REPORT TO THE MEETING OF THE EXECUTIVE 6 NOVEMBER 2019

REPORT FROM THE STRATEGIC DIRECTOR

SUBJECT: COUNCIL PROJECTS PROGRAMME MANAGEMENT OFFICE

1   PURPOSE OF THE REPORT

1.1   To present the latest Programme Management Office (PMO) Dashboard to the Executive.

2   INTRODUCTION

2.1   The PMO operates to terms of reference previously agreed by the Investment Board. The PMO produces the Dashboard as part of its assurance work for GOLD, SILVER and BRONZE projects. The PMO Dashboard is provided to the Investment Board for projects that report to that forum.

2.2   The PMO dashboards for the Homelessness Project and the ICT Project are set out at appendices 1 and 2 respectively. Revised Terms of Reference for the PMO, are set out at Appendix 3.

3   KEY POINTS TO NOTE

Homelessness Project

3.1   Homelessness has been monitored as a project through PMO since the introduction of the Homelessness Reduction Act in 2017, which introduced significant new legislative requirements on the Council.

3.2   There remains ongoing structural issues around the limited local supply of affordable social and private settled housing, which is not sufficient to meet local homeless need and the subsequent slowing down of movement of households across all sectors. Only one in every six households on the housing register is ever likely to be rehoused. Despite this, the direction of travel for all key milestones remains good and targets are being maintained through an ongoing person-centred/preventative approach to managing homelessness.

3.3   There currently remains good ongoing budgetary control of the housing options budget, because of the reduced use of emergency temporary accommodation. This has predominately been driven by front line prevention work and, in particular, officers' work with private sector landlords to keep clients in their homes, using the housing options prevention fund policy to support this approach.

3.4   Given the increased assurance the Council has on the effectiveness of its preventative work following the introduction of the new Act it is proposed that Homelessness reduction is monitored through "Business As Usual" reporting

rather than retaining project status through PMO. The Executive is therefore asked to agree that Homelessness be removed as a project from the PMO dashboard from next quarter.

ICT Project

3.5   The scope of this project is to ensure that the migration of the Council's ICT systems onto Azure cloud servers is completed, as per the contractual arrangement with Jisc (formally EduServe). All the Azure Cloud servers have now been set up by Jisc and migration work is nearing completion.

3.6   Subsequent to the original contract for the migration work being agreed it was discovered that the council's Revenues and Benefits software package "Academy" could not be hosted in RDCs Azure cloud. An alternative solution to host the software in Capita's own cloud platform was agreed by the Executive in June 2019 and this additional migration project is underway, with a target date for transition of end of November 2019. A small amount of work will be required from Jisc to assist with this process and then to migrate the staff who use this software onto the council's Office 365 mail server in the cloud.

3.7   Once the migration work is complete, PMO will present a completion report for this project to the Executive, and the project will be removed from the scope of PMO. It is acknowledged that there is further work being carried out by the Council to improve the resilience of ICT; however, as this falls outside the scope of the original ICT project agreed by Executive these supplementary pieces of work will be reported separately as appropriate.

Infrastructure Audit Update

3.8   At the time of reporting to the Executive in April 2019 a report was awaited from Southend Borough Council who were carrying out a technical audit of RDC's ICT infrastructure. Due to a restructure within Southend they were unable to complete this work; however, an alternative provider, Hytec, was commissioned through the Essex Online Partnership to complete the audit instead.

3.9   Hytec have since carried out an initial discovery stage on the server room and have decommissioned redundant equipment. They are now working to understand the topology of the council's ICT infrastructure in order that they can make recommendations to further improve the resilience and performance of the council's ICT.

Beagle Project

3.10   It was agreed by the Executive in September 2019 that the Beagle Project would be designated as a Silver project and would therefore fall under the remit of PMO. The dashboard for this project is being worked up and will be reported in the next PMO update report to Executive.

Connect Project

3.11   A separate decision paper will be presented to the Executive in December to agree a new Council project, "Connect", which will set out the council's plan for digital transformation. If this is agreed it will be monitored by the PMO and the dashboard reported as part of the next PMO update report to the Executive.

Revised Terms of Reference and PMO Process

3.12   Officers have undertaken a review of the PMO processes, and proposed changes intended to improve and clarify the way in which projects are agreed, and the role that Leadership Team has in supporting PMO in the oversight and management of projects. Updated Terms of Reference and new workflow and Project Initiation Document templates are set out in Appendix 3, for noting by the Executive.

4   RISK IMPLICATIONS

4.1   The risks identified in the PMO Dashboard are considered to be fully mitigated at present but will continue to be reviewed as these projects evolve. The re-baselined milestones for the migration element of the ICT Project reflect the expectations of both the Council and Eduserv.

5   RESOURCE IMPLICATIONS

5.1   The individual project budgets set out in the appendices have already been agreed by the relevant committees or as part of the Medium Term Financial Strategy.

5.2   Currently, PMO work is carried out within existing officer resources, which represents an opportunity cost, rather than a new cost to the Council. If any additional resources are required to deliver a project this will be subject to approval via the relevant board.

6   LEGAL IMPLICATIONS

6.1   None arising directly out of this report.

7   PARISH IMPLICATIONS

7.1   None.

8   EQUALITY AND DIVERSITY IMPLICATIONS

8.1   Not applicable to this report.

9   RECOMMENDATION

9.1   It is proposed that the Executive **RESOLVES**

(1)   That the contents of the Programme Management Office Dashboard be noted.

(2)   That the proposal to remove the Homelessness project from the scope of the Programme Management office be agreed.

(3)   That the updated Terms of Reference, new workflow and new template Project Initiation Document, set out in the Appendix to the report, be agreed.   (SD)

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

LT Lead Officer Signature: _____

STRATEGIC DIRECTOR

Background Papers:-

None.

For further information please contact Angela Hutchings on:-

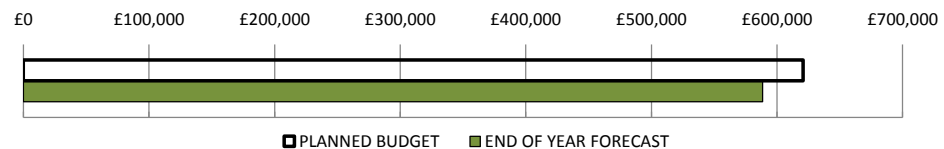Phone: 01702 318169
Email: Angela.hutchings@rochford.gov.uk

If you would like this report in large print, Braille or another language please contact 01702 318111.

PROJECT DETAIL - ALL PROJECTS	
Project Reference	5
Project Title	Homelessness
Project Lead	Assistant Director - People & Communites
Reports to	Executive
PROJECT DETAIL	
Project Start Date	01/04/2018
Project Finish Date	31/03/2020
Project Stage	Delivery
Project Team Members	9
PROJECT STATUS	
Project Status	**GREEN**
Project Score (10)	3
DIRECTION OF TRAVEL	Ahead of Target

BUDGETING AND FORECASTING - GOLD PROJECTS ONLY	
PLANNED BUDGET	£620,900
END OF YEAR FORECAST	£588,448
BUDGET REMAINING	*£32,452*
END OF YEAR FORECAST VS PLANNED BUDGET	*-6%*
FORECAST OVERSPEND/UNDERSPEND	*Forecast to underspend by £32,452*

RISK CONSIDERATION - ALL PROJECTS		
Number of High Risks	2	1
Is your budget on track? GOLD ONLY	Yes	0
Has there been any unforeseen spend? GOLD ONLY	No	0
Number of Red Milestones	0	0
Have any of your milestones slipped with consequences?	No	0
Direction of Travel	OK	0
RISK STATUS	**OK**	1

PUBLIC DOCUMENT

GOLD

MILESTONES AND INTERDEPENDENCIES - GOLD AND SILVER PROJECTS
CRITICAL PATH - ALL PROJECTS

REF	DETAIL	START DATE	TARGET / ACTUAL END DATE	RAG	Interdependencies	Critical Path
1	Eliminate the use of B & B	Apr-18	Mar-20 ongoing	GREEN	Milestone 1	
2	Increase the supply of affordable temporary and settled accommodation	Apr-18	Mar-20 ongoing	AMBER	Milestone 2,5	
3	To deliver a proactive preventative housing options service	Apr-18	Mar-20 ongoing	GREEN	Milestone 2,3,5,6	
4						
5						
6						
7						
8						

PROJECT HIGH RISK REGISTER - GOLD AND SILVER PROJECTS ONLY			
REF	DETAIL	REVIEW DATE	RESIDUAL
1	Increased number of households owed a homeless duty.	March 2020 monthly ongoing	Medium
2	Increased number of households requiring alternative private rented accommodation.	March 2020 monthly ongoing	High
3	non engagement of stakeholders and partners to enable agreed pathways for referrals and prevention work.	March 2020 monthly ongoing	Medium
4	non engagement of stakeholders and partners reducing cost effective prevention solutions.	March 2020 monthly ongoing	Low
5	Lack of supply of local affordable private rented accommodation	March 2020 monthly ongoing	High
6	Reduction in ring fenced homeless grant monies and front line resources, to meet demand.	March 2020 monthly ongoing	Medium
7			
8			

£0   £100,000   £200,000   £300,000   £400,000   £500,000   £600,000   £700,000

☐ PLANNED BUDGET   ▆ END OF YEAR FORECAST

BENEFITS REALISATION - ALL PROJECTS			
REF	KEY BENEFIT	REVIEW DATE	STATUS
1	0 B & B placements	monthly monitoring	Under Review
2	50% reduction in out of district emergency placements (Nightly Let/HMO)	monthly monitoring	Under Review
3	50% increase in homeless preventions	monthly monitoring	Under Review
4			
5			

9.5

EXPLANATORY COMMENTARY

New compliant housing options web pages improving access to informaton for residents. Endorsed by MHCLG advisor. Draft Housing & Homeless strategy to be consulted with user, June 2019 online and via new homeless forum. Ongoing S106 Housing project group.   KIngs Head project ongoing- site work delays anticipated completion August/September 2019, delays may impact on B & B/Nightly let targets. Ongoing discussions with neighbouring local authorities as to new single management offer for local landlords. New South Essex landlord forum confirmed November 19, sponsored and endorsed by national landlords association. On going challenges as to limited supply of available private rented and social housing, compounded by local development delays and schemes not being started or completed until Q3 19-20 onwards. Risks emerging i.e. 19-20 is the last year for all gov. grants which have supported the roll out of the HRAct. The time limited grants limit innovation in the long term and will impact on the housing options team's local capacity as 2 fixed term officer posts are currently grant funded. Future invest to save business cases are to be considered as grant monies begin to be spent.

RESOURCE PLANNING AND FORECASTING - **GOLD** PROJECTS ONLY	Housing Options Team Leader
	Housing Options Allocations/Enabling Officer
	Senior Housing Options officer
	Housing Options officer
	Housing Options officer (Fixed term post grant funded 2018-21)
	Housing Options Officer
	Housing Options Officer
	Housing Options Support Officer
	Community Engagement officer (Fixed term DWP funded post 2018-19)

OTHER REPORTING STREAMS THAT MUST BE CONSIDERED BUT ARE NOT CURRENTLY INCLUDED ON THIS TEMPLATE	
Work stream Activity	**GOLD**
Communications Plan	**GOLD**
Stakeholder Engagement Strategy	**GOLD**

Change Control Record for Homelessness						
Item Amended	**Description of Change**		**Justification**	**Financial Implications**	**Date LT Aware**	**Date IB / Exec Aware**
Update to project team numbers. RAG status change to prevention work.	Additional x2 fixed term prevention posts now recruited i.e. 2yr grant funded posts April 2018-20. Note: x1 prevention officer post still frozen/vacant. Invest to save business case in progress. November 18- Business case agreed. Vacancy recruited into via the fixed term post. Remaining fixed term post extended by x1yr.		Critical need to increase prevention work and manage the ongoing demands of the HRAct. Prevention milestone risks subsequently reduced.	None Gov. grant i.e. flexible homeless support grant used to fund total cost of both posts	n/a - business cases previously agreed	
Milestone change: Eliminate use of B & B	RAG change to Green.		x5 households in B & B - July position. 81% reduction in numbers since June 2017.	The forecasted year end position, as at the end of June, on the net spend for the wider Housing Options Service, will be 4.05% (£28,800) lower than the budgeted amount	17.7.18 Full Council via K Head report.	17.7.18 Full Council via K Head report
Milestone change: Increase the supply of affordable temporary and settled accommodation	RAG change to Amber.		Kings Head approval to enter into lease agreement, additional 11 temporary units anticipated Q4. x1 additional settled home- almshouse	Anticipated Q4-Q1 19-20	17.7.18 via Full Council. Standing item LT project meets.	17.7.18
Milestone change: To deliver a proactive preventative housing options service	RAG change to Green.		New homeless forum and ongoing relationship work and engagement with existing and new parnters	Indirect via prevention savings e.g sustaining tenancies, new letting agents	LT project meet 31.7.18	
Risk review times for risks, 1,2,4,6.	September review		6months on from the Homeless Reduction Act	Indirect non cashable implications (non engagement of partners) if risks increase.	LT project meet 31.7.18	
Risk register: Increased number of households owed a homeless duty.	RAG change to amber. New review period (6months) set.		6month review - small numbers of clients currenlty recorded as being owed a duty. Anticipated outcome	Direct - savings to housing options spend.	LT project meet 11.9.18	
Risk register: Increased number of households requiring alternative private rented accommodation	New review period (6 months) set.		No change to RAG status. Number of households in temporary accommodation remain static. Supply unchanged for social housing.	Direct - ongoing temporary emergency accommodation costs, where suitable affordable accommodation can not be found.	LT project meet 11.9.18	
Risk register: Non engagement of stakeholders and partners reducing cost effective prevention solution	RAG change to low. Review period reset (6 months)		Increased engagement with parnters, as prevention work increases e.g. joint trailblazer work	Indirect - increased prevention savings, reducing B & B costs.	LT project meet 11.9.18	
Risk register: Reduction in ring fenced homeless grant monies and front line resources, to meet demand.	New review period (6 months) set.		March 2019 - gov budgets known.	None - future implications pending grant determinations.	Via monthly finance meetings with Finance manager/S151	
Key benefit status change	Homeless prevention numbers and savings target, changed to 'under review'		new H-Clic gov. statistical return has since published Q1 results. Traditional monitoring no longer aligned to HRAct. New benefits to be reviewed for 2019/20 to align with housing plans - outcomes for clients.	No direct implications. Budget of total service monitored and reported monthly.	Monthly budget statements to LT and Leader/D Leader/ Pholders.	
Key benefit status change	new homeless prevention and out of district targets		In line with operational targets and ogoing need to increase prevention work	No direct implications. Budget of total service monitored and reported monthly.	Montly statistical monitoring via operation scorecard	

9.7

PROJECT DETAIL - ALL PROJECTS	
Project Reference	2
Project Title	ICT
Project Lead	Assistant Director - Transformation
Reports to	Executive
PROJECT DETAIL	
Project Start Date	01/12/2017
Project Finish Date	01/11/2019
Project Stage	Delivery
Project Team Members	3
PROJECT STATUS	
Project Status	AMBER
Project Score (3)	2
DIRECTION OF TRAVEL	On Track

BUDGETING AND FORECASTING - GOLD PROJECTS ONLY	
PLANNED BUDGET	£642,848
ACTUAL SPEND TO DATE	£544,194
COMMITTED SPEND TO DATE	£70,401
EMERGENCY SPEND	£0
Budget Remaining	£28,253
Percentage of Planned Budget Spend	96%

RISK CONSIDERATION - ALL PROJECTS		
Number of High Risks	3	1
Is your budget on track? GOLD ONLY	Yes	0
Has there been any unforeseen spend? GOLD ONLY	No	0
Number of Red Milestones	0	0
Have any of your milestones slipped with consequences?	No	0
Direction of Travel	OK	0
RISK STATUS	**OK**	1

PUBLIC DOCUMENT

GOLD

MILESTONES AND INTERDEPENDENCIES - GOLD AND SILVER PROJECTS
CRITICAL PATH - ALL PROJECTS

REF	DETAIL	START DATE	TARGET / ACTUAL END DATE	RAG	Interdependencies	Critical Path
1	Office 365 -First pilot user migrated (members) and High Level Designs issued	Dec-17	Mar-18	Complete		Critical Path
2	Azure tenancy ready for use	Dec-17	Feb-18	Complete		
3	RDS Test Server ready for use	Dec-17	Jun-18	Complete		Critical Path
4	Officer Pilot Users and Good Users ready	Dec-17	Jun-18	Complete	Milestone 3	
5	Users on exchange server ready for migration to 0365	Dec-17	Dec-18	Complete	Milestone 4	
6	Windows 2003 servers and app installs	Dec-17	Mar-19	Complete		
7	Skype and one drive available	Dec-17	Nov-18	Complete	Milestone 6	
8	Final payment milestone	Dec-17	Nov-19	GREEN	Milestone 6	Critical Path

PROJECT HIGH RISK REGISTER - GOLD AND SILVER PROJECTS ONLY			
REF	DETAIL	REVIEW DATE	RESIDUAL
1	Rochford do not have the resources or skills to complete the project	Jun-18	High
2	Eduserv do not have the resources or skills to complete the project	Feb-18	High
3	Data Centre at Swindon fails	Aug-18	High
4	Lack of documentation for software and server install	Oct-18	Medium
5	UAT Resource not available	Oct-18	Medium
6			
7			
8			

£0	£250,000	£500,000	£750,000	£1,000,000

■ ACTUAL SPEND □ COMMITTED SPEND ■ EMERGENCY SPEND □ PLANNED BUDGET
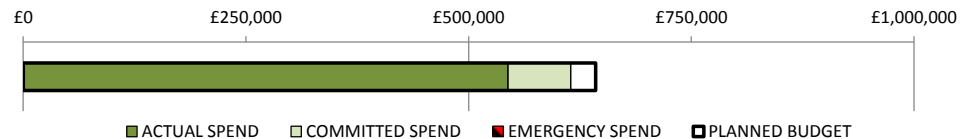
BENEFITS REALISATION - ALL PROJECTS			
REF	KEY BENEFIT	REVIEW DATE	STATUS
1	Remote access enabling flexible working.	Nov-18	Completed
2	Enterprise Licence will enable the use of Microsoft applications to improve efficiencies		Completed
3	All servers are supported reducing risk of failure	Nov-18	On Target
4	Able to move forward with Transformation and Cultural change project	Nov-19	Under Review
5			

EXPLANATORY COMMENTARY

The total project budget is £642,848 this is split between the original Plan A migration to the cloud and the cost for the Lift and shift to Eduserv's data centre. The actual and committed spend to date is £614,595. Significant progress has been made with the remaining applications which are now either at the status of undergoing User Acceptance Testing (UAT) or moving to managed service provision. The dates of the go live for all applications have now been agreed. Academy anticipated move to a managed service will be in November which is subject to confirmation from Capita. with Comino and Idox (Uniform) moving June/July, once full UAT has taken place. There are three remaining servers to be migrated which represents 3% of the 109 servers which were in scope. The final outstanding payment amount is £7,581.

RESOURCE PLANNING AND FORECASTING - GOLD PROJECTS ONLY	Dawn Tribe

OTHER REPORTING STREAMS THAT MUST BE CONSIDERED BUT ARE NOT CURRENTLY INCLUDED ON THIS TEMPLATE	
Work stream Activity	GOLD
Communications Plan	GOLD
Stakeholder Engagement Strategy	GOLD

Change Control Record for ICT						
Item Amended	Description of Change		Justification	Financial Implications	Date LT Aware	Date IB / Exec Aware
Milestone date change	Change to server migration date for some software applications		Due to the impact on service delivery	None		Jul-18
0365 Pilot user set up	date change		RDS Test server failed and needed to be rebuilt	None		Jul-18
2003 servers and app installs	date change		Loss of a key member of staff and the Major Incident ICT/Outage has impacted on the teams workload	None		Nov-18
Officer migration to 0365	date change		Due to loss of staff and the major incident/ICT outage there has been a re-prioritisation of work	None		Nov-18
Final Payment Milestone	date change		See commentary box	None		Apr-19
Final Payment Milestone	date change		To reflect the Academy November date move to Capita Managed Service	none		

9.9

Rochford District Council

Programme Management Office Group (PMO)

DRAFT Terms of Reference

The Terms of Reference for the PMO are set out in this document. These Terms of Reference will be reviewed by the Strategic Director on at least an annual basis as necessary.

Purpose

1. To support Project Leads through the Project Business Case and project management process.

2. To oversee delivery of the business plan projects and report progress on the "Gold" projects to the Investment Board or Executive via the Project Dashboard with "Silver" and "Bronze" projects being reported on an exception basis.

3. To monitor progress within projects, ensuring Project Leads seek support to deliver the savings and benefits identified.

4. To identify slippage/bottlenecks in the progress of projects and agree plans to bring back into line with projected timescales.

5. To ensure accountability and responsibility for delivering projects are clear within the organisation.

6. To ensure that the actions and outputs from PMO meetings are communicated and cascaded appropriately.

Outcomes

1. To ensure that the delivery of projects are undertaken in a timely and effective way.

2. To ensure that all schemes are supported by a detailed, evidence-based Project Business Case and progress is monitored and any slippage addressed.

3. To ensure that all schemes are appropriately assessed for the potential impact on the Council's Business Plan.

4. To facilitate the effective communication of the impact of the Council's projects.

5. To ensure that any issues arising are included in the project Risk Register, as appropriate.

Methods

The PMO will provide support and advice to the Council's projects to ensure they follow best project practices and are able to deliver the proposed benefits which

ultimately deliver the Business Plan priorities and address the Medium Term Financial Strategy.

Accordingly, the PMO will invite project leaders to update the PMO on progress, as necessary, setting out the challenges and opportunities within the project. (This would predominantly apply where material projects were slipping or not delivering to plan).

The Project Dashboard will be reported to the Strategic Director and the Leadership Team on a monthly basis; on a quarterly basis to each Investment Board and Executive. This will allow overview of performance against all project plans using the Project Dashboard and the development of actions plans to address slippage or under performance.

Project Status Criteria

	BRONZE	SILVER	GOLD
Projects that materially impact the Medium Term Financial Strategy and are therefore a financial priority for the council			X
Projects that involve dedicated project management resource and/or financial investment that requires Member approval			X
Projects that involve partnership working		X	X
Projects that are politically sensitive		X	X

Investment Board project criteria

- Projects that relate assets or infrastructure e.g. ensuring best use of sites and property, opportunities for co-location, income generation activities and maximising both economic and social value to the District.

Executive project criteria

- Non infrastructure projects e.g. those that relate to transformation and/or service development

PMO Membership

The core membership of PMO will be as follows:

- Strategic Director
- Overview & Scrutiny Officer
- Principal Performance Business Support Officer
- Strategic Partnership Officer

Stage 1 Initial Concept Approval: Informal discussion at Leadership Team (LT).

Stage 1 Gateway: LT agree in principle that concept has merit and can be supported by PMO

Stage 2 Prepare Outline Case: Initial Scoping Meeting with Project Management Office (PMO); Preparation for Formal presentation at LT.

Initial engagement with:

• Finance Business Partner
• Strategic Partnership Officer
• Communications Officer

Structure of Outline Business Case:

• A defined start date/point and target end date/point
• Summary of idea
• A specific set of objectives and outcomes to be achieved
• A high level project plan/Gantt chart setting out key proposed milestones
• Proposed list of activities to be carried out
• A Feasibility Study / Options Appraisal
• Outline Financial Business Case (to include additional investment in resources, anticipated ongoing costs and benefits)
• Equalities Impact Assessment (EIA)
• Outline Stakeholder Engagement Plan
• Outline Communications Plan
• Risk Assessment

Estimates / Ideas are acceptable at Stage 2.

Stage 2 Gateway: Outline Business Case is agreed with PMO for presentation to LT

Stage 3 Presentation to Leadership Team: LT to challenge the Outline Business Case and agree in principle (subject to necessary Member approval). Agree Project Status and associated reporting arrangements

Status	Risk / Cost	Requirements	Investment Required
Service Delivery	**No Additional Cost** **No Additional Risk**	Update as required to LT where appropriate	£0
Bronze	**Low Cost** **Low Risk**	On-going PMO support and regular reports to LT including progress and budget	£0.01 - £14,999
Silver	**Medium Cost** **Medium Risk**	On-going PMO support, regular reports to LT including progress and budget, and regular reports to Executive or Investment Board	£15,000 - £50,000
Gold	**High Cost** **High Risk**	On-going PMO support, regular reports to LT including progress and budget, and regular reports to Executive or Investment Board	£50,000+

Stage 3 Gateway Outline Business Case is agreed by LT and given Gold, Silver, Bronze, or Service Delivery status OR referred back to Project Lead for further work. If required move to Stage 4 Member Approval

Stage 4 Presentation at Investment Board / Executive: Outline Business Case and covering report presented to Members for approval

Stage 4 Gateway: Member approval given, project can start OR referred back to officers for further work

Stage 5 Delivery Phase. Funds drawn down, project commences with support from PMO. Progress reported regularly to LT and Executive/IB in line with agreed requirements

9.12

Project Outline Business Case

Project Name	
Project Lead:	*Person responsible for project management.*
Project Sponsor	*AD with overall responsibility*
Project Start Date		**Project End Date**	
Project Summary	*High level summary that describes the justification for setting up and implementing the project. It provides the reasons for undertaking the project and explains the drivers (e.g. operational, legal, financial, and political).*
Project Objective	*Specifically, what is required to be achieved by the project including specific and measurable objectives? Include quality/outcome based performance measures indicators to be used to assess the successful progress and outcome of project.*
Project Scope	*What is specifically in and out of the project?*
Project Approach	*How is the work going to be undertaken - in house, external consultants, off the shelf etc.*
Project Plan (Attach as Appendix)	*This must show how and when project objectives are to be achieved by showing the major tasks and activities to be undertaken. The plan should identify start and finish dates for all tasks, task owners and should indicate completion of key stages (milestones). These will be used to assess successful progress of the project. The Project Plan provides the baseline against which the Project Board will monitor project progress stage by stage. Often assisted by a Gantt Chart.*
Links to Business Plan / Medium Term Financial Strategy	*Which element(s) of the BP/MTFS does this project deliver?* *If it doesn't link, why should it be considered for approval by Leadership Team/Members?*
Impact on other projects/services	*This provides a description of how this project may impact on other projects or work of the Council. Any likely implications should be detailed in the Risk Register. This may alter as other work is rolled out.*
Supporting Plan(s) **(Attach as Appendix)**	1. ***Feasibility Study / Options Appraisal*** 2. ***Financial Business Case (to include additional investment in resources, anticipated ongoing costs, and benefits)*** *sets out the financial resources (capital & revenue) available for the project, details the funding mechanism, and provides information about availability. It should include any provisional sums that are waiting approval. Details of project team members, identifying named individuals and providing information on their roles, skill sets, and responsibilities covering all the key tasks. It should include the Project Sponsor, Project Manager, and officers on the project team. It should also include officers who provide indirect support.*

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	3. ***Equalities Impact Assessment (EIA)***
	4. ***Stakeholder Engagement Plan*** *Who are the key internal and external stakeholders? Have they been involved or how will they be involved? How will key stakeholders be kept informed?*
	5. ***Communications Plan***
	6. ***Benefits Tracking Arrangements/Performance Management Plan*** *sets out how the benefits of project will be measured including the outcome based performance indicators for the project.*
	7. ***Reporting Arrangements*** *Explains reporting arrangements for the project. It must take into account management and corporate requirements. – This may alter to meet specific needs during the project lifespan.*
Risk Assessment (Attach as Appendix)	*This must Identify risks in the project and assesses their significance or potential impact. This will then allow informed decisions to be made as to the management of these risks, help, avoid loss of time, money, and achieve best VFM. The Risk Log should be a 'living' document that is regularly reviewed and updated throughout the life of the project. A risk is a threat to the project that has not yet occurred.* *Data Impact Assessments and Data/Information Sharing Agreements considered for relevance to comply with General Data Protection Regulations.*

Date of Initial PMO Scoping Meeting	
Date of Presentation to Leadership Team (Minuted)	
Leadership Team Approval Date (Minuted)	
Project Status:	
Date of Presentation to Members (if applicable) (Minuted)	
Members Approval Date (Minuted)	