

## Note to Officer Major Projects Board – 15 June 2022

### Post Project Review process for designated ‘Major Projects’

#### Background

- It was agreed at the Cabinet meeting on 16 November 2021 that projects Cabinet designated as a ‘Major Project’ would be monitored by the Member Major Projects Board (MMPB), as a sub-committee of Cabinet. The current list of ‘Major Projects’ is shown below:

No.	Heading	Scheme
1	Carbon Reduction Strategy	RE:Fit Scheme
2	NORA & Enterprise Zone	Road infrastructure and utilities
3	NORA & Enterprise Zone	Development of spec units
4	Major Housing	NORA 4
5	Major Housing	Parkway, Western side, KL
6	Major Housing	Salters Road, King's Lynn (also known as Columbia Way)
7	Major Housing	Bus Station and NCC Library Site, Hunstanton
8	Major Housing	Southend Road coach / car park, Hunstanton
9	West Winch Growth Area	West Winch.
10	Regeneration	South Gate area regeneration
11	Town Deal	St George's Guildhall Complex
12	Town Deal	Active and clean connectivity
13	Town Deal	Town centre repurposing
14	Town Deal	Riverfront regeneration
15	Town Deal	Public realm
16	Town Deal	Multi-User Community Hub (accountable body role only)
17	Town Deal	School of Nursing (accountable body role only)
18	Town Deal	Youth and Retraining Pledge (accountable body role only)
19	Sports facilities	3G pitch

- As part of the resources available to the council due to being a ‘Town Deal’ town, a Project Closedown template has been drawn up, to help evaluate Town Deal projects. This template is provided at Appendix 1.

#### Facts

- It is believed that this new evaluation template could be a useful addition to strengthen the Council's Major Projects processes and governance, and therefore this is being brought to the Officer Major Project Board (OMPB) for consideration.
- The internal process within which the Council will undertake Post Project Reviews, also needs to be strengthened to ensure Members have the opportunity to contribute prior to the evaluation being undertaken.

## Proposal

- The proposed process is to confirm the precise Terms of Reference (TOR) of a post project review (core terms already being established)
  - Towards the end stages of a designated Major Project, the Project Manager will write a brief TOR for the Post Project review. This will capture project specific issues and nuances, and propose who/which function will undertake the evaluation.
  - The TOR will be taken through the Officer Major Projects Board
    - for input
    - a decision on who/which function will undertake the evaluation<sup>1</sup>, and
    - to also consider the appropriate time frame for the review to take place<sup>2</sup>.
  - The TOR will then be taken to the MMPB to confirm the precise TOR for a post project review (core terms already being established). This will mean scrutiny panels can, if they wish, call-in the TOR, and propose specific additions or amendments.
  - Once the Terms of Reference has been agreed, the Post Project Review will be undertaken by the nominated person/team/function, to the timescales determined.
  - On completion, the Post Project Review will be taken through the Officer Major Projects Board initially, then on to the MMPB. After considering the Project Closedown Report, the MMPB will report to Cabinet, with recommendations (if any) and propose to remove the project from the 'Major Projects' list. Any further scrutiny/reviews of the project will be dealt with under the normal democratic processes, under existing terms of references.
  - Once Cabinet has considered the MMPB recommendations, the Officer Major Projects Board will record the Cabinet agreed changes/lessons learnt that will be adopted for current and/or future Major Projects, as applicable.
- The draft template (not yet 'liveried' into BCKLWN style) needs to be considered and agreed as appropriate.

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<sup>1</sup> This may be another relevant project officer within the council, the internal audit team, or an external person, as determined on a case-by-case basis

<sup>2</sup> Although some of the evaluation should commence shortly after the project has been delivered, to adequately assess the quality of the implementation and complete the process, it may be appropriate to wait long enough for the changes caused by the project to take effect. This will be determined on a case-by-case basis.

## **Decision required**

The Officer Major Projects Board is asked to :

1. Agree the process to be used for Post Project Reviews of the designated Major Projects
2. Agree the proposed template is used as a basis for the reviews undertaken

Vanessa Dunmall

10<sup>th</sup> June 2022

## Appendix 1 – Proposed draft template for Post Project Reviews

*[Please note that this document is still subject to minor alterations]*

### PROJECT CLOSE OUT REPORT

#### Purpose

*This template is an example of a document used in the project closure phase of a project. The project close out report draws on all the documents and logs used during the project lifecycle. The project team should also contribute to the report content however, ultimate responsibility rests with the project manager or person appointed to undertake the review.*

**Sections may be added, removed or amended to suit the project and project methodology.**  
***All italic text should be removed prior to using the template for your own purpose.***

#### PROJECT NAME:

**PROJECT MANAGER:** *named individual who is managing the project delivery for the town.*

**SPONSOR:** *named individual with ultimate accountability for delivery of the project and benefits.*

#### Version control

*Draft will commence 0.1 until final first live is confirmed at 1.0 – incidental changes 1.1, 1.2 etc, major changes 2.0. The person making the changes should track them and write a brief description of what has changed – or see track changes if major changes. The version with the track changes should be saved before any are accepted or rejected. Once saved it will be the next version up.*

Version	Date	Description of change	Author

#### Contributors/Reviewers

Name	Role	Date

#### Authorisation/Approval

Date	Version	Approved by	Role/Organisation

*The report will require approval and sign off by the Sponsor / Senior Responsible Officer.  
Note: you don't need an actual signature, but you should have an email agreement or an alternative method of audit trail to refer to.*

## Distribution

Role	Name	Organisation/Dept

*It is recommended to include the following individuals (as a minimum) on the distribution list to this report:*

*Town Deal Board*

*Programme Lead*

*S151 Officer*

*Central Lessons Learned Lead (if applicable)*

*Head of Programme / Project Management (if applicable)*

## TABLE OF CONTENTS

1. Purpose.....	7
2. Scope and summary of approach .....	7
3. Project Manager’s Summary.....	7
4. Impacts.....	7
5. Outcomes.....	7
5.1 Outcomes achieved.....	7
5.2 Outcomes not achieved .....	7
5.3 Residual Outcomes expected .....	7
6. Risks and issues.....	8
7. Forward Actions .....	8
8. Performance against plan .....	8
9. Lessons Learned.....	9
10. Post project review .....	9

## 1. PURPOSE

The purpose of this report is to assess the project, provide evidence that the outcomes defined in the Business Case have been achieved and that the project has been successfully handed over. It is also an opportunity to capture and derive any lessons learned and best practices to be applied to future projects. This report should be endorsed by governance through a final decision gate approval.

*Note that the contents of this report should be proportional to the nature of the Programme / Project being reported on. Lower value / less complex packages of delivery are not expected to require the same level of input and detail as those on the opposite end of the spectrum (barring any exceptional circumstances).*

## 2. SCOPE AND SUMMARY OF APPROACH

*Outline the scope of the project. Has the project scope materially changed from the initial approval to project closure? Include a high-level summary of how the project was carried out, e.g. what PM tools and methodologies were used, procurement route etc.*

## 3. PROJECT MANAGER'S SUMMARY

*Summary of the project's performance and team performance (recognition for good performance) and any other key points of note that the Project Manager would like to communicate.*

## 4. IMPACTS

*Review of how the project's impacts have been delivered as defined in the Business Case.*

Impact	Commentary	Achieved
		Yes / No

## 5. OUTCOMES

*If the project has delivered outputs that contribute towards the realisation of outcomes defined in the Business Case, these should be captured in this section. Where Programmes or Projects have delivered benefits directly, these should be captured as well making a clear distinction between the two.*

### 5.1 OUTCOMES ACHIEVED

Outcome Description	Evidence of realisation	Date

### 5.2 OUTCOMES NOT ACHIEVED

Outcome Description	Reason not achieved	Impact

### 5.3 RESIDUAL OUTCOMES EXPECTED

Outcome Description	Evidence of realisation	Date Expected


## 6. RISKS AND ISSUES

Provide information on the top (five) risks and issues and how they were resolved, or if they remain open what the next steps are (see examples given).

Risk or issue	Outcome	Status
Two departments did not meet the deadline with content (HR & ICT)	If they require further information to be included on the website apart from what was migrated a cost will be incurred. As the project came in under budget, it should be possible to hold a contingency fund until the year end.	Closed Department heads aware
As more users come on board extra storage space will be required	As there is sufficient space to meet current demands, ICT have taken a forward action to engage with the service provider and obtain prices and a work schedule.	Forward action / open

## 7. FORWARD ACTIONS

Provide a list of forward actions including the management of the expected benefits – how benefits realisation and monitoring will be taken forward by the business, and any outstanding actions required to transition the project outputs to business-as-usual ways of working (e.g. end user training, documenting new processes, any other activities to take the product to the next stage of its life)

Area	Description	Owner	Status	Delivery date
ICT	Provide additional storage space	J Doe, Infrastructure	With supplier for pricing	By end March

## 8. PERFORMANCE AGAINST PLAN

	Estimated	Actual	Comment
<b>Costs</b>	750,000	670,000	There may be a requirement for additional updates as not all departments contributed before the deadlines (estimated £50,000 – see issues)
<b>Staff Resource</b>	2 IT, 1 HR, 1 CS 1 Marcoms, 1 Purchasing	1 IT, 0 HR, 2 marcoms 2 CS, 1 Pur	IT were stuck for resource due to unplanned sick leave. Marcoms felt they should have more input. CS stepped in with their HR rep.
<b>Timescales</b>	18 months	20 months	The IT tasks were staggered more than was planned due to their lack of resource.

## 9. LESSONS LEARNED

*Provide details of the main lessons learned and any forward actions as a result. For a large project, it should be possible to provide a link to the lessons learned log or send as appendices.*

<b>Area of work</b>	<b>Description of lesson learned</b>	<b>Recommendation / Action</b>	<b>Responsibility</b>

## 10. POST PROJECT REVIEW

*To agree a date for a review of the project and an outline agenda. Usual practice of approximately 6 months following the closure.*

*Examples of what the agenda should include:*

- *Open issues*
- *Forward actions.*
- *Benefits measurement*
- *Resource management*
- *Training and documentation review*
- *Costs – were there further costs incurred following closure*
- *Supplier relationship (if applicable)*
- *Internal or external SLA (service level agreement) (if applicable)*