

Bedford Borough Council Programme Management Office Manual

Document History

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Name	Role	Signature	Date
Lynne Davison	Lead Officer, Strategic Programmes	L Davison	25/02/2021

Quick Reference – Easy to Use Guide

Your requirements	Sections to read
If you are a Project Manager or new to project management	1, 2, 3, 4, 5 and appendix 1
If you are a Project Sponsor (Business Owner)	2, 3, 4 and 5
If you are a member of a Project Board	3
If you are registering a project proposal	4
If you are preparing a Business Case	4
If you are preparing and planning a project	5
If you want to understand more about risks	5.3.4
If you want to understand more about change control	5.3.5
If you want to understand more about benefits	5.3.6
If you are closing down a project	5.4
If you require any further information on the methodology of project management in general	Contact the Programme Management Office

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1.0 Purpose

This manual is not just for Project Managers, it has been designed for everyone at the Council who is involved in delivering a project. It provides the guidance to help organise, plan and control projects. It provides a standard framework, which is flexible for all sizes and types of projects.

Bedford Borough Council is operating in a time of rapid change, facing the challenges of reduced funding for local government, increased demand for many of our services and the need to continue to improve the experiences of our residents. Following the success of the Bedford Borough 2020 programme, which ran from 2017 until 2020, the Council is now building on those foundations with an ongoing Transformation Programme. This Transformation Programme continues to modernise and streamline the delivery of services to our residents.

This Manual documents the framework the Council uses for the management of all Projects.

The Programme Management Office (PMO) has also developed a range of templates for project documentation. The latest versions of these are always available from the PMO intranet page ([located here](#)).

2.0 What is Project and Programme Management?

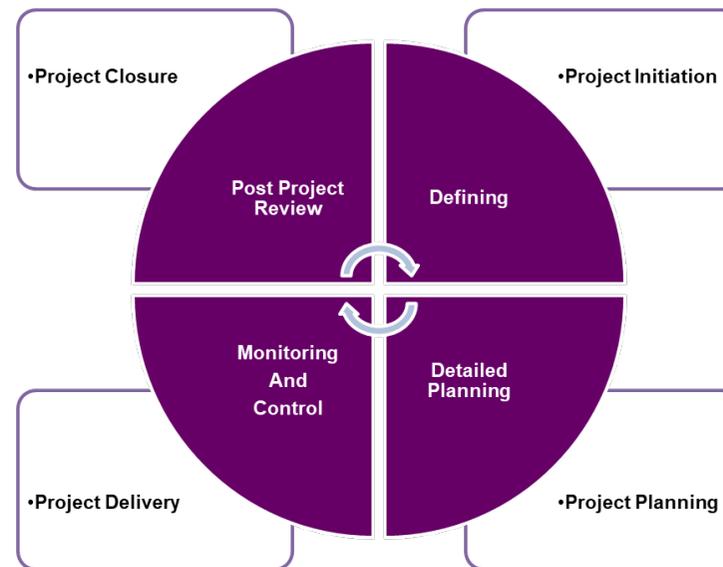
2.1 What is a Project?

A **project** is a defined series of related activities which are being conducted to bring about a specific outcome and are not part of 'business as usual'. In addition, most projects have to be completed within agreed limits (often referred to as 'constraints') of resource and time.

A project can be defined as an activity with:

- An agreed benefit, reason or justification,
- A clearly defined beginning and end, and
- Clearly stated objective(s).

The diagram below details the 4 stages of the project lifecycle:



A project can vary in size, with some being relatively small or short pieces of work. However, they will all share the need for an organised approach, for someone to keep the project moving along, and for management involvement or governance

2.2 What is a Programme?

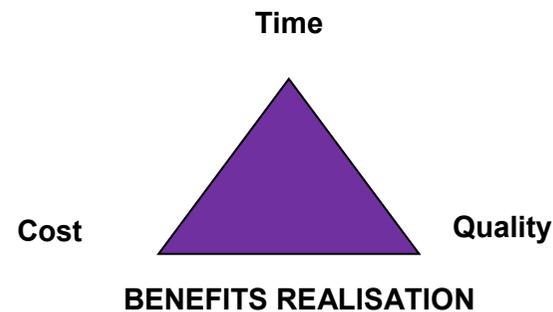
A **programme** is a set of projects that need to be coordinated in some way and tend to be wider-ranging often enabling strategic outcomes. Projects which make up a programme will usually be interdependent on each other and will all contribute towards a single outcome. Projects in a programme may have similar aims and benefits, even if the actual projects are very different.

A project can exist without a programme, but a programme will only exist where there are a number of inter-related projects being managed as a unit.

2.3 What is Project Management?

Project management is the process by which projects are defined, planned, delivered and closed. The whole process is guided by a Project Manager, who has clear responsibility for documenting the stages, managing costs and resources, coordinating project workstreams, resolving issues and seeking the appropriate approvals to proceed.

Managing a project requires balancing three main factors: Time, Cost and Quality. The diagram below shows how these factors relate to each other. When the project is planned, the three factors are balanced so that each of these is acceptable to the service area and an appropriate amount of benefits realisation can be achieved to justify the work. If any of the points of the triangle slips or stretches during the life of the project, it will impact on the other two points and also on the amount of benefit realised from the project.



It is the Project Manager's role to work within the limits set for these three factors at the start of the project and monitor them throughout. This is done through maintaining a series of documents, which detail the aims of the project, how long it will take and what the budget is. It requires a structured approach, formal planning and an understanding of the key stages in the lifecycle of a project.

2.4 What is Project Governance?

A Project Manager has a certain level of authority for day-to-day decision making on a project, but there will also be a management framework in which decisions are made. This 'governance' is provided at a project level by the Project Sponsor and in some cases by a Project Board depending on the requirements of the project. Some projects will have another layer of governance provided at a programme level by the Programme Board. This second layer of governance provides the organisation with clarity and oversight of how projects link, leading to better informed decision making. These roles are discussed in more detail in the next section.

3.0 Roles and Responsibilities

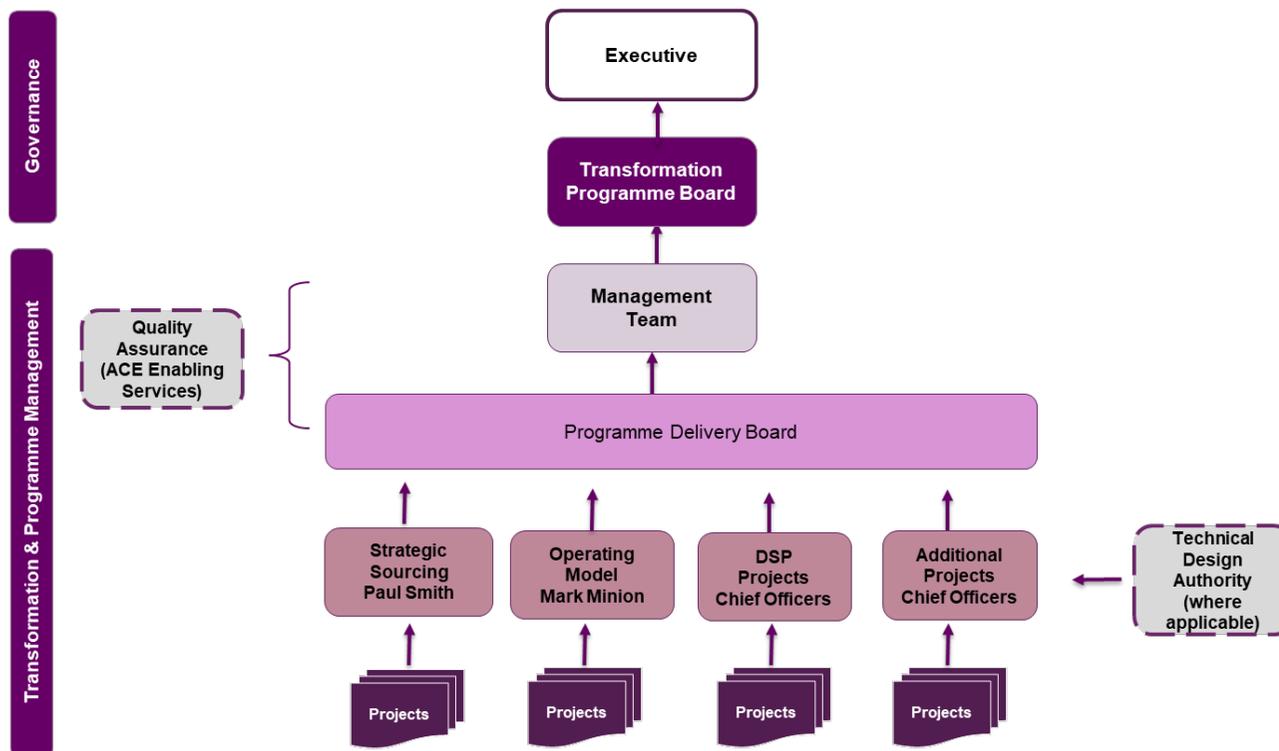
Project roles can be tailored to suit the needs of any project or programme as part of the Transformation Programme, the following roles support the overall governance and structure:

Roles	Responsibilities
Transformation Programme Board	Provide advice and guidance on the direction of the programme as well as oversight, scrutiny and challenge of the programme. Responsible for reviewing and approving/rejecting new project proposals; Project Initiation Documents (PIDs) and Business Cases presented through Management Team.
Programme Delivery Board	Responsible for monitoring the overall transformation programme including overseeing plans, benefits, resources, budgets and associated deliverables.
Operational Group	Responsible for the development of Service Redesign and development of the Front/Middle/Back Office implementation plan with associated benefits and cost.
Strategic Sourcing Working Group	Responsible for creating and delivering strategies to deliver £5.5M third party savings by 2024. Drive the different work streams across the Council and provide assurance of delivery and associated benefits.
Programme Management Office	Responsible for managing and maintaining the Corporate Project Register, providing support to project managers and providing project updates to Management Team (MT).
Project Sponsor	Accountable for the project and ensuring that the project is focused throughout its life cycle on achieving its objectives and delivering the projected benefits. A key member of the Project Board and a direct line of contact for the Project Manager.
Project Board <i>(established where necessary)</i>	Responsible for overall direction and management of the project. The Board makes the decisions during the project, resolves issues and manages any risks, and negotiates to resolve any conflicts within the project or between the project and external bodies.
Project Manager	Responsible for the planning, management and reporting of delivery of the project, its timescales, resources, finances, benefits and the quality of its results. A project manager is the day-to-day driver of the project.

A full list of possible project personnel is included in the Glossary at Appendix 1.

As well as the project's own structure, projects at the Council support the wider Transformation Programme as illustrated here:

PROGRAMME GOVERNANCE STRUCTURE



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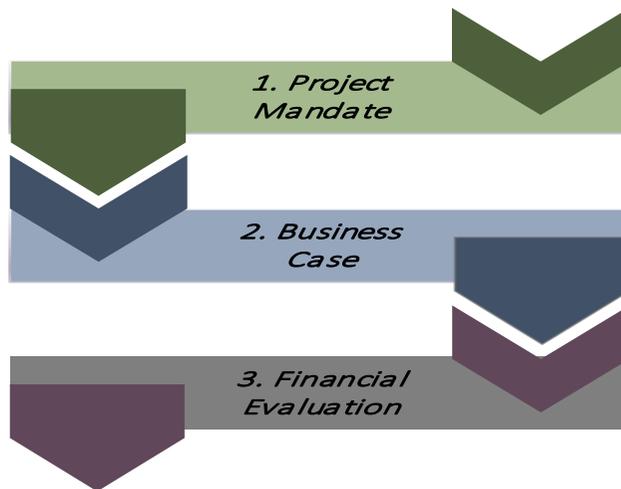
4.0 The Gateway Process (Pre-project)

4.1 Identifying an Opportunity

Every project starts with identifying an opportunity for change. These can be identified anywhere in the Council, and can range from revisions of existing systems and processes to a completely new way of working.

As an idea or business need is identified in a service area, a representative from that service area will become the person responsible for progressing it. They will be responsible for researching the opportunity, championing the benefits it will bring and understanding the risks and costs associated with it. If the idea or opportunity passes through the approval process and becomes a project, the service will be responsible for resourcing a project sponsor and manager.

4.2 The Gateway Process



At each gate, Management Team and/or Programme Board reviews the project viability and concludes whether the project is to proceed.

Not all projects will need to go through all three gates, but all need to start at Gate 1, unless by exception.

4.3 Gate 1 Evaluating an Opportunity (Project Mandate)

To pass through Gate 1 the approval of a [Project Mandate](#) is required by Management Team.

The Project Mandate should detail the idea or business need, and describe the benefits which it will achieve. If you have researched several options to meet the business need, the options appraisal should also be included.

Part of the Project Mandate includes an assessment of the level of value, risk and impact the project will have on the Council. A Chief Officer or above will be responsible for authorising the Project Mandate form before submitting it to the PMO.

The scoring section of the Project Mandate form determines a category for the project, A or B. When the Mandate is received in the PMO, it will be cross referenced with the other projects and programmes already in progress, to see whether it fits with an ongoing programme. PMO will then contact the author to discuss the scoring, any further information which may be required and timescales for next steps.

Each mandate will be assessed on a case by case basis, those projects considered to be in category A will have mandates forwarded to Management Team for discussion. After discussion, Management Team will give direction as to how the Project Mandate is to proceed.

The PMO will then contact the service to discuss the outcome.

Project Categories

Project category definitions are as follows:

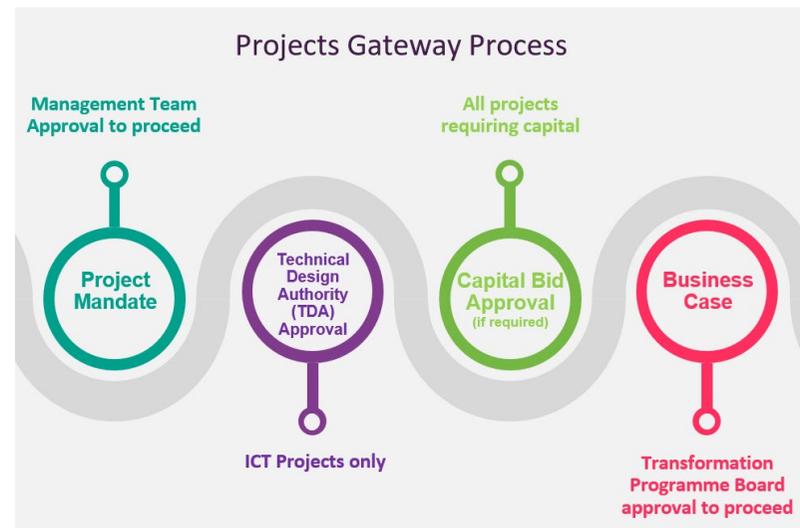
Category A projects	Scoring 20+ on the Project Mandate impact assessment.	Category A projects are usually high impact and high value, and if approved by Management Team to proceed, will always require a business case. These project will appear on the PMO reporting dashboard (usually the Directorate Savings Proposals (DSP) dashboard, but other dashboard if more appropriate e.g. Strategic Sourcing).
Category B projects	Scoring 0-19 on the Project Mandate impact assessment.	Category B projects can usually be managed wholly within the service area, are a workstream of an existing project, or are part of Business As Usual (BAU) activities.

		A business case will not always be required (Management Team will advise) and updates are provided to Management Team via usual directorate reporting with no further involvement from PMO.
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Additional Actions

There are two other stages which a project may need to go through prior to final approval to commence. These don't apply to all projects and PMO can advise on whether these are required:

- **Technical Design Authority (TDA) Approval** – the TDA is an ICT-focussed group which oversees technical projects at the Council, to ensure that the digital principles are adhered to. Any projects with an ICT component will be assessed by the TDA and will be expected to provide any additional information requested by the TDA before commencing (e.g. evidence of third party web security checks, etc).
- **Capital Funding Bid Form** – the capital bid process is managed by the Capital Asset Forum to monitor requests for capital funding for projects. If a project requires capital funding (e.g. for building works or project personnel), Finance will provide a bid form for completion in the first instance. Capital bid status should be indicated when a Project Mandate is submitted and evidence of the success of a capital bid should be included with the Business Case.



4.4 Gate 2 Project Evaluation (Business Case)

To pass through Gate 2, a [Business Case](#) is required to enable full evaluation of the proposed project. All Business Cases should be authorised by a Chief Officer or above and should also be signed off by the lead officers within Finance and HR.

The Business Case provides the backbone of the project and should demonstrate that the project meets the business need, is affordable, is feasible and achievable in the time allowed, delivers clear benefits and is good value for money.

The PMO can support with completing a Business Case. Finance and other departments (e.g. ICT, HR) should also be consulted. Once completed, the Business Case should be forwarded to the PMO who will then circulate it to Management Team and Programme Board. Programme Board approval for the Business Case is required before the project can proceed.

The PMO will then contact you to discuss the outcome and next steps.

4.5 Gate 3 Financial Evaluation

To pass through Gate 3, a **full financial evaluation** is required. Not all projects require this as the Business Case may be sufficient to demonstrate the required financial breakdown. However if a project is very high impact or very high value, or there are a high level of risks identified in the Business Case, the Programme Board may request an additional financial evaluation. The Finance Business Partner is also able for advice.

There isn't a template for a financial evaluation document as requirements will vary from project to project, and in most cases, additional documents to support the Business Case will be sufficient.

Management Team will review the financial information and will either return it to the Service Area for more detail or pass it to the Programme Board.

Once all gateway documentation has been received and evaluated, the Programme Board will indicate whether the project is to proceed to delivery stage or whether the project terminates before start.

The PMO will contact you to discuss the outcome and next steps.

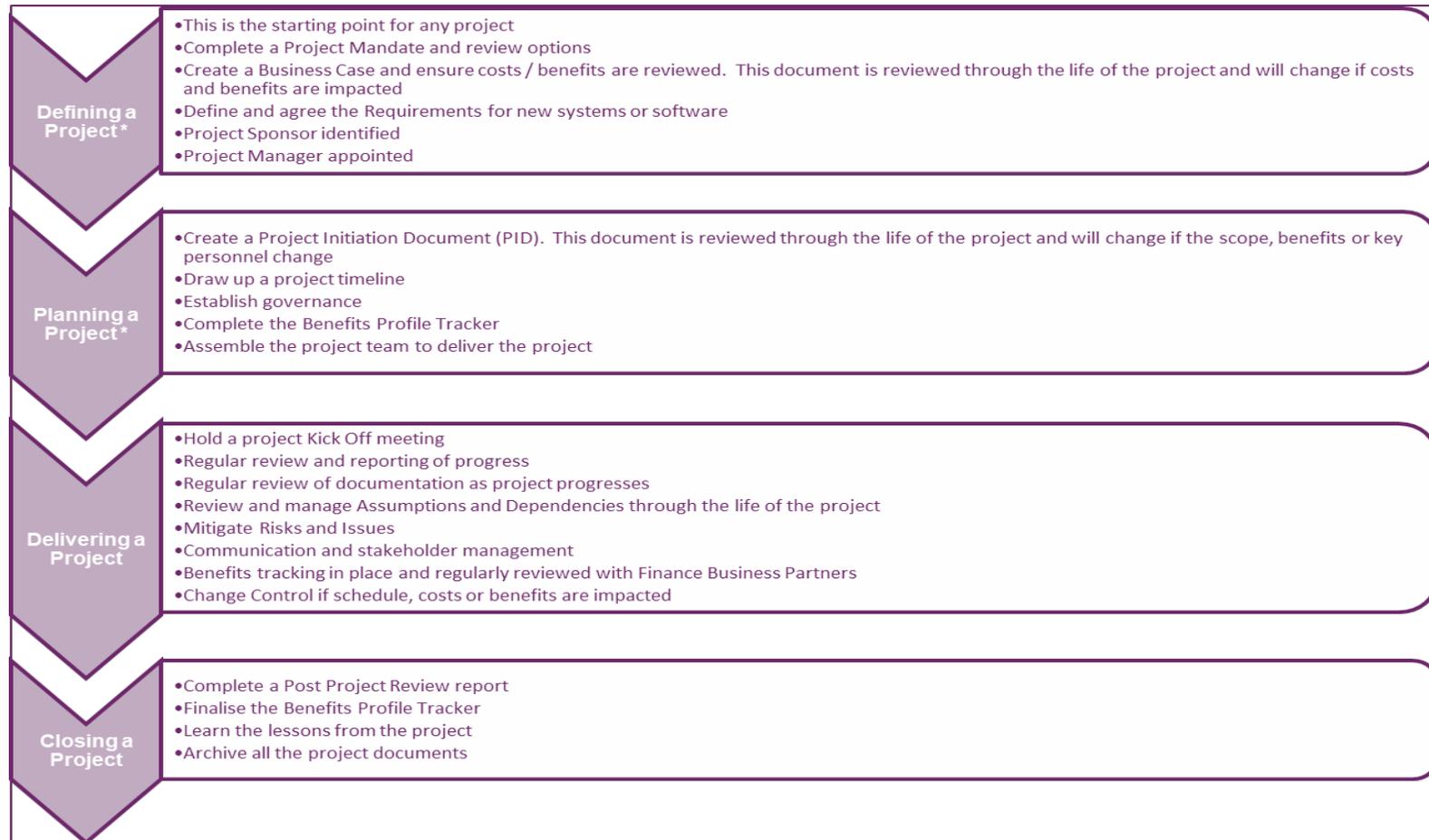
4.6 Completing the Gateway Process

Once the Project Mandate and Business Case have been approved, the project is ready to start. The next sections detail the stages of Project Management.

An idea or opportunity where the Project Mandate was not approved, or where the Business Case was rejected, must not start until approved.

5.0 Project Management in Bedford Borough Council

The approach to project management will centre around four stages:

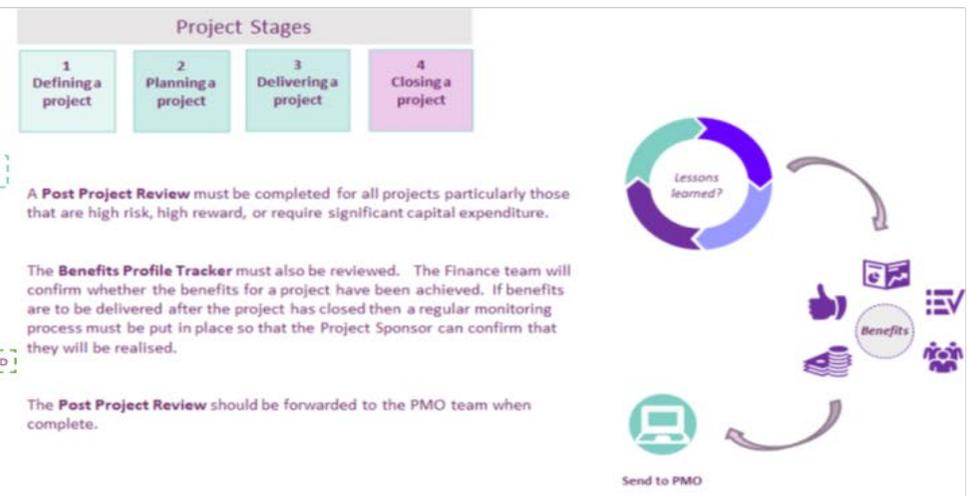
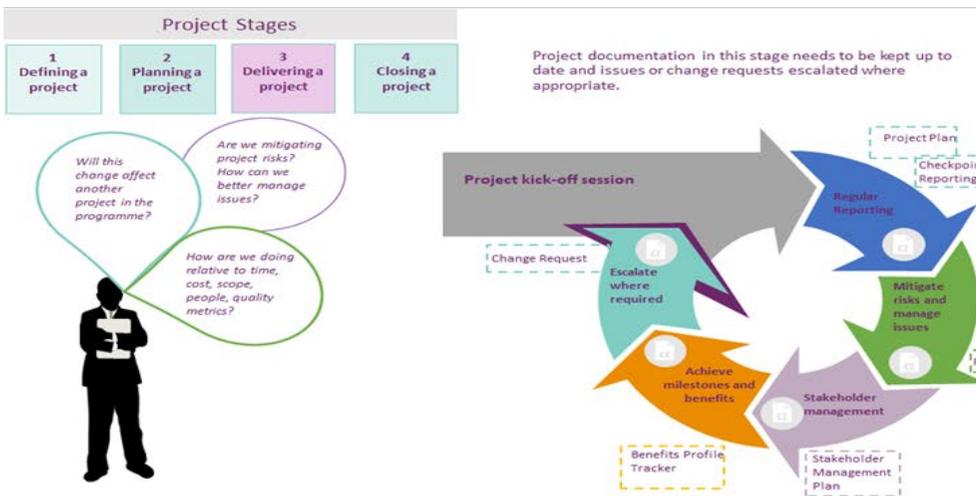
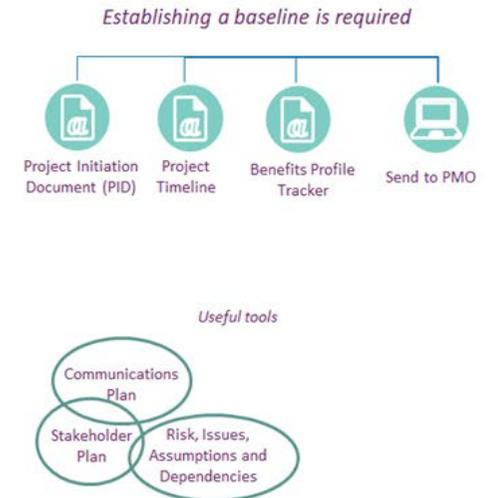
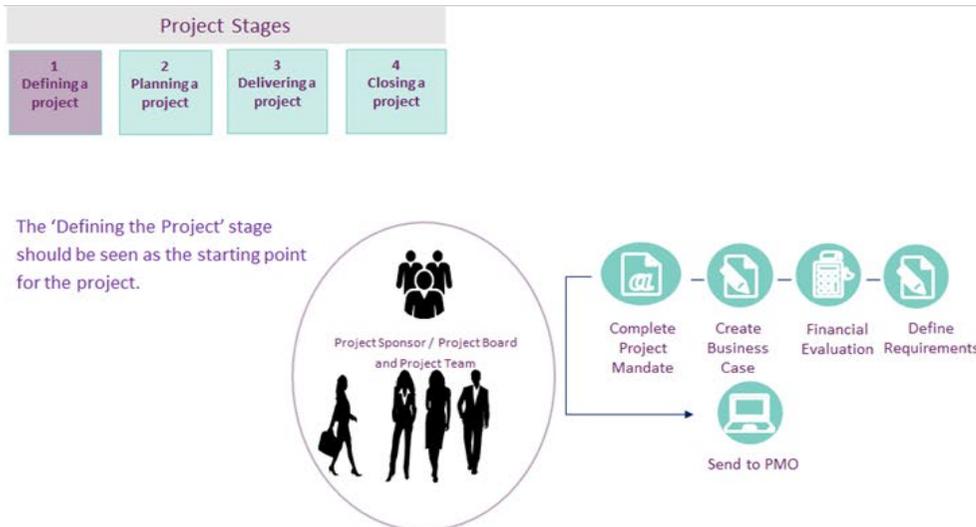


These stages follow on from the Gateway process, and ensure that projects have their aims and scope agreed up front and a clear and achievable plan for delivery. This promotes a smoother delivery phase and ensures that the project is completed within the required timeframe and budget.

Each stage has a set list of tasks that should be completed, to ensure that the appropriate project controls are in place. The PMO has devised a range of templates to assist at each stage, which are available on the PMO intranet page. The PMO will advise on which documents will be required for your specific project.

Each of these stages is discussed in more detail below. As each stage finishes, the Project Sponsor / Project Board should take the opportunity to review the project, and reflect on progress so far. Project stages will be marked with a formal sign off by the Project Sponsor or Project Board, to reflect that the next stage can commence. In this way, areas of concern can be identified and actions put in place to ensure that the project progresses smoothly.

The Project Management Cycle overleaf provides a framework which should be followed on all projects although the precise detail will vary according to the individual project.



5.1 Stage 1 Defining the Project

By the time the business need or idea has been through the gateway process, much of the work to define the project has been done. The Project Mandate and the Business Case (if required) should ensure that you have clear outcomes in mind for the project and an outline of how they will be achieved.

Formal governance arrangements should now be set up and the Project Sponsor and Project Manager should be in place. The Project Sponsor and Project Board should give authority for the Project Planning stage to begin.

Project Managers need to assess the impact of the General Data Protection Regulations when defining the project. For further information, follow the link: <https://bedfordboroughcouncil.sharepoint.com/sites/spintranet/foi/Pages/Rethink-Data-Protection.aspx>.

At this stage the main project management deliverables are:

Inputs	Outputs
Project Mandate	Completed project proposal, approved by Management Team.
Business Case (if required) and Financial Evaluation (if required)	Completed Business Case, approved by Management Team and Programme Board. Project registered
Agreed roles and responsibilities of the project team	Appointment of the project team including Project Manager

5.2 Stage 2 Planning the Project

There are several documents which are required at this stage and these are summarised below:

The [Project Initiation Document \(PID\)](#). The PID is the starting point for mobilising the Council's resources to deliver the project. It draws on the Business Case to detail the mechanics of getting the work done, such as workstreams and governance arrangements. It will include information about the range of authority the Project Manager will have, and the scope of changes which can be resolved by the Project Manager without referral to the Project Board (these are called tolerances and are included in the PID template).

The PID should be completed by the Project Manager and signed off by the Project Sponsor and the Project Board. Once signed off, the PID will also be forwarded to the Programme Board for final approval.

The [Project Plan](#). A detailed schedule of activities to show how the project will be implemented needs to be created.

When creating a project plan, consider the logical order of things in your project and note any items that are dependent on others. For example, new equipment might need to be installed and tested by the supplier, before you can start training staff in how to use it. Remember to leave enough time for tasks to be completed, especially for purchasing of items, or ICT set up. Some of these timeframes will be estimates but the Project Manager should make every effort to keep them realistic. The Project Plan needs to be thorough, and include all of the work which needs to take place. The project plan should also be resourced. The Project Manager should have a clear idea of the resources and skills that are required to deliver the project. If a task will take two people a week to complete, this is where the project needs to have specific names put against the relevant activities. Staff and their managers should be asked to commit to their roles in the project. The PMO will provide support and advice where required.

The [Benefits Profile](#). All projects will come through the gateway process with a clear set of benefits. The PID details how and when these will be realised. It is important not only that all project costs are offset against financial savings, but that non-financial benefits are captured and acknowledged. With some projects, you will be able to see the benefits as soon as the projects start, while others will need to wait for a specific launch or go live date. For benefits that will be realised after a project has ended, monitoring activity will be agreed at Project Closure (see section 5.4). All costs on the project should be carefully tracked.

All of these documents will remain live for the duration of the project and should be updated regularly. The Project Plan particularly should be used to track project progress with the project team showing the actions completed and milestones reached.

Other tasks at this stage **might include:**

- Creating a [Communications and Stakeholder Plan](#) to identify who is involved in the project, what communications they need to receive about it and how they will receive it. This plan is discussed in more detail in the next section.
- Setting up the [Risks, Issues, Assumptions and Dependencies \(RAID\) Log](#), especially if risks or assumptions are identified at the PID stage. This log is discussed in more detail in the next section.
- Starting regular reporting on progress, including [Checkpoint Reports](#).
- Starting a tendering or purchasing exercise, if required.
- Engaging staff to work on the project.

At this stage the main project management deliverables are:

Inputs	Outputs
Project Initiation Document	Completed project planning documents.
Project Plan	Exception reporting to Project Sponsor / Project Board and Management Team / Transformation Board around timelines and resources.
Documented Benefits in PID (as appropriate)	Benefits documented, measures and timescales identified.
Initial RAID log	Log created to manage RAIDs.
Communications and Stakeholder Plan (as appropriate)	Communication Plan created.
Checkpoint Reports	Regular reporting and project assurance to Project Sponsor / Project Board and Management Team / Transformation Board.

All of these documents should be checked and signed off by the Project Sponsor and Project Board, with the PID also being signed off by the Programme Board. The sign off should be included as an event in the Project Plan. Sign off at this stage indicates that the stage is complete.

5.3 Stage 3 Delivering the Project

This stage refers to the “work” of the project, or the day-to-day activities which keep the project moving. The Project Manager will undertake the monitoring and reporting required to move the project forward. Several of the documents created in the Planning stage are used more fully here, including the RAID log and Communication and Stakeholder Plan.

5.3.1 Monitoring and Controlling a Project

It is essential that projects are subject to active monitoring and control and this is part of the Project Manager’s job. All project activities should be regularly observed to ensure that work is progressing according to the plan.

Monitoring and Controlling includes:

- Measuring the ongoing project activities (*where we are*);
- Monitoring the project variables (cost, effort, quality) against the project plan and the project baseline (*where we should be*);
- Identifying corrective actions to properly address issues and avoid risks (*How can we get on track again*);
- Influencing the factors that could result in arbitrary changes to the project, so only the changes that have been subject to a formal change control process are implemented.
- Measuring and managing the realisation of benefits.

The methods used for this will vary from project to project, but a form of regular update reporting to the Project Sponsor / Project Board and programme level governance is usual.

Where issues are identified which are beyond the authority of the Project Manager to influence or resolve the issue should be escalated to the Project Sponsor / Project Board. Issues should also be reported via monthly checkpoint reports.

5.3.2 Checkpoint and Dashboard Reporting

All projects need a formal system of reporting to ensure that progress updates are circulated and everyone is kept informed.

The PMO will require a regular [Checkpoint Report](#) for all projects. .

The Checkpoint Report should be completed by the Project Manager to capture the current status of the project. It should be approved by the Project Sponsor or Project Board before submitting it. These reports are the source of understanding of the current progress or difficulties of your project and can be requested by staff outside of your Project Board. They are reviewed by the PMO.

As part of monthly reporting to the Programme Board, the PMO produces a series of Programme Dashboards to display the combined status of all the projects and programmes which are being monitored. These dashboards include a summary of progress on each project (taken from the checkpoint report), upcoming milestones and any areas of the project which are rated Amber or Red. Each dashboard is accompanied by a Summary Document, which highlights projects requiring a decision, or which have accompanying documentation such as Change Control Requests etc. The Summary Documents and some Dashboards are discussed at Management Team as part of project governance arrangements unless agreed otherwise, prior to circulation for Programme Board.

5.3.3 Communicating with Stakeholders

If not already in progress, this stage is when the [Communications and Stakeholder Plan](#) should be created. This document identifies who is involved in the project, what communications they need to receive about it and how they will receive it. Project communications might be in the form of attendance at workstream meetings, or circulation of checkpoint reports. Once created, this plan should be signed off by the Project Sponsor / Project Board and updated as required.

5.3.4 Managing Risks, Issues, Assumptions and Dependencies

Projects are the vehicle we use for implementing changes, change equals uncertainty and uncertainty leads to risk. The challenge for the effective project manager is to stay in control of risk throughout the life of the project.

On a project, risks, issues, assumptions and dependencies are known as RAIDs. These are all items which could impact adversely on the project, and it is important to keep sight of them and their potential effects. PMO has developed a template [RAID Log](#) which supports the tracking of these.

Risks. Risks are items which might occur and threaten the successful delivery of the project. Effective project management requires that risks are recognised and managed in a structured fashion.

Issues. These are risks or unforeseen elements which have manifested. Many project issues will have previously been logged as risks and should have a plan for managing them. Any unexpected issues which arise should be dealt with promptly, to minimise the impact they could have.

Assumptions. These are assumptions made about the project or the wider Council operating framework which must hold true for the project to be successful. Assumptions should be managed in the same way as risks, given a rating and reviewed regularly.

Dependencies. These are dependencies which impact on the project as a whole, not just those which might be highlighted in the Project Plan. For example, a project which involves tendering for a project component is dependent on the procurement process being followed.

Risks, issues, assumptions and dependencies must be managed on a project to ensure that they are reviewed and controlled.

The Risk Management Process can be summed up as follows:

As risks are identified, they should be added to the log. The Project Manager is responsible for maintaining this, and should make sure that all project members are invited to contribute.

Project risks are then assessed by the Project Manager and this should be in discussion with the Project Sponsor / Project Board. To assess a risk, consider how likely it is to occur (the probability), and what the impact to the project or the Council if it does occur. The table below shows the ratings to use when assessing risk.



Likelihood	Impact				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost certain 5	5	10	15	20	25
Likely 4	4	8	12	16	20
Possible 3	3	6	9	12	15
Unlikely 2	2	4	6	8	10
Rare 1	1	2	3	4	5

Once given a score, risks must be considered in terms of how the project will treat them. Low-scoring risks might simply be tolerated, and regularly re-evaluated to ensure that project (or Council) events do not increase their score. Medium-range risks can usually be treated in some way – with processes put in place to reduce the likelihood of the risk occurring or mitigate their impact. Again, these arrangements should be re-evaluated regularly with the Project Sponsor / Project Board to ensure they remain current.

Where risks have a high score, they are of a serious nature and will need additional management by the Project Sponsor / Project Board. Where high-scoring risks are identified, consider who else needs to be notified. They should be highlighted to PMO via Checkpoint Reporting.

Issues and assumptions should be managed in the same way as risks, and are scored with a priority of high, medium or low to highlight those which are potentially most dangerous to the project and to identify mitigating factors early on.

Dependencies should also be recorded and the management plan for each should be developed on a case-by case basis. You can contact the PMO for advice about dependency management techniques if required.

RAIDs are usually kept on a spreadsheet, with a separate tab for each type.

5.3.5 Managing project changes

When a project is defined, the project resources and timeframes will be closely tied to the scope (i.e., what is being delivered). All proposed changes should be documented by the Project Manager along with an assessment of their impact. If a change is within the tolerance level and can be resolved by the Project Manager, it should be done.

For changes outside of the tolerance levels identified in the PID, a [Change Control Request](#) should be raised for discussion with the Project Sponsor / Project Board. The Change Control Request template is available in Appendix 2. The Change Control form enables the Project Sponsor / Project Board to make informed decisions about the impact of a change on the project and the options available to address it (it may be useful to undertake an options appraisal as well, PMO can advise).

Where the Project Board/Sponsor agrees that a Change Control Request is outside of the Project Board's tolerance level this should be forwarded to the Programme Board for approval

5.3.6 Benefits Management and Review

Project Benefits and how they will be monitored will be documented in the PID. Monitoring should be regular throughout the project (in most cases monthly) and, for financial benefits, these should be carried out with the assistance of the Finance team. A [Benefits Profile Tracker](#) is available on the PMO intranet page, but individual projects may use different documents for this if more suitable (e.g. spreadsheets).

A benefits plan should document:

- The expected benefits as outlined in the Business Case and detailed in the PID
- The budget where the benefit will be evidenced (cost centre and account code)
- How these will be measured objectively – and against which base line value from before the project was initiated
- Who and when benefits will be measured
- Tolerances, dependencies and disbenefits (expected negative outcomes)

Benefits will be regularly reviewed and reported to Project Sponsor / Project Board. Benefits are revised at the end of each stage within the project, usually with separate benefits for each stage of the project. During the final benefits review, the Project Sponsor will identify and evidence benefits that have been gained. This information is also required for the Project Closure Report (see section 5.4).

For the project delivery stage, the main deliverables are:

Inputs	Outputs
Completed RAID log with new information	Updated project documents
Request for change, if required	Exception reporting to Project Sponsor / Project Board and Management Team
Delivery of Project Plan	Updated project documents
Benefits tracking review	Benefit Tracking Profile
Checkpoint Reports	Regular reporting and project assurance to Project Sponsor / Project Board and Management Team

5.3.7 Quality Assurance

At intervals during each project, the PMO will undertake a Quality Assurance (QA) Exercise with the Project Manager. The QA Exercise is designed to ensure that projects are effectively managed and are likely to complete in agreed timescales.

5.4 Stage 4 Closing the Project

A project always has a definite beginning, middle and an end. Some projects will work towards a single event such as a launch date, while others will have several smaller milestones spread throughout the life of the project. Each individual project should document in the PID the point at which the project is expected to close. In most cases, this will be once all the benefits of the project have been achieved and signed off, although in some cases the activity will cease before the benefits become apparent (PMO can advise on the most appropriate method to monitor this).

This is the Project Closure stage, which is an opportunity to reflect on how it went.

A [Post Project Review](#) document (also known as a project completion report) should be completed for all projects. This involves revisiting the early project documentation, and evidencing that the expected benefits have materialised. The Post Project Review should take place promptly at the project finishing point to ensure that knowledge is captured whilst the experience is still fresh in people's minds.

Management Team and the Transformation Board are notified when projects complete, with supplementary information provided, as appropriate.

If a project ends before completion, a Post Project Review should still be completed to fully investigate the lessons learned.

At this stage the main project management deliverables are:

Inputs	Outputs
Finalise benefits management activity	Benefits realisation timescales confirmed.
Stakeholder and Project Sponsor / Project Board feedback	Final reporting to Project Sponsor / Project Board and Management Team
Documented Post Project Review document	Identification of lessons learned and outstanding handover activities documented and agreed.

Appendix 1 Glossary of Project Terms

This section lists some terms which are frequently used in Project Management. Please note these are basic definitions and not all will apply for each project. Please contact the PMO for further information about these terms, or any others you may have encountered.

Acceptance Criteria	The requirements and essential conditions that have to be achieved before a deliverable are accepted.
Assumptions	Any factors that you are assuming to be in place that will contribute to the successful outcome of the project.
Benefits	Benefits can be financial or non-financial e.g. capital receipts from the disposal of property, reduction in budgeted expenditure or non-financial e.g. improvements across services and corporate functions (e.g. HR, ICT, and Legal Services) that can be measured.
Business Case	A document recording the justification for starting a project. It describes the benefits, costs and impact, plus a calculation of the financial case.
Change Control	The practice of identifying, documenting, approving and carrying out changes within a project.
Constraints	The factors that you will need to consider during the life of the project that you cannot change. These may include deadlines, regulatory requirements and dependencies on other projects to deliver.
Cost Benefits Analysis	The cost benefit analysis is used to show the expected benefits of a project are sufficient to warrant the cost of carrying it out. Monetary units are usually used for the comparison.
Customer Journey	Activity a customer will complete online to enable information to route back to the back end offices.
Cost Avoidance	They represent potential increases in costs that are averted through specific project objectives and actions. These measures may never be reflected in the service area budget
Deliverable	A tangible or intangible object produced through project execution. A deliverable can be created from multiple smaller deliverables.
Delivery Board	The working group Responsible for monitoring the delivery of the Programme's plans and benefits.
Dependencies	Any events or work that is either dependent on the outcome of the project or the project will depend on.
Digital Platform	The platform used to manage the Council's customer journeys.
Disbenefits	A dis-benefit is an actual consequence of a project which is perceived to be negative by one or more stakeholders.

Gantt Chart	A popular project management bar chart that tracks tasks across time. When first developed in 1917, the Gantt chart did not show the relationships between tasks. This has become common in current use, as both time and interdependencies between tasks are tracked.
Issue	A formal issue occurs when the tolerances of delegated work are predicted to be exceeded or have been exceeded. This triggers the escalation of the issue from one level of management to the next in order to seek a solution.
Lessons learned	Documented experiences that can be used to improve the future management of projects, programmes and portfolios.
Milestone	A key event during the life of a project, usually completing project deliverables or other noteworthy achievement.
MT	Management Team
Objectives	Predetermined results towards which effort is directed. Objectives may be defined in terms of outputs, outcomes and/or benefits.
Programme	A group of related projects and change management activities that together achieve beneficial change for an organisation.
PB	Programme Board
Project Board	The Board should consist of at minimum the Project Sponsor, Senior User, and Senior Supplier. Additional stakeholders may participate however ultimate decision making authority on the project is with these key members.
Project Sponsor	The Project Sponsor is the individual (often a manager or executive) with overall accountability for the project. They are primarily concerned with ensuring that the project delivers the agreed business benefits.
Quality Assurance	This is the process to ensure the product / standards meets the acceptable threshold.
Resources	Everything needed to complete a project, but in particular people and funding.
Return on Investment (ROI)	Return on investment (ROI) is a financial ratio used to calculate the benefit of a project in relation to the investment cost. It is most commonly measured as net income divided by the original capital cost of the investment.
Risk	The potential of an action or event to impact on the achievement of objectives.
Scope	The overall definition of what the project should achieve and a specific description of what the result should be. A major ingredient of scope is the quality of the final product.
Senior Supplier	Represents the interests of those designing, developing, facilitating, procuring and implementing the project products. Is accountable for the quality of products delivered by the supplier(s).

Senior User	Is responsible for the specification of the needs of all those who will use the final product(s).
SSWG	Strategic Sourcing Working Group
Stakeholder	A stakeholder is anyone, internal or external to an organisation that has an interest in a project or will be affected by its deliverables.
TDA	Technical Design Authority. Consulted to ensure that where there is a technology focus in a project the TDA will ensure the technology meets the overarching digital principles.
Tolerance	A permissible variation in performance parameters.