

# Output Specification: Corporate Programmes

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# 2 Document Ownership

Document signed off by	James Wills-Fleming, Head of Major Projects on 14 <sup>th</sup> February 2013
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### 3 Definitions

The words in this Project Management Output Specification shall have the meanings attributed to them in the Agreement where the context so permits and unless otherwise stated.

In this Project Management Output Specification, unless the context otherwise requires, the following words and expressions shall have the meanings given below:

Term	Definition
Corporate Risk Management Strategy	means the Authority's corporate approach to the definition and management of risks as defined in the corporate risk management strategy document and is also set out within the corporate project management toolkit
Fast Track Project	shall have the meaning given to it in Schedule 15 (Special Projects Approval Procedure)
FBC	means full business case and shall have the meaning given to it in Schedule 15 (Special Projects Approval Procedure)
PID	means project initiation document
Programme	means a set or portfolio of related Projects and activities that are co-ordinated and managed as a unit so that they achieve outcomes and realise benefits. An example of a programme is the portfolio of regeneration projects in the Authority
Programme Management	means the process of managing multiple related Projects at once
Project	means a unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or team. Projects are intended to meet specific objectives within defined time, cost and quality constraints
Project Change Control	means the formal mechanism used to initiate and authorise a change to the currently agreed scope of projects. This can include (but is not limited to) budget, time, quality criteria

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Term	Definition
Project Management	means the process by which Projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realised. Projects bring about change and project management is recognised as the most efficient way of managing such change
SBC	means strategic business case and shall have the meaning given to it in Schedule 15 (Special Projects Approval Procedure)

# 4 Scope

### 4.1 Skill Sets in Scope:

The Service Provider shall provide the following core skill sets to the Authority:

- Project Management; and
- Programme Management.

The Service Provider shall ensure that any project managers it provides to the Authority have the ability, and supporting experience, to successfully apply project management toolkits such as (a) the Authority's project management toolkit (as adopted by the Authority from time to time), (b) PRINCE2, or (c) any project management toolkit that the Service Provider has developed or uses in its work.

The Service Provider shall ensure that any programme managers it provides to the Authority have the ability, and supporting experience, to successfully apply programme management toolkits such as (a) the Authority's programme mechanics document (as adopted by the Authority from time to time), (b) MSP or (c) any programme management toolkit that the Service Provider has developed or uses in its work.

The Service Provider shall provide as required on a project-by-project basis other non-core skill sets to effectively manage and deliver projects including but not limited to:

- information analysis;
- business analysis;
- policy development;
- consultation; and/or
- market development; and
- change management.

### 4.2 Skill Sets Out of Scope:

The Service Provider shall not be required to provide the following skill sets:

- portfolio management; or
- project assurance.

### 4.3 Scope of Work:

For the work of the Commissioning Group:

- The Authority may at its discretion use the Service Provider as its primary supplier of Project Management and Programme Management. For the avoidance of doubt, this will not be an exclusive arrangement and the Authority will retain the discretion to use its own staff or resources obtained from another supplier to provide Project Management and Programme Management if it so desires.
- The Authority may use the Service Provider as supplier of the non-core skill sets described in section 4.1. For the avoidance of doubt this will not be an exclusive arrangement and the Authority may choose to appoint a third party to 'primary supplier' status for one or more of those skill sets.

For the work of the Council's Delivery Units:

- The Authority may use the Service Provider as a supplier of both the 'core' and 'non-core' skill sets described in section 4.1. For the avoidance of doubt this will not be an exclusive arrangement, and each Delivery Unit may enter into separate contractual relationships with third parties to deliver one or more of those skill sets.

### 4.4 'In Flight projects' at the at Service Transfer Date

Subject to the provision of Schedule 15 (Special Projects), the Service Provider shall progress and complete the in-flight projects.

### 4.5 Project Process Map

All projects will be managed in accordance with the process outlined in Schedule 15 (Special Projects).

## Data Room Documents

The parties recognise and agree that the inclusion of the Data Room documents in Schedule 1 (Output Specification) is for information only and is not intended to give rise to legally binding rights and obligations between the parties except where these documents are specifically referred to in Section 4 or 6 of this Output Specification.

Data type	File name	File contents	Function/s related to it	File type
Business Planning	Project Management-Toolkit	Set of corporate project management standards	Project Management – PM1	pdf
Business Planning	Terms_of_Reference_IAB_Aug2011	This document outlines the terms of reference for the Investment Approvals Board (IAB)	Project Management – PM2	pdf
Business Planning	OB Mechanics Final 03	This document describes the programme management tools and processes used to run the One Barnet programme.	Programme / Project Management – PM3	Word
Business Planning	Benefits Realisation Plan Template OBP	Template for Benefits Realisation Plan (key document referenced in the OB Mechanics document)	Programme / Project Management – PM3	Excel
Business Planning	One Barnet Programme Report Template	Template for programme highlight report (key document referenced in the OB Mechanics document)	Programme / Project Management – PM3	Word
Business Planning	Status Report	Template for project status report (key document referenced in the OB Mechanics document)	Programme / Project Management – PM3	Word
Business Planning	Corporate Programmes Project	Snapshot (as of May 2012) of	Project Management PM1 & PM2	Visio

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Data type	File name	File contents	Function/s related to it	File type
	Structure - May 2012	projects being managed by the corporate programmes team, grouped by project focus and type.	Programme / Project Management – PM3	
<b>Volumetric data</b> (i.e. data on the volume of cases, transactions, outputs, processes etc, any forecast volumes)	Nothing available			
<b>Projects that will transfer to Service Provider at the Service Transfer Date</b>	CP-Project List	The list of projects being managed by the corporate programmes team	Project Management PM1 & PM2 Programme / Project Management – PM3	Excel



## 5 Service Requirement

The following table indicates the service requirements for the Project Management function.

The Service Provider shall adhere to the standards listed in the final column of the following table.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PM1	Project Management	<p>The Service Provider shall, as and when commissioned:</p> <ul style="list-style-type: none"> <li>• Deliver a project management function which will ensure consistent and repeatable delivery of high quality projects against Authority priorities;</li> <li>• Deliver all Authority projects while utilising an agreed project management methodology aligned to a recognised industry standard (current Authority standards are based on PRINCE2) including identifying and coordinating resource requirements;</li> <li>• Deliver the Authority's objectives on a project-by-project basis within agreed time, budget and quality constraints;</li> <li>• Ensure that Project Change Control process is implemented;</li> <li>• Ensure that project risks are managed in accordance with the Corporate Risk Management Strategy;</li> <li>• Maintain project documentation in line with the agreed project management methodology including but not limited to ensuring that all projects have regularly updated business cases and PIDs;</li> <li>• Undertake client and stakeholder engagement and management</li> </ul>		<p>The Service Provider shall deliver Projects in line with an agreed project management methodology, for example PRINCE2.</p> <p>The Service Provider shall manage a Project's risk in accordance with the Corporate Risk Management Strategy.</p> <p>The Service Provider shall deliver all Projects in adherence to recognised industry regulations where applicable.</p> <p>The Service Provider shall deliver all Projects in line with the agreed governance framework.</p> <p>The Service Provider shall, in</p>

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Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		<p>throughout a project's lifecycle;</p> <ul style="list-style-type: none"> <li>Ensure Projects demonstrably deliver all intended benefits by implementing a rigorous benefits review process on a project-by-project basis;</li> <li>Ensure visibility of project plans by maintaining their presence in agreed Project Management and Programme Management software;</li> <li>Act as the client on major construction projects including attending regular site meetings providing decision making functions in consultation with technical advisors;</li> </ul> <p>The Service Provider shall ensure the availability of project resources throughout the lifecycle of the project for consistency purposes, and ensure that individuals' skills and experience are appropriate for the scale and complexity of each project.</p> <p>The Service Provider shall ensure that the resources required to deliver the SBC, FBC and Fast Track Project procedures are available to comply with the timescales set out in Schedule 15 (Special Project Approval Procedure).</p>		<p>relation to each Project shall report at least the following minimum information to the Authority:</p> <ul style="list-style-type: none"> <li>- Project cost - compared to budgeted cost</li> <li>- Project schedule – compared to the baseline schedule</li> <li>- Quality – is the Project delivered in line with quality criteria</li> <li>- Benefits – identified and realised benefits</li> <li>- Safety – compliance with safety policy and regulations</li> </ul>
PM2	Programme Management	<p>The Service Provider shall, as and when commissioned:</p> <ul style="list-style-type: none"> <li>Undertake the contract management of the strategic partnering agreement with Kier London (the Authority's primary school construction partner) and any other commercial partner delivering a Project output including the monitoring of KPIs on key partnering agreements;</li> <li>Hold at least monthly reviews of the programme of Projects including those in progress and those upcoming and review those that have been completed;</li> </ul>		<p>The Service Provider shall manage Programmes through formal governance procedures (see One Barnet programme mechanics document for example of expected type of procedures)</p>

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Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		<ul style="list-style-type: none"> <li>Both lead and contribute to the drafting of reports and documentation in addition to standard Project Management documentation required to gain approval for a project or its deliverables including but not limited to cabinet briefings, reports to cabinet resources committee, reports to overview and scrutiny committees and delegated powers reports;</li> <li>Manage stakeholder engagement and communication.</li> </ul>		
PM3	Programme / Project Management	<p>The Service Provider shall, as and when commissioned:</p> <ul style="list-style-type: none"> <li>Coordinate the drafting and agreement of contracts with commercial partners involved in delivering project-related services and output;</li> <li>Coordinate the procurement process for the tendering and appointment of commercial partners (see the Procurement Output Specification for further detail on the procurement delivery requirements);</li> <li>Manage risks and issues across linked and interdependent Projects and report significant risks through the corporate risk management platform;</li> <li>Carry out robust budget monitoring and profiling including monthly and quarterly reporting in conjunction with the finance function to demonstrate that Projects are being delivered within the available budget and financial profile;</li> <li>Coordinate responses to enquiries from the public relating to accountable Projects including, but not limited to, those enquiries</li> </ul>		<p>The Service Provider shall deliver Projects line with an agreed project management methodology, for example PRINCE2.</p> <p>The Service Provider shall manage Project risks in accordance with the Corporate Risk Management Strategy.</p> <p>The Service Provider shall deliver all projects adherence to recognised industry regulations where applicable.</p> <p>The Service Provider shall deliver Projects in line with the agreed governance framework.</p> <p>The Service Provider shall manage</p>

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Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		<p>made under the Freedom of Information Act or Environmental Information Regulations;</p> <ul style="list-style-type: none"> <li>• Undertake a Project review upon Project completion to ensure the Project has been delivered in line with the business case, benefits have been realised and lessons learned have been captured;</li> <li>• Undertake team management to include: performance management, resource budgeting and planning, reporting, activity monitoring and capacity planning;</li> <li>• Provide consultancy support in terms of new work feasibility, advice and guidance and workshop design and delivery within ten (10) Business days of original request</li> </ul>		Programmes through formal governance procedures (see Overview Document for more details).

## 7 Performance Indicators

The Authority's KPI and PI requirements are listed in the following table, and full details of methodology, baseline data, targets and reporting frequency are set out in Schedule 4 Payment and Performance Mechanism.

Function	KPI or PI	Performance Indicators the partner shall be required to report against	Current baseline	2013/14 year end projections	Partner year 1 target
Capital Project Health and Safety Plans	PI	<p>For each project a Health and Safety Plan will be created that:</p> <ul style="list-style-type: none"> <li>- Sets out the required regulatory compliance and safety requirements to be delivered - Statement of requirements</li> <li>- Identifies each owner responsible for discharging each obligation</li> <li>- Specifies the reporting process to the Authority for demonstrating compliance and the procedure for advising the statutory agencies in the event of a breach of a statutory obligation (as required)</li> </ul>	To be baselined at Service Transfer Date	Not available	100%