computer system or a document. A project usually has outputs from various activities during the project as well as final outputs at the end. Other methodologies may refer to outputs as, "deliverables" or "products".
P	
Partnering	An agreement between two or more organisations to form a partnership, joint venture or team, to undertake a project.
Percent Complete	A measure of the current status of the project or output against the completion status of that total piece of work, expressed as a percentage.
Performance Management	A disciplined approach to the improvement of performance in organisational activities.
Planning	The process of identifying the means, resources and actions necessary to accomplish an objective.
Post Project Review	A review 6-12 months after the project output has become operational to ensure that the project has met its objectives and the output continues to meet user requirements.
Predecessor	An activity that must be completed before another specified activity can begin. The combination of all predecessor and successor relationships among the project activities forms a network. This network can be analysed to determine the critical path and other project scheduling implications.
Output Description	A description of the purpose, form and components of an Output. The Output Description should be used as the basis for acceptance of the output by the customer.
Programme	A portfolio of projects selected, planned and managed in a co-

	ordinated way so as to achieve a set of defined objectives. A programme may also be a set of otherwise unrelated projects bound by a business cycle. For example a Continuous Improvement Programme.
Programme Board	The sponsoring group for the Programme. The Board is responsible for the direction-setting and leadership of the Programme.
Project Hand-Over	The process of transfer of responsibility for all or part of a project or its deliverables.
Project Initiation Document	A document produced by the Project Manager and Member Sponsor when the Project Brief has been accepted by the Programme Board. It defines the terms of reference for the project and contains the key information describing the why, how, and when the project will run.
Project Life Cycle	All projects must have a beginning and end date. The Project Life Cycle encompasses all the time, tasks and activities between these two points including the Post Project Review. It does not include any 'follow-on actions' which may be recommended at the Post Project Review.
Project Sign-Off	The Project Sign-Off is the official notification that the project is closed. It will be completed either when a project completes its life cycle or on early closure subsequent to a Project Board or Programme Board decision.
Q	
Quality	The features and characteristics of an output or service that have a bearing on its ability to satisfy customer/user needs.
Quality Assurance	Actions necessary to provide adequate confidence that an output or service will satisfy given quality requirements.
Quality Criteria	The specified level of requirements, in relation to the characteristics of an output that must be met in order for the output to be acceptable to the customer or user.
R	
Recurring Task	A task that occurs repeatedly during the course of a project, such as weekly staff meetings.
Resources	Any input that the project needs in order to deliver the required outputs. This often refers to people or funds.
Risk Management	The formal process of identification, assessment, allocation, and management of all project risks.
S	
Schedule Variance (SV)	Any difference between the scheduled completion of an activity and the actual completion of that activity.
Scope	A concise and accurate description of what the project has agreed to deliver and what is expected from the project, as agreed between the project's stakeholders.
Scope Change	Any change to the project scope. A scope change almost always requires an adjustment to the project cost or schedule. A request for change of scope would take the form of an issue.
Secondary Risk	The risk that can occur as a result of treating a risk.
Senior Ownership Group	An example could be a Strategic Management Team, who would be responsible for the Continuous Improvement Programme.
Sign- off	A requirement at the completion of a stage, project or deliverable. This is the point at which the user, customer or funder formally approves the work that has been carried out to that point in time.
Slippage	The amount of time a task has been delayed from its original planned completion. Slippage occurs when a Project Plan is baselined and the actual dates of completion are later than the baselined plan or the actual duration for a task is longer than the baseline duration.

Stakeholder	Any individual or organisation that has an interest in or is affected by the outcome of a project. Some stakeholders will have direct input into your project, some will even have sign-off, and others will simply have a representation of their interests.
Stakeholder Management	Projects are made more difficult when stakeholders have different agendas, goals and priorities. Keeping these aligned is a big part of a Project Manager's role. Make sure that you include all stakeholders in your Communication Plan.