



Brixham Town Council

Project Assessment and Progression Policy

Review History

Adopted:
Review:

Summary

1. The purpose of this policy to ensure that all potential projects are assessed and progressed equitably. This will ensure the best use of Officer and Councillor time, as well as budgets and committee time. The policy seeks to support agile responses to project ideas from across the Council so that the Council can stay flexible and responsive to needs and opportunities, whilst allowing equitable opportunity, control, quality assurance and scrutiny.

Process

2. The full process is outlined in the flow chart in Annex 1.
3. Ideas for projects can be initiated by either Councillors or Officers and should be detailed on the Project Initiation Document (PID) This can be found in Annex 2.
4. A new project will need to have its PID approved by the relevant Committee to be assessed by Officers. The exception to this is for quick wins and the criteria for this is detailed further on in this policy. A project should pass through a Task and Finish Group first, but where the project does not fall within the remit of any of the Council's current Task and Finish Groups, then the initial approval can be given directly by the most relevant Committee, or by Full Council for strategic projects.
5. Following approval by a Committee or Full Council, Officers will be tasked with carrying out the initial assessment to complete the Project Plan (PP). The assessment will be programmed into Officers' workloads depending on capacity.
6. Officers will complete the PP attached in Annex 3.
7. The PP will be brought to the most relevant Committee, or Full Council, along with the draft entry onto the development plan. This will include likely timescales for delivery. If the PP is taken to a Committee, rather than Full Council then the Committee will be able to recommend the entry into the development plan to Full Council.
8. The development plan will be reported on at every Full Council by Officers. Councillors will then have the opportunity of discussing the full plan and prioritisation of projects.
9. When a project has been completed a Project Completion Report (PCR) will be brought to Full Council. This will include lessons learnt and recommendations for the future (Annex 4) to allow the Council to learn and develop its project management capabilities and develop best practise.

Quick wins

10. The policy allows for quick wins to be identified and progressed in a timely but controlled manner. There is a separate section of the development plan that allows quick wins to be monitored and recorded.
11. A quick win is one that meets all the following criteria:
 - a. Will cost less than £1,000
 - b. All expenditure can be met from existing budget/s
 - c. Will take less than 5 hours of officer time in total (including assessment, planning, working with partners, tendering/quotes etc)
 - d. Has the support of a Councillor and the Town Clerk or Deputy Town Clerk
 - e. Does not pose any significant reputational or other risk to the Council or partners

Annex One: Flow Chart



Annex Two: Project Initiation Document (PID)

| Project Initiation Document | |
|---|------|
| Name / Committee | Date |
| <p>Project Name Which Committee / Task & Finish Group does this project come from?</p> | |
| <p>Description of Project</p> | |
| <p>Project Aims What do you want the project to achieve? How does it support the Council's Plan?</p> | |
| <p>Target What area of the community is the target and what benefits will the project bring to them?</p> | |
| <p>Research already completed Please attach all research carried out so far.</p> | |
| <p>Evidence of need How do you know the project is needed?</p> | |
| <p>Cost of Project Please detail all cost areas associated with this project. Please include actual costs if know. Please include revenue, capital and include estimate of Officer hours where possible.</p> | |
| <p>Benefits Please detail all benefits including cost savings, efficiency savings</p> | |

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| <p>Other Organisational Support Do you think the Council needs to work with or take advice from other organisations? If so, who?</p> | |
| <p>Timeline What is the length of the project work and when will the benefits be realised? Are there any time constraints?</p> | |
| <p>Risks Are there any risks associated with this project eg reputational risks for the Council or possible local sensitivities?</p> | |
| <p>Is the project a quick win? le does it meet all the following criteria?</p> <ul style="list-style-type: none"> a) Will cost less than £1,000 b) All expenditure can be met from an existing budget c) Will take less than 5 hours of Officer time in total (including assessment, planning, working with partners, tendering / quotes) etc. d) Is listed within the Council's Action Plan / Strategy e) Does not pose any significant reputational or other risk to the Council or partners | |
| <p>Other Information Is there any other information which you feel would help with the project assessment? Please include links to any best practise or similar projects.</p> | |

Annex 3: Project Plan Template

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| Project Plan Name: | |
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What is the Project Plan?

The Project Plan is the central document by which the project is formally managed. A Project Plan is a document which lists the activities, tasks and resources required to complete the project and realise the business benefits outlined in the Project Business Case. A typical Project Plan includes:

- A description of the major phases undertaken to complete the project
- A schedule of the activities, tasks, durations, dependencies, resources and timeframes
- A listing of the assumptions and constraints identified during the planning process

To create a Project Plan, the following steps will be undertaken:

- Reiterate the project scope
- Identify the project milestones, phases, activities and tasks
- Quantify the effort required for each task
- Detail project resource
- Construct a project schedule
- List any planning dependencies, assumptions, constraints and risks
- Document the formal Project Plan for approval.

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| 1 | Project |
| 1.1 | Project Outline |
| | What is being done? |
| | What are the key objectives and outputs? |
| 1.2 | Project Justification |
| | What problems does the project seek to address? |
| | Who is the target? |
| | What evidence is there of need? |
| 1.3 | Partners |
| | Who are the delivery partners? |
| 2 | Planning |
| 2.1 | Scope |
| | The activities and tasks defined in the project plan must be undertaken within the scope of the project. For this reason, reiterate the scope of the project here. |
| 2.2 | Milestones |
| | A milestone is a major event in the project and represents the completion of a set of activities. Examples of milestones include: <ul style="list-style-type: none"> • Approval by Full Council • Planning Permission granted • Funding secured • Additional staff recruited or contractors appointed • Project specific events |
| 2.3 | Phases |
| | A phase is a set of activities which will be undertaken to deliver a substantial portion of the overall project. Examples include: <ul style="list-style-type: none"> • Project Planning • Project Execution • Project Closure |
| 2.4 | Activities |
| | An activity is a set of tasks which are required to be undertaken to complete the project. Examples include: <ul style="list-style-type: none"> • Develop Quality Plan • Formulate Supplier Contracts • Perform Project Closure and log lessons learnt |
| 2.5 | Capacity |
| | This details the length of time needed to complete each task |
| 3 | Project Plan |
| 3.1 | Schedule |
| | Provide a summarised schedule for each of the phases and activities within the project. This is not a full Gantt Chart, but an indication of likely project delivery time. |
| 3.2 | Assumptions |
| | List any planning assumptions made. For example: <ul style="list-style-type: none"> • The project will not change in scope • Funding will be granted • The resources identified will be available upon request |

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| | <ul style="list-style-type: none"> Approved funding from BTC will be available upon request |
| 3.3 | Constraints |
| | <p>List any planning constraints identified. For example:</p> <ul style="list-style-type: none"> The project must operate within the funding and resource allocations approved The project team must deliver the improvements with no requirement for additional hardware or future costs Staff must complete the project within normal working hours. |
| 3.4 | Risks |
| | <p>List any risks identified. For example:</p> <ul style="list-style-type: none"> The project may pose a reputational risk to the Council The project relies upon support from a partner/s or the community |
| 4 | Monitoring |
| 4.1 | Monitoring responsibility |
| | Who will carry out the monitoring? This should be the responsible Task & Finish Group, Committee or Full Council. |
| 4.2 | Monitoring methodology |
| | How will monitoring be carried out, by whom and at what intervals? |
| 4.3 | Project End |
| | How will the Council know the project has finished and who will complete the project completion report? |
| 5 | Impacts Assessments |
| 5.1 | Resources |
| | What are the likely resource impacts? Include a full assessment of staff time required and whether this equates to a separate part-time or full-time post and over what period. |
| 5.2 | Financial |
| | <p>What is the full financial impact of the project:</p> <ol style="list-style-type: none"> To the Council (including annual requirements) For external funding |
| 5.3 | Equalities |
| | <p>Are there any equalities impacts? Please ensure all aspects of The Equalities Act are considered:</p> <ol style="list-style-type: none"> Age Disability Gender reassignment Race Religion or belief Sex Sexual orientation Marriage and civil partnership Pregnancy and maternity |
| 5.4 | Environmental |
| | Are there any environmental impacts |

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| 5.5 | Crime and Disorder |
| | Are there any crime and disorder impacts |
| 6 | Recommendation |
| | <p>Officer recommendation: Is the project:</p> <ol style="list-style-type: none"> 1. Deliverable in terms of existing officer time and existing budgets 2. If not, what needs to be put in place to allow the project to be progressed or what timescales need to be put in place? 3. What benefits will it bring and what headline risks are there? 4. The officer recommendation is that the project could be progressed if (staff time and budget provision plan) 5. The Officer recommendation is that the project is/is not progressed at this time. |
| 7 | Appendix |
| | <p>Attach any documentation you believe is relevant to the Project Plan. For example:</p> <ul style="list-style-type: none"> • Detailed Project Schedule (listing all project phases, activities and tasks) • Other documentation (Business Case, Feasibility Study) • Other relevant information or correspondence. |

Annex 4: Project Highlight Report

PROJECT HIGHLIGHT REPORT

Section 1: Project Summary

| | | | |
|-----------------|--------------------------------------|------------------------------------|-----------------------------------|
| Project | | Reporting Month/Year | |
| Project Officer | Project Councillor | Current Project Stage | Finance Code |
| PROJECT DATES | Original Approved Project Start Date | Original Approved Project End Date | Current Approved Project End Date |
| | | | Current Forecast Project End Date |

Section 2: Status Overview

| OVERALL PROJECT RAG STATUS | SUMMARY STATUS [Used for Portfolio Summary Reporting] |
|----------------------------|---|
| Green | |

| PREVIOUS OVERALL PROJECT RAG STATUS | BUDGET | TIMELINE | SCOPE | BENEFITS | ISSUES | STAKEHOLDER PERCEPTION |
|-------------------------------------|--------|----------|-------|----------|--------|------------------------|
| Green | Green | Green | Green | Green | Green | Green |

ESCALATIONS
[RED Projects Only]

Section 3: Progress Summary

| Key achievements/activities since last report | Planned activities for next reporting period |
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Section 4: Financial Overview

| Original Approved Budget | Current Approved Budget | Actual Spend to Date | Current Forecast Spend at Completion of Current Stage | Variance | % Variance |
|--------------------------|-------------------------|----------------------|---|----------|------------|
| | | | | £0.00 | |
| Comments: | | | | | |

Section 5: Project Stage Gates

| Stage Gate No. | Description | Original Approved Date | Current Forecast Date | Actual Date |
|----------------|--|------------------------|-----------------------|-------------|
| 0 | Approval by Committee / Full Council | | | |
| 1 | Analysis and Planning Authorised (as per approved Project Brief) | ? | | ? |
| 2 | Delivery and Acceptance Authorised (PID Approved) | ? | ? | ? |
| 3 | Timeline Authorised (as per approved PID) | ? | ? | ? |
| 4 | Project Closure Confirmed (End Project Report - as per approved PID) | ? | ? | ? |

Section 6: Key Risks

| Risk ID | Date Raised | Risk & Impact Description | Response / Mitigation Strategy | Risk Owner | Proximity | RAG |
|---------|-------------|---------------------------|--------------------------------|------------|-----------|-----|
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Section 7: Key Issues

| Issue ID | Date Raised | Issue & Impact Description | Response Strategy | Issue Owner | Target Resolution Date | RAG |
|----------|-------------|----------------------------|-------------------|-------------|------------------------|-----|
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Section 8: Phase 2 -Key Delivery Milestones (top 5-10 milestones)

| M/S No. | Description | Original Planned Date | Current Forecast Date | Actual Date |
|---------|-------------|-----------------------|-----------------------|-------------|
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Section 9: Project Dependency Summary

NB: A dependency between two projects can exist in both ways. This project may have a dependency on another project or initiative. Alternatively another project may have a dependency on this project.

| Dependent Project | Dependent upon | Description of Dependency | Dependency impact and mitigation options if dependency is not delivered by date required | Date Required |
|-------------------|----------------|---------------------------|--|---------------|
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Section 10: Requests for Change (RfC)

| RfC Number | Description of Request for Change | Request Status | Date Approved |
|------------|-----------------------------------|----------------|---------------|
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RAG Status Guidance

| RAG STATUS | Green | Amber | Red |
|--|---|---|--|
| Budget | Within approved budget (including contingency) | Forecast over budget by \leq 5% | Forecast over budget by $>$ 5% |
| Timeline | On target | Forecast delay – Project Board approved and minimal impact to business | Forecast delay – end date critical to business |
| Risk | Up to 1 Amber risk | 2 or more Amber risks | 1 or more Red risk |
| Issues | Up to 1 Amber issue | 2 or more Amber issues | 1 or more Red issue |
| Scope | On track to deliver to agreed scope | Risk of changes to scope Changes to scope that do not impact on benefits | Change, or risk of change, to scope which will impact on benefits |
| Overall Status *Excludes Stakeholder | 4 or more status categories Green No status categories Red | 2-3 status categories Amber and No status categories Red | 4 or more status categories Amber and/or 1 or more status categories Red |
| Stakeholder | Positive | Some concerns | Negative |
| OVERALL PROJECT | Green | Amber | Red |
| Definition | Project on target to meet approved objectives, timeline and budget. | The project has challenges, which are having a negative effect on project performance, but which are considered manageable and can be dealt with by the Project Manager. | The project has significant problems and requires corrective action. The problems cannot be handled solely by the Project Manager and project team and require intervention by the Project Board. |
| Action Required | No action needed | Raise awareness with the Project Board <ul style="list-style-type: none"> • Complete a Request for Change to gain approval for changes to budget, timeline or scope | Escalate to the Project Board <ul style="list-style-type: none"> • Complete a Request for Change to gain approval for changes to budget, timeline or scope • Raise an Exception Report with available options for decision by the Project Board |

NB: Significant underspend or significant advance completion of the project may also be causes for concern. Such scenarios may indicate poor original Analysis and Planning and/or may indicate a compromise on quality and so should be factored into the ratings.

Annex 5: Project Completion Report

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| Project Plan Name: | |
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What is a Project Completion Report?

The Project Completion Report (PCR) allows for a project to be formally brought to a close and evaluated in terms of delivery. It also allows learning and sharing of developing best practice.

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| 1 | Project |
| 1.1 | Project Outline |
| | What did the project seek to do? |
| 1.2 | Project delivery |
| | What did the project seek to do and what did the project deliver against these aims? |
| | Who were the main partners? |
| 2 | Project Evaluation |
| 2.1 | Project Issues |
| | Where any significant problems encountered and how could these have been avoided? |
| 2.2 | Budget Provision |
| | Was the budget fit for purpose and were predictions accurate? Is there any remaining funding and what is the plan for this? |
| 2.3 | Building Best Practice |
| | What lessons can we learn from this project and how can these be shared across the Council. Do any changes in policy or procedure need to be brought in? |
| 2.4 | Future Work |
| | Has this project highlighted the need for future projects? Have any needs been discovered or created? |