

Setting up your projects for success

Seminar 1: Project Initiation

ARUP



FUTUREGOV

copper

 Grant Thornton



Welcome

Facilitators

Simon Bevis– Nichols, Project and Programme Management advisor

- Chartered Civil Engineer and project delivery professional with experience in the design, set up, delivery and assurance of capital projects and programmes
- Public and private projects across urban regeneration, education, leisure, infrastructure (rail and roads), and international development
- Small to mega projects- project values from £60k to £98bn

Chris Wingham: Nichols, Project and Programme Management advisor

- Chartered Engineer with experience leading capital investment and business change initiatives across whole lifecycle
- Values ranging from £5k to £100M plus
- Former Army Engineering Officer and 10 years delivering major Programmes for TfL

Agenda

1. Welcome

2. Meet your peers

3. Context and objectives for the programme

4. Project initiation

5. Break out rooms

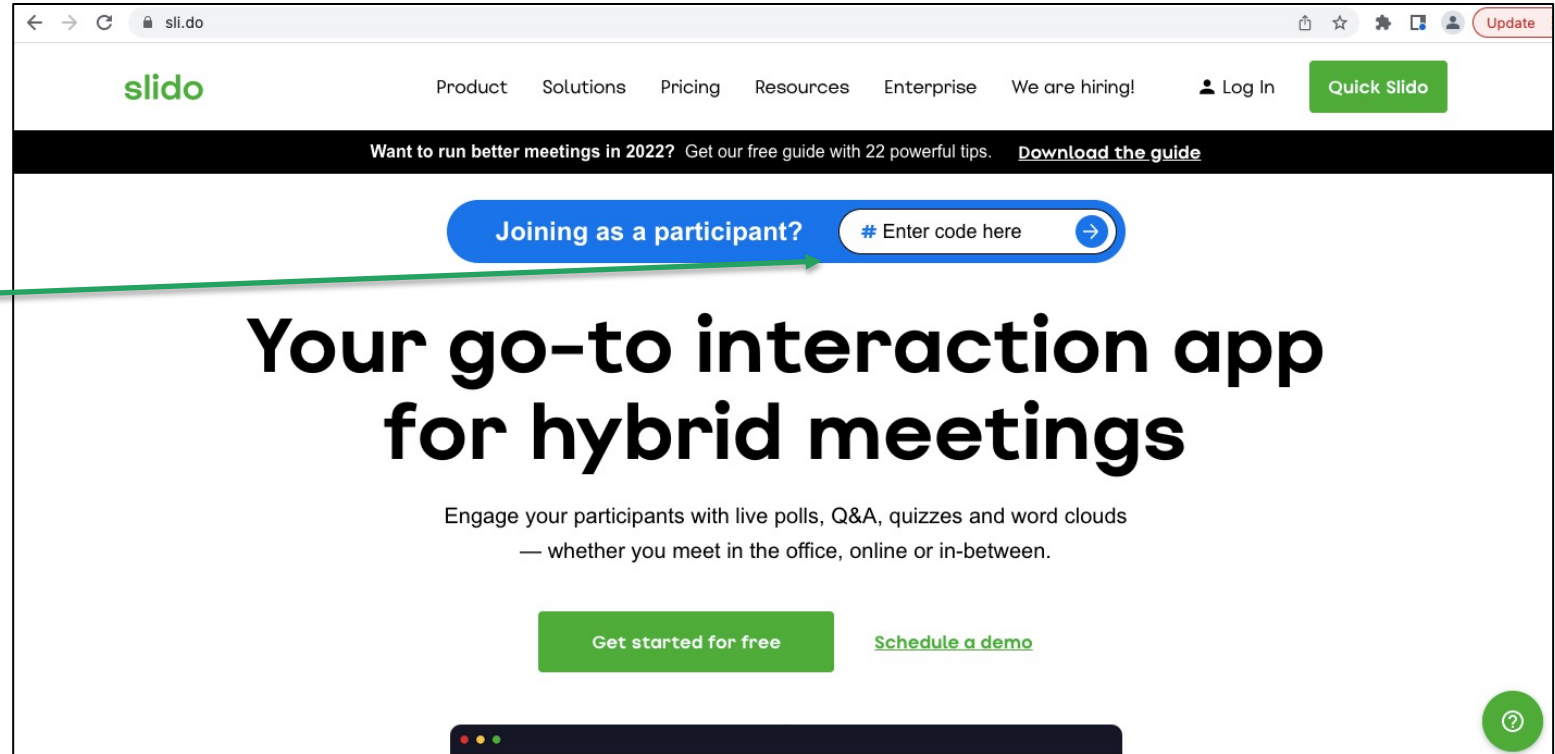
6. Group discussion

7. Further support

Slido

Go to slido.com (on your laptop or mobile phone)

Enter code: **#732394**



Meet your peers

Delegate introductions

Introduce yourself to your peers! Please cover:

- **Name**
- **Town**
- **Role**
- **Overview of your projects/programme**
- **Past project delivery experience (of similar types of projects)**

Slido

- At what stage is your project(s)?
- When do you expect your project(s) to start construction work on site?



Context and objectives for the programme

The Towns Fund Delivery Partner journey so far

Helping you to develop your business cases and prepare for project delivery

Core services to develop your business cases and delivery



Topic Leaders to help develop your projects

Supporting Services and Topic Experts work alongside you to develop your projects

Underlying support to build wider capability

Leadership, Governance and Programme Management support to help you develop your Town Deal Board and business cases

Most types of Towns Fund projects involve some construction

- Urban Regeneration, Planning and Land Use
- Arts, Culture, and Heritage
- Skills Infrastructure
- Local Transport
- Enterprise Infrastructure
- Digital Connectivity

Think about the characteristics of construction projects



Context

Construction projects have inherent features that make them risky enterprises

HIGH LEVELS OF COMPLEXITY, UNCERTAINTY AND UNIQUENESS

- A 2020 global study found that two thirds of construction/engineering projects failed to deliver 'all or most' of their time, cost and/or quality outcomes
- The current landscape presents significant uncertainties and challenges for local authorities to overcome in delivering their chosen projects, not least cost inflation and the supply of skills and materials
- Projects are more successful when the right controls are built in early. Four of the Infrastructure Project Authorities' eight principles are about "setting up for success" at the earliest opportunity.

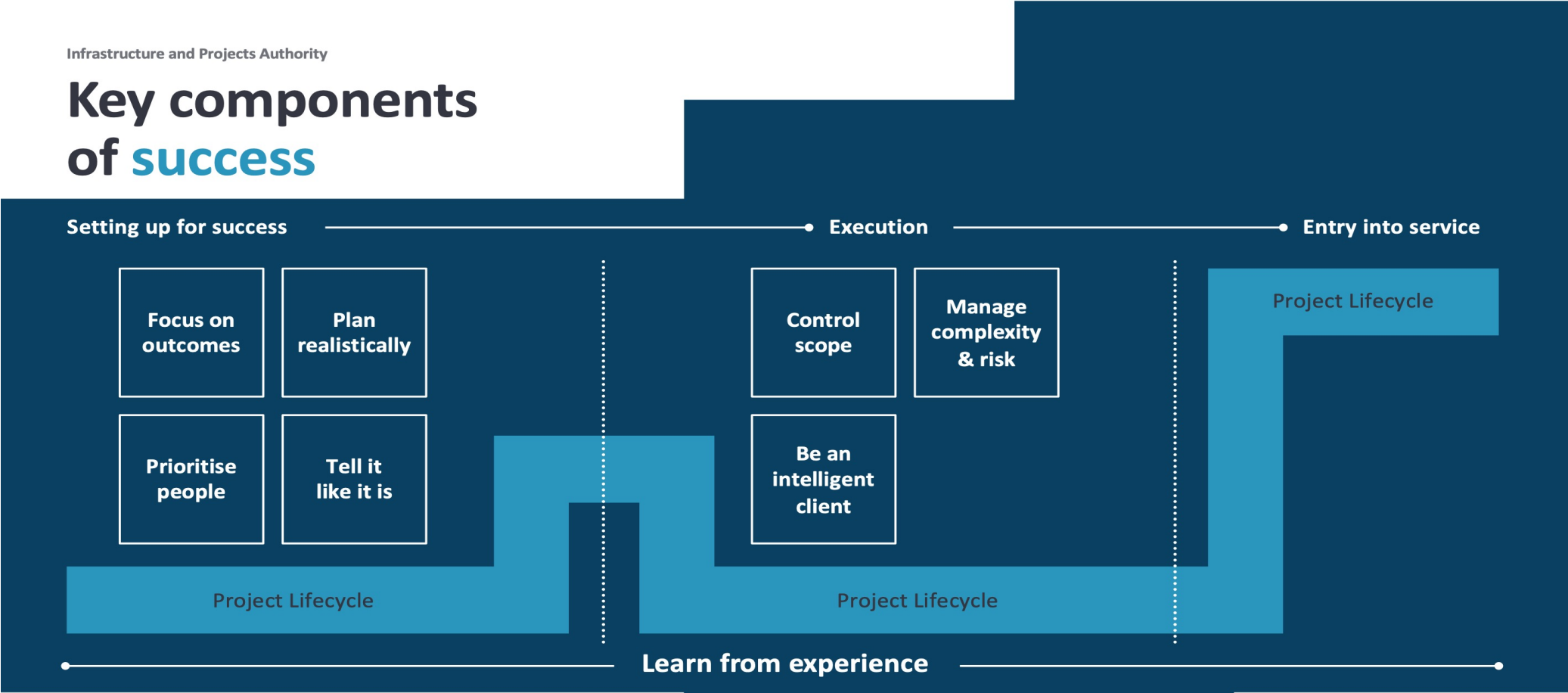
Slido:

What do you consider to be the key ingredients for project success?

Infrastructure and Projects Authority principles for project success

Infrastructure and Projects Authority

Key components of success



OBJECTIVES

OBJECTIVES OF PROGRAMME

As Towns Fund teams move from Business Case approval to project delivery, the TFDP can help them to be as set up for project and programme success as possible:

- Understanding how to develop project structures that will work
- Clarifying the role of project governance in making key decisions
- Establishing appropriate risk management and change management approaches
- Understanding how to manage costs and commercials
- Creating realistic plans for the delivery and handover of projects

By the end of the programme, participants should have developed the necessary controls for their programme and understand why these are required

Week	Activity
1	Project Initiation
2	PPM drop in clinic- PIDs
3	Project organisation, governance and assurance
4	PPM drop in clinic- delivery strategy
5	Requirements management and change
6	PPM drop in clinic-requirements
7	Planning, dependencies and risk
8	PPM drop in clinic- strategic risks
9	Executing the delivery strategy, managing delivery contracts and handover
10	Facilitated action learning sets

Slido:

Which area of the PPM programme are you most interested in?

Supporting documents

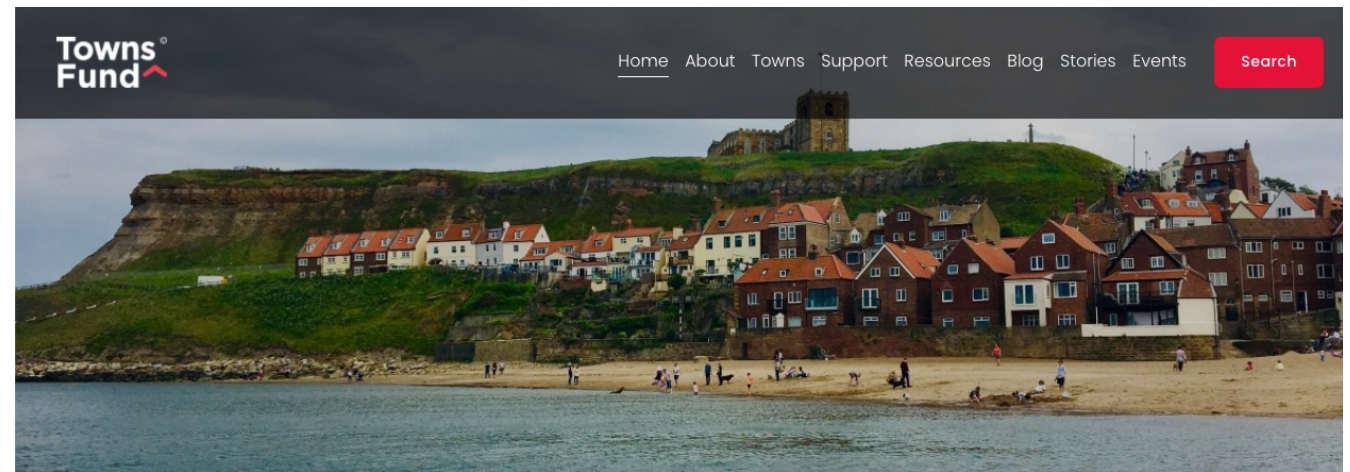
The content of the programme builds on previous TFDP content and provides greater opportunities for learning through group discussion and applying content to your projects.

Relevant past content:

- Looking Ahead to Project Initiation
- Management Case Good Practice
- Commercial Case Good Practice
- Planning your Programme

Templates on the website

- Project Initiation Document
- Risk register



Welcome to townsfund.org.uk. This site is designed to be a one-stop-shop for all the resources, contacts and support Towns might need as you navigate the Towns Fund programme.

On this site, you will find a host of material from Department for Levelling Up, Housing & Communities (DLUHC) Guidance Documents to workshop presentations, tools and guides developed by the Towns Fund Delivery Partner. We will post regular news updates and blogs to keep you up-to-date along the journey. If you have any questions about the content on the site, or if there is something missing you would like to see, please contact your Town Coordinator.

Note: At the beginning of the Towns Fund programme, DLUHC was known as the Ministry for Housing, Communities & Local Government (MHCLG). Some historic resources may still contain the MHCLG branding.

Project Initiation

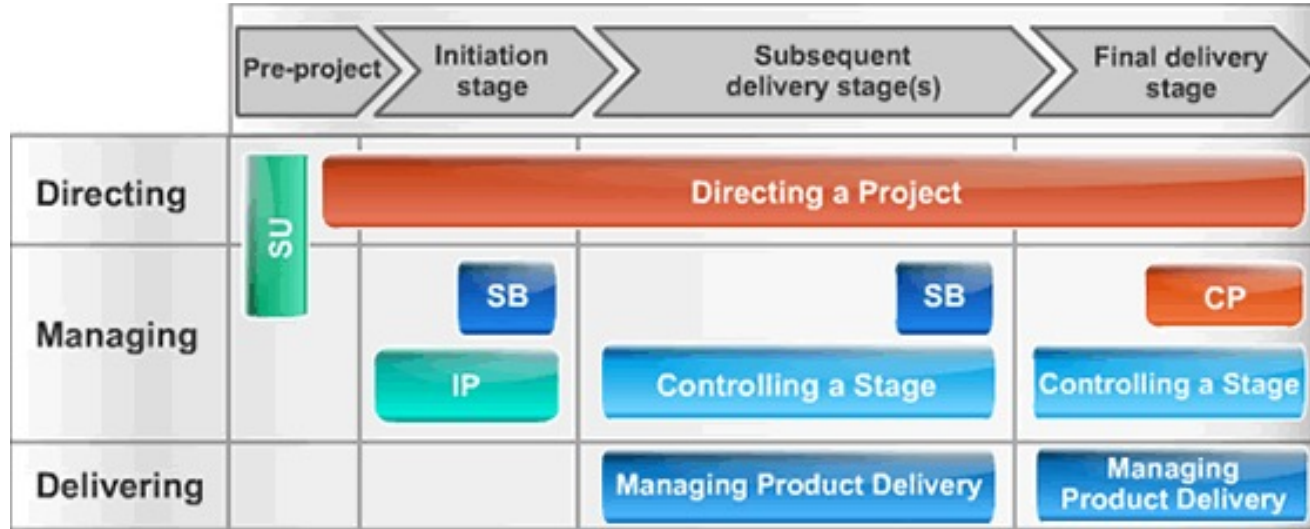
The success or failure of a project is often determined in its early stages.

Whilst successful project initiation can take more time at the start, this will be repaid many times over later on in delivery- so we must get it right from the start.

Nick Smallwood, Infrastructure & Projects Authority CEO

Project stages, where does the Initiation stage fit in?

PRINCE2 project stages



Key
 SU = Starting up a Project
 IP = Initiating a Project
 SB = Managing a Stage Boundary
 CP = Closing a Project

Based on OGC PRINCE2® material. Reproduced under licence from OGC.

Why use defined stages?

- Taking a staged approach enables the work to be broken down and the definition of:
 - Inputs
 - Outputs
 - Resources needed
 - Time expected
 - Costs forecasted
- Go/no go decision gateways at the end of each stage

RIBA Plan of Work stages



Group reflection and discussion

Slido

- Are you following a defined or bespoke project lifecycle? E.g. RIBA plan of work, tailored PRINCE2, locally developed project methodology, or other?
- How well defined are the project stages in terms of inputs, outputs, resources, dependencies, decisions, etc?

RIBA Plan of Work stages

Stage	0 – Strategic Definition	1 – Preparation and Briefing	2 – Concept Design	3 – Spatial Coordination	4- Technical Design	5 – Manufacturing and Construction	6 – Handover	7 - Use
Activities	Get your team together Define your requirements	Define your procurement strategy Health and Safety	Review with stakeholders	Detailed studies of project	Design for construction	Manage construction	Commission building	Maintenance and operations
Outputs	Business Case	Project Brief Outline Project Plan	Outline Specification CDM File	Planning Application	Detailed Project Plan and controls	Reports and controls	Lessons learned O&M Manuals	Benefits realisation report

Project Initiation

APM Definition

The process of committing the organisation to begin a project. The beginning of a project at which point certain management activities are required to ensure that the project is established with clear reference terms and adequate management structure.

The business case is the foundation for the Project Initiation stage

Develop Business Case

Project Initiation / delivery

Project Initiation

Foundations

- Strategic Case
- Management Case
- Commercial Case
- Informal Sponsor

Formalise

- Sponsor
- Project Manager
- Governance and reporting
- PM processes

Was anyone involved in the preparation of the outline business case for their project(s)?

Management case recap

Purpose:

To outline the practical arrangements for project implementation. Ultimately, it demonstrates that the preferred option and its benefits can be delivered successfully.

Key questions the Management case aims to address:

- *What project management lifecycle will be followed?*
- *How will scope, risk, schedule, costs be monitored and controlled?*
- *What are the main risks?*
- *What is the outline delivery timescale?*
- *Reporting and governance plans*

TFDP Business Case Template: Content of the Management Case

- Introduction
- Project organisation and governance
- Assurance
- Scope (requirements) management
- Programme / schedule management
- Risks and opportunities management
- Project management
- Stakeholder management
- Benefits, monitoring and evaluation

Management Case maturity over time

Management Case at OBC stage



How you are planning to deliver

The management case in the OBC is generally at a **higher level** to say how you **intend to** manage the project.

The emerging plan (even at high level) should be outlined for the following management considerations:

- Project management, including governance arrangements
- Change and contract management
- Benefits realisation
- Risk management
- Project assurance
- Monitoring and Evaluation

Updating the Management Case for FBC



How you are going to deliver

The management case in the FBC will contain more of the **detail** of the arrangements that **have been put in place** about how the project and its benefits will be delivered.

The all components of the management case in the OBC should be revisited and finalised accordingly to ensure successful delivery.

FBC Management Case

FBC actions from the Blue Book

Action 30: Finalise project management arrangements and plans

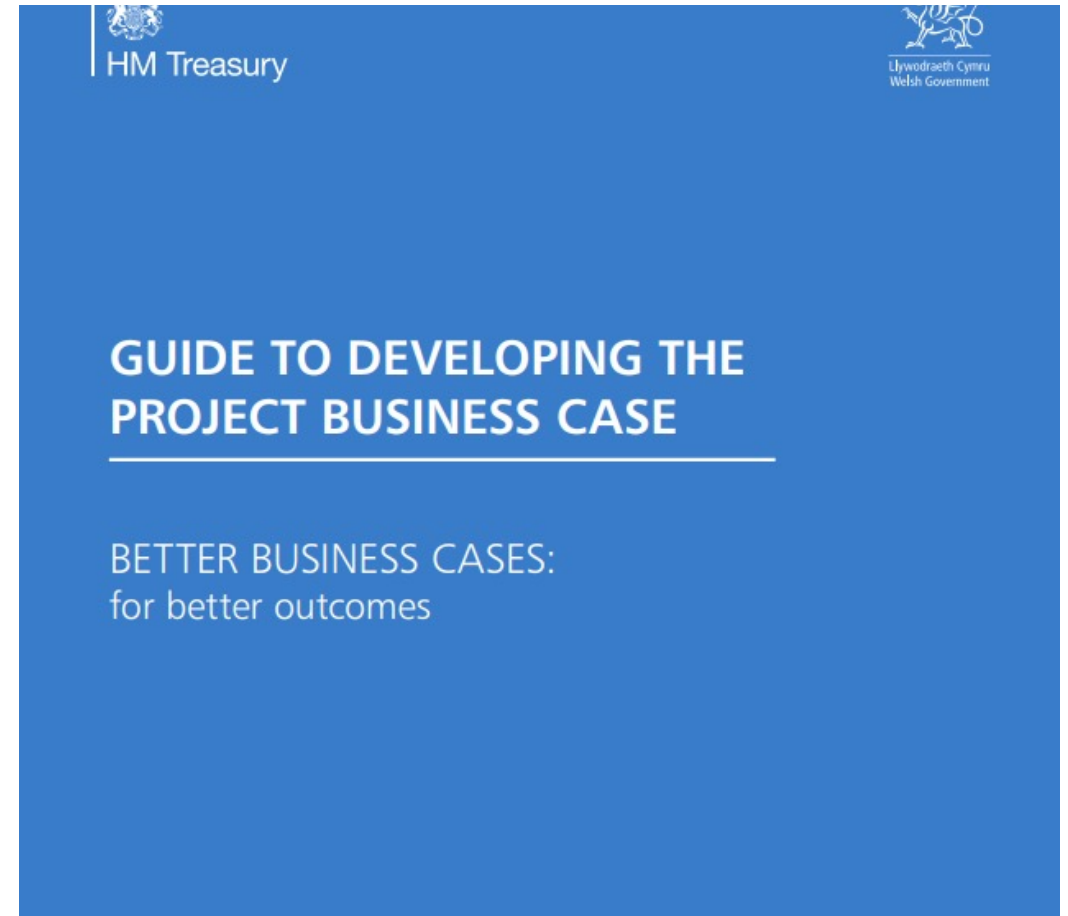
Action 31: Finalise change management arrangements and plans

Action 32: Finalise benefits realisation arrangements and plans

Action 33: Finalise risk management arrangements and plans

Action 34: Finalise contract management arrangements and plans

Action 35: Finalise Post-Project Evaluation arrangements and plans



Management Case

OBC to FBC – summary of key actions

Section <i>(based on TFDP Business Case Template)</i>	OBC to FBC – key actions
Project Management	<ul style="list-style-type: none"> • Project management lifecycle used (RIBA Plan of Work, Waterfall, Agile etc) • List of key processes that will be used in the management of the project including special ones needed for this type of project • Define processes for Health and safety management e.g. CDM • How the project will be handed over into service/operations and maintained
Project Organisation and governance	<ul style="list-style-type: none"> • Review and refine the details of the governance structure with key names and roles, including: <ul style="list-style-type: none"> - the governance structure (if applicable) with the names of project manager and sponsor - constitution of the project board • Review and update reporting arrangements
Assurance	<ul style="list-style-type: none"> • Overview of the “Independent Approvals and Assurance Plan” (IAAP) • Ensure details of parties providing assurance and key stakes and gates are outlined • Provide description of how assurance supports decisions
Requirements management	<ul style="list-style-type: none"> • Review and finalise how change control will be managed for all artifacts in the agreed baseline • Review and finalise description of the different levels of change and the governance for this (major / minor) • Outline how records of the baseline requirements and any changes to this are maintained

Management Case

OBC to FBC – summary of key actions

Section <i>(based on TFDP Business Case Template)</i>	OBC to FBC – key actions
Risk and opportunity management	<ul style="list-style-type: none">• Build on the initial list of key risks and their mitigations• Describe how risks and opportunities are being managed and reported
Schedule management	<ul style="list-style-type: none">• Overview of the schedule for the project with the critical path shown• Review and finalise how the schedule will be progressed, updated and reported on
Stakeholder Engagement	<ul style="list-style-type: none">• List of key stakeholders and their interests• Describe how stakeholders will be communicated with to support the outcomes of the project
Benefits monitoring and evaluation	<ul style="list-style-type: none">• Details of the metrics for monitoring the benefits including current measurements of benefit metrics and targets• How, and how often the benefits will be measured

Project Initiation Document

- Capture and document Initiation stage content in a **Project Initiation Document (PID)** (aka Project Brief, Project Execution Plan, Project Handbook)
- A PID sets out to define the project context, scope, outputs, outcomes, project management approaches, project organisation structure and stakeholders, etc
- The PID provides a comprehensive, yet concise, overview of the project which **provides clarity and a single version of the truth** for the project team and external stakeholders
- It is developed during the end of the Project Initiation Stage as it brings together the various management plans e.g. risk management, change management, stakeholder management
- *Points to note:*
 - ***Level of detail depends on complexity and risk – need to be proportional***
 - ***The PID is a live document and should be maintained throughout the project, review and update at the end of each stage***

Typical content areas for a PID

- **Overview** – what is the background context (strategic need) for the project, could be taken from the business case
- **Benefits** – what they are, how they are managed and tracked, how to measure them and when will they be delivered
- **Scope** – what you are doing, and what you are not doing
- **Schedule** – milestone or detail plan for what will be done when
- **Requirements** – more detail on the things that have to be done, how many, how tall, where etc.
- **Roles and responsibilities** – what are each of the people doing and what are they accountable for and to whom, including the Sponsor
- **Assurance** – how do I know everything is okay?
- **Governance** – what are the main decisions, who has authority to approve, decision process
- **Stakeholders** – who has, or could have an impact on the project, individuals, groups
- **Commercial** – how this will be procured and what form of contract, who from etc.
- **Key risks** – what can go wrong, how likely, how bad and what are you going to do about it
- **Dependencies** – internal, external, other Towns Fund or Future High Streets Fund projects etc

Break out rooms

Breakout groups

Reflect with your group on what you know about your project(s) based on the business case(s).

Do you feel you have the right information (content and depth) in the Management Case off which to commence Initiation stage work?

Questions to consider:

- *Do I know who the Sponsor is?*
 - *Do I understand the project organisation- who is in the client-side team, what consultants do I have/need, who are the suppliers, who is the end user?*
 - *Does the project scope meet the strategic need?*
 - *Are the requirements clearly defined and have they been agreed with all relevant stakeholders?*
 - *Does the business case define the project management methodology and approaches/processes to be used?*
 - *What is the current level of project management maturity within your organisation i.e. is there a defined way to deliver projects, is it documented, are lessons learned shared, continuous improvement?*
- Discuss the above in your group
 - One person from each group will present back a summary

Feedback to the group

**Next week: drop in clinic-
Project Initiation Documents**

Format for drop-in clinics

- One hour open session for you to discuss seminar related questions with us and your peers
- The focus for the clinic next week is **Project Initiation**
- Please send in specific areas or questions you'd like to bring to the clinic by midday on the Monday before the Tuesday drop-in
- Towns Fund PID template <https://townsfund.org.uk/resources-collection/project-initiation-document-template?rq=project%20initiation>

Further help

TFDP support offer

Many of the projects in the towns fund will not have been carried out by the Town before and will be new to many of the people taking part. It is important that you take advice from professionals or to learn from the experience of other towns who may have done something similar before or be doing it at the moment.

This guidance document is only a brief summary of some of the basic tools and techniques that can be used to help deliver your projects. It is not a substitute for having the right professionals manage the delivery of your projects.

There is support available from the Towns Fund Delivery Partner to help Towns set up their projects and get them off to the best possible start.

Working with us

You can work with the TFDP to support the delivery of your projects by:



Online resources

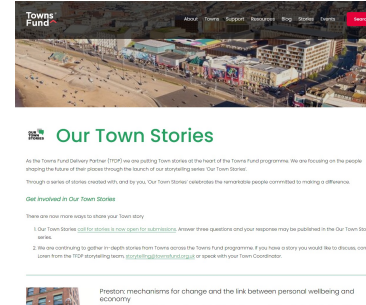
- Blog posts
- Guidance
- Tools



Expert drop-in sessions & 1-2-1 support



Online Seminars/Programmes



Storytelling: Sharing your projects and experience



Town working group: connecting with other towns

TFDP service offerings



What can we offer?

The TFDP can offer:

- Advice on **shaping the narrative**
- Advice on **project management methodologies**
- Advice on **project and programme office**
- Advice on **planning, analysis and project performance reporting**
- Advice and workshops **on risk management**
- **Advice on stakeholder engagement**
- **Advice on benefits management**

How can we help?

You and your team

- Helping you to identify the team and capabilities you'll need to deliver
- Providing capability development, coaching, and mentoring for project/programme management and sponsorship

Contact us

- Simon.Bevis@Nichols.uk.com
- Christopher.Wingham@Nichols.uk.com

Your preparations

- Providing you with a project and programme management viewpoint when developing your business cases in particular the Management Case
- Supporting your preparation for successful project initiation and project delivery using the questions above
- Considering if you have the right sponsor, project management and commercial skills in the right quantity to deliver

End