

Corporate Programme Office – an overview

Project Initiation Process

The process for commencing a project within the Authority has been communicated to all third tier managers and above via training sessions at Shaw House run by the Corporate Programme Office (CPO) and the Chief Executive. Unfortunately these were stopped in March during the COVID outbreak but the CPO is in the process of redesigning the training programme with a view to delivering it through Zoom to those managers and teams who require it.

Heads of Service and Directors are well versed in the project methodology and the transformation governance groups within the Authority are each chaired by one of the Directors and project monitoring is now a standing item on the meeting agendas.

Staff are directed to the Programme Office for information and advice about how to start a project and the documentation is available on the intranet where the following templates (and other information can be viewed which support the PMM process);

Appendix A –	Project Management Methodology Please note the full Project Management handbook can be found at http://intranet/index.aspx?articleid=36683 which takes you through every step of the process and each document that needs to be completed.
Appendix B -	Project Brief template
Appendix C -	Project Sizing Calculator
Appendix D -	Risk Register (and associated guidance/advice)
Appendix E -	Transformation/Capital Funding form
Appendix F -	Governance Structure
Appendix G -	Process overview for Initiation & Definition

Advice is available from the Corporate Programme Office team throughout the process to support and guide staff through the project management process and how to navigate the governance structure to seek approval and funding.

Funding

To secure funding for a project (be it capital or transformation), a provision is ordinarily made via the Head of Service through the budget setting process with Finance. However, an in year bid can be made for Capital funding and the funding form is sent to the Capital Strategy Group (together with the supporting Project Brief) for approval (Appendices A & E).

For Transformation projects, such as the digital and ICT projects coming from the New Ways of Working programme of work amongst others, applications are made to the Corporate Programme Board (the Council's Executive Members who own the transformation fund).

The process for this being the bid and Project Brief has to be approved via the Governing Body who will own the project (i.e. for digital and ICT projects this is now

Customer First Projects Group) and it can then go forward to the Corporate Projects' Board for checking against corporate priorities before onward to Corporate Programme Board for a decision.

During the Project

Once a project has been approved for delivery, regular monitoring takes place through the Governing Body who owns the project – (see Appendix F). Progress reports are provided for the Sponsors and the Board regularly. The risks, issues and financial spend are tracked against the delivery timetables by reviewing the project plans, highlight and exception reports (where required).

The project managers are responsible for maintaining the project plans, risk registers, lessons learned logs and communicating regularly with the Board and their sponsor(s) and Portfolio Holders. The Risk Register (Appendix D) provides guidance and advice about how to score risks and how to escalate them as well as providing an 'Action Plan' template to manage the risks accordingly. There is still work to be done to reach a point where this becomes business as usual for the governing bodies and those unfamiliar with project management but the authority has improved markedly in the last year.

The Corporate Programme Office has a role in supporting the Governing Bodies to ensure the relevant checks and balances are in place and will reinstate training sessions in the coming 12 months, resource permitting.

Closure

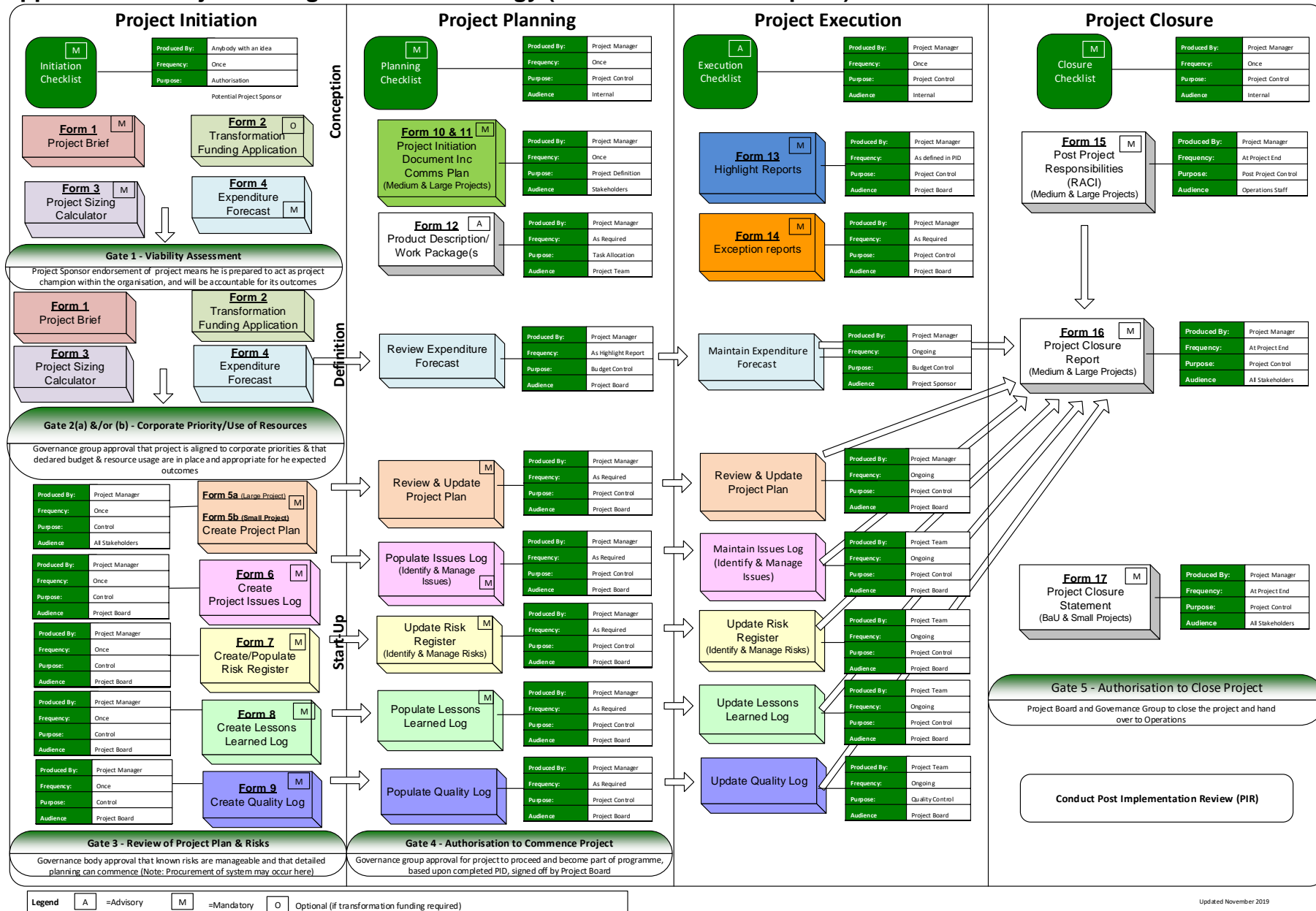
Once a project has been delivered, the Governing Body should schedule the post implementation review (dependent on size of the project) and the closure report should be signed off with the findings being transferred to the Corporate Lessons Learned Log (work in progress).

For more information on project management, please follow this link:

<http://intranet/index.aspx?articleid=32138&q=PMM>

Melanie Best
Team Leader – Corporate Programme Office
September 2020

Appendix A – Project Management Methodology (available in A3 on request)



Appendix B – Project Brief

Guidance

The information in this Project Brief is used to enable the appropriate governance group to decide whether the project is suitably aligned to WBC's Corporate Priorities, and that the projected budget and use of resources is appropriate for the expected outcomes. When completed and approved by the relevant Governance group this form will enable the project to progress through Gate 2 & 3,

Project Title:				
Project Sponsor: (Person accountable for project outcome)				
Project Manager: (Person tasked with delivering project)				
Portfolio Holder:				
Service: (Service responsible for project outcome)				
Project Magnitude (Use Project Sizing Calculator to determine project's size and therefore relevant level of control to be applied)	According to the PMM Project Sizing Calculator this project is a (Tier 1, Tier 2, Tier 3 or Tier 4) project			
Governance Group: (e.g. Corporate Board, Capital Management Group, Corporate Programme Board/Other)	Business As Usual Groups		Transformation Groups	
	Accommodation Group	<input type="checkbox"/>	Economic Development Board	<input type="checkbox"/>
	Health & Safety Group	<input type="checkbox"/>	Housing Board	<input type="checkbox"/>
	Procurement Board	<input type="checkbox"/>	Environment Board	<input type="checkbox"/>
	Member Development Group	<input type="checkbox"/>	Equalities & Diversity Board	<input type="checkbox"/>
	Finance & Governance Group	<input type="checkbox"/>	Modernising ASC	<input type="checkbox"/>
	Capital Group	<input type="checkbox"/>	Customer First Projects Group (formerly Digitisation Group) or Customer First Programme Board	<input type="checkbox"/>
	Asset Management Group	<input type="checkbox"/>	Commercial Board	<input type="checkbox"/>
	Corporate Management Board	<input type="checkbox"/>	Workforce Board	<input type="checkbox"/>
	Directorate Management Teams	<input type="checkbox"/>	CYP & Families Modernising Board	<input type="checkbox"/>
	Other please state here:			
	Council Priorities: (How does your project outcome align with Council priorities)	<p>Please select from the Priorities in the drop down box. Double click to open the selection.</p> <p>Ensure our vulnerable children and adults achieve better outcomes.</p> <p>Choose an item.</p> <p>Choose an item.</p> <p>Support everyone to reach their full potential</p> <p>Choose an item.</p> <p>Choose an item.</p> <p>Support businesses to start, develop and thrive in West Berkshire</p> <p>Choose an item.</p> <p>Choose an item.</p> <p>Develop local infrastructure, including housing, to support and grow the local economy</p> <p>Choose an item.</p> <p>Choose an item.</p>		

Guidance

The information in this Project Brief is used to enable the appropriate governance group to decide whether the project is suitably aligned to WBC's Corporate Priorities, and that the projected budget and use of resources is appropriate for the expected outcomes. When completed and approved by the relevant Governance group this form will enable the project to progress through Gate 2 & 3,

	Maintain a Green District Choose an item. Choose an item. Ensure Sustainable services through innovation and partnerships Choose an item. Choose an item.

PID Project Definition Section

PROJECT AIMS		
Objectives: (Describe required outcome)	<i>What things will be better and/or improved by doing this? What are your outcomes?</i>	
Benefits: (Explain business benefits to the organisation, Community, Partners etc.)	<i>Include financial benefits here</i>	
Deliverables: (Describe specific deliverables project will achieve)	<i>Make sure these are SMART – measurable deliverables. The success of the project will be measured against them.</i>	
Scope: (Describe in-scope services or systems, note specifically any that are out of scope)	<i>Be clear about what is in and out of scope to avoid unnecessary complications and delays.</i>	
Deliverables and Measures of Success: (Describe specific deliverables project will achieve)	Deliverables <i>Be specific – make them SMART</i>	Success Measures <i>Be clear as these will be used to track the success of your project</i>
	1. 2. 3. 4. etc	1. 2. 3. 4. etc
Constraints: (e.g. dependencies on/to other projects, unavailability of key resources)	<i>What will stop you from doing this project?</i>	

PROJECT DETAILS	
Outline Plan: (Set out the stages, key elements and timescales of the project)	<i>Set out details of your delivery plan, including timescales and phases here.</i>
Project Team: (Named resources required to run the project)	
Known Risks or Issues: (Identify high level risks or Issues which may affect completion of the project)	
Relevant Standards: (Identify any standards that are applicable to the project and indicate adherence or non-compliance to these)	
Other Relevant Documents: (Identify any other documents that are relevant to this project e.g. Requirement Specification, Technical Specification etc. (If applicable))	<i>If applicable include any supporting documents</i>

BUDGETS & FUNDING	
Total Project Cost: (from expenditure forecast)	
Project Cost Centre: (Budget Source and Cost Centre No.)	<i>NB: If funding not already obtained, please complete the necessary form to apply for Capital funding or Transformation Funding. Form 1a on the intranet.</i>
Ongoing Costs (Revenue): (e.g. Operational support/maintenance)	<i>What will the maintenance cost be once the project is complete? Where will the money for this revenue maintenance come from – what is the budget code?</i>
Funding Source	Transformation/Capital/S106 etc (please specify)

IMPORTANT: Please note that if your project has **ANY** ICT implications, you must have consulted with ICT prior to completing this document in order that they may fully assess your needs and the Corporate Projects' Board can make an informed recommendation. If this has not taken place, your Project Brief will be rejected and not submitted to the next Projects' Board until the box below can be fully completed. If your project has **no** ICT requirements at all then you may skip this section but please ensure you state this in the top box so it is clear you have considered this section.

ICT & DIGITAL RESOURCE IMPLICATIONS	
Name of ICT member of staff consulted	<i>Please e mail your PB to the ITHelpdesk@westberks.gov.uk and digital@westberks.gov.uk for assessment.</i>
Name of Digital Services staff consulted	
Is ICT or Digital Resource required? (Do you require ICT resource for any stage of your project?)	
Does your project require a new process and/or amendment of an existing process?	<i>If yes, ensure they are sighted on the project and summarise your requirements here;</i>
Do you require assistance with designing a new process? If you need help understanding your users needs, the Digital Team can assist you)	<i>For more information on how they can assist, follow this link http://intranet/index.aspx?articleid=32227</i>
Digital Team response	<i>Digital Team to comment here</i>
ICT Development (Is ICT development required?)	
What is the recommended ICT Solution? (Has an ICT solution been identified? Is it an existing system or new?)	
Is the impact to ICT considered Large (Tier 1), Medium (Tier 2), Small (Tier 3) or BAU (Tier 4)? (Your ICT contact can advise and use the sizing calculator Form 3 of PMM to confirm)	

What is the estimated timescale for delivery? (This needs to be advised by your ICT representative). Is additional resource required?	
Estimated hours to deliver work	
Date consulted	

RECOMMENDATION TO GOVERNANCE GROUP			
Options Considered: (Describe what other options were considered where appropriate)			
Recommended Solution: (Recommended solution)			
Officers Consulted: (Names and Service unit of officers consulted)			
Prepared By:		Date:	

FOR GOVERNING BODY OFFICE USE ONLY			
Name of Governing Body:			
Board Date:			
Governance Group Decision: (Record the decision of the governance group here)	Approval to Proceed Through Gate 2		
	Granted / Denied		
	Project Size Assessment		Date:
	Tier 1 (L), Tier 2 (M), Tier 3 (S), Tier 4 (BAU)		
	Governance Required		
Full/Fast Track PMM			
Reason for Decision:			
Additional Notes:			
Signed off:		Date:	

SUBMITTING PROJECT MANAGER DECLARATION

In order for the Governing Body to make an informed decision, I submit the following documentation with this Project Brief;

Sizing Calculator	<input type="checkbox"/>
Expenditure Forecast	<input type="checkbox"/>
Initial Project Plan	<input type="checkbox"/>

I also confirm that I have set up the following documents should they be required;

Risk Register, Issues Log, Lessons Learned Log, Communications Plan which will be provided to the Governing Body on request, along with regular highlight reports and/or exception reports as required.

Signed:		Date:	
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FOR CORPORATE PROGRAMME OFFICE USE ONLY			
Name of Governing Board:			
Board Date:			
Governance Group Decision: <small>(Record the decision of the governance group here)</small>	Approval to Proceed Through Gate 2		
	Granted / Denied		
	Project Size Assessment	Date:	
	Tier 1 (L), Tier 2 (M), Tier 3 (S), Tier 4 (BAU)		
	Governance Required		
Full/Fast Track PMM			
Reason for Decision:			
Additional Notes:			

Signed off:		Date:	
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Appendix C – Project Sizing Calculator

WBC Project Management Methodology - Project Size Calculator (Form 3)								
Proposed Project or Task Name: <input type="text"/>				Service Area: <input type="text" value="Choose"/>				
<div>Clear Checkboxes</div>	Project Size Assessment							
	Please tick one checkbox per row							
	Business as Usual (BaU) (Tier 4)		Small Project (SP) (Tier 3)		Medium Project (MP) (Tier 2)		Large Project (LP) (Tier 1)	
Project complexity:	Routine task Implementation procedures exist	<input type="checkbox"/>	Easily to define objectives Solution easily achievable	<input type="checkbox"/>	Objectives easy/solution hard Objectives hard/solution easy	<input type="checkbox"/>	Hard to define objectives Solution difficult to achieve	<input type="checkbox"/>
Project cost:	< £10,000	<input type="checkbox"/>	£10,000 - £30,999	<input type="checkbox"/>	£31,000 - £99,999	<input type="checkbox"/>	£100,000+	<input type="checkbox"/>
Project team size (FTE):	1-2	<input type="checkbox"/>	3-4	<input type="checkbox"/>	5	<input type="checkbox"/>	6+	<input type="checkbox"/>
Impact of change:	Local impact (Single team)	<input type="checkbox"/>	Impacts number of teams or a whole service area	<input type="checkbox"/>	Impacts large part of council	<input type="checkbox"/>	Impacts large part of council and/or residents	<input type="checkbox"/>
Project duration (elapsed time):	Up to 1 Month	<input type="checkbox"/>	1-3 months	<input type="checkbox"/>	4-9 months	<input type="checkbox"/>	10+ months	<input type="checkbox"/>
Timetable:	Flexible schedule	<input type="checkbox"/>	Flexible schedule	<input type="checkbox"/>	Some flexibility in schedule and deadlines	<input type="checkbox"/>	Fixed schedule/firm deadline	<input type="checkbox"/>
Strategic importance:	Local activity (Team or single Service priority)	<input type="checkbox"/>	Benefits relate to a directorate priority	<input type="checkbox"/>	Benefits relate to one council priority	<input type="checkbox"/>	Benefits relate to two or more council priorities	<input type="checkbox"/>
Statutory or regulatory context:	No link to statutory or regulatory requirements	<input type="checkbox"/>	Indirect links to statutory or regulatory requirements	<input type="checkbox"/>	Direct links to statutory or regulatory requirements	<input type="checkbox"/>	Essential to successful achievement of statutory or regulatory requirements	<input type="checkbox"/>
Reputational risk (project failure / excessive delay) - see Reputational Risk tab for guidance:	No risk to the council's reputation	<input type="checkbox"/>	Short term and limited damage to council's reputation	<input type="checkbox"/>	Widespread, but relatively short term damage to council's reputation	<input type="checkbox"/>	Significant and long lasting damage to the council's reputation	<input type="checkbox"/>
Political importance:	No political importance	<input type="checkbox"/>	Little political importance	<input type="checkbox"/>	Moderate political importance	<input type="checkbox"/>	Major political importance	<input type="checkbox"/>
Dependencies:	Independent of other projects	<input type="checkbox"/>	No major dependencies on other projects	<input type="checkbox"/>	Some dependencies on other projects	<input type="checkbox"/>	Major dependencies on other projects	<input type="checkbox"/>
Sizing assessment:	This task has been assessed as a *** project and the appropriate project controls will be applied							
Assessed by:	<input type="text"/>		Date: <input type="text"/>					
Approved by:	<input type="text"/>		Date: <input type="text"/>					
Officers Consulted:	Name <input type="text"/>		Service <input type="text"/>					

Project Aspect	Project Size			
	Business as Usual (BaU) (Tier 4)	Small Project (SP) (Tier 3)	Medium Project (MP) (Tier 2)	Large Project (LP) (Tier 1)
Governance				
Governance Level	Local/Light	Corporate/Light	Corporate/Detailed	Corporate/Detailed
Risk Assessment	Brief/Initial	Brief/Ongoing	Detailed/Ongoing	Detailed/Ongoing
Decision Mechanism	Sponsor & Supplier	Sponsor or Project Board	Project Board & Governance Group	Project Board & Governance Group
Project Documentation				
Business Case	No	Yes	Yes	Yes
Project Brief	Yes	Yes	Yes	Yes
Expenditure Forecast	Brief at project start	Brief with ongoing monitoring	Detailed with ongoing monitoring	Detailed with ongoing monitoring
Project Plan	Brief at project start	Brief with ongoing monitoring	Detailed with ongoing monitoring	Detailed with ongoing monitoring
Issues Log	No	Optional	Yes	Yes
Risk Register	No	Yes	Yes	Yes
Lessons Learned Log	No	No	Yes	Yes
Project Initiation Document	No	Optional	Yes	Yes
Product Descriptions / Work Packages	No	No	Mostly	Yes
Highlight Reports	No	Optional	Yes	Yes
Exception Reports	No	No	Yes	Yes
Project Closure Report	No	No	Yes	Yes
Post Implementation Review	No	Optional	Yes	Yes
Project Management Tools	PMM Templates	PMM Templates	PMM Templates	PMM Templates
			Microsoft Project	Microsoft Project
			Microsoft Visio	Microsoft Visio
Project Management Experience				
Project Manager	Has access to trained mentor	Trained PM (Basic PM Skills)	Trained & experienced PM (Prince-2 Foundation)	Professionally qualified PM (Prince-2 Practitioner)
Project Sponsor	Has access to trained mentor	Trained Sponsor	Trained & experienced Sponsor	Trained & experienced Sponsor
Project Sponsor Seniority	4th Tier Manager or above	3rd Tier Manager or above	HoS or above	Corporate Director or above
Time Commitment				
Project Manager	< 0.2 FTE	0.2 - 0.5 FTE	0.5 - 1.0 FTE	1 FTE
Project Sponsor	< 0.05 FTE	< 0.1 FTE	0.1 FTE	0.1 - 0.2 FTE
Communication				
Level	Light/Local	Light/Wide ranging	Detailed/Corporate	Detailed/Corporate
Frequency	Project start & end	Regular	Regular & scheduled	Regular & scheduled
Audience	Sponsor	Sponsor or Project Board	Project Board	Project Board
	User(s)	Project Board	Governance Group	Governance Group
		Users	Users	Users
			Other Stakeholders	Other Stakeholders

IMPACT

Impact Rating	Financial loss to Council	Personal / Staff or Customers	Assets / Physical / Information	Reputation
4	£1m +	Death	Loss of main building / Loss of main ICT system – eg Email / Payroll / network	Adverse publicity nationally HSE / Fire Authority prosecution
3	£250k - £1m	Major injury / hospitalisation	Partial loss off main building or total loss of minor building. Temporary loss of major ICT system – up to one week, total loss of minor ICT system	External agency criticism – EG Auditor, Ofsted etc HSE / Fire Authority enforcement action
2	£50k - £250k	Major financial loss £1,000+ Illness eg stress / minor accident / RIDDOR	Partial loss of minor building. Temporary loss of minor ICT system – up to one week. Loss of Major system – up to one day	Ombudsman complaint upheld
1	Less than £50k	Minor Financial loss up to £1,000 / complaint / Grievance	Loss of minor ICT system - up to one day	Adverse publicity locally

Appendix D – Risk Register

PROJECT RISK REGISTER

FORM 7



Project Name:	
Service	
Reference No:	
Project Sponsor	
Project Manager:	

[illegible]



Risk Action Plan



Project Name:	
Reference No:	
Project Manager:	

Copy information from Register								
No	Area of Concern / Risk Scenario	Existing Controls	Gross Risk Score	Net Risk Score	Required Controls or Action	Responsibility of	Budget Constraint	Target Date
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								

4x4 Risk Matrix Assessments

Impact					
		Extreme Impact - Rarely	Extreme Impact - Moderate	Extreme Impact - Likely	Extreme Impact - Almost certain
		4	8	12	16
		High Impact - Rarely	High Impact - Moderate	High Impact - Likely	High Impact - Almost certain
		3	6	9	12
		Medium Impact - Rarely	Medium Impact - Moderate	Medium Impact - Likely	Medium Impact - Almost certain
		2	4	6	8
		Low Impact - Rarely	Low Impact - Moderate	Low Impact - Likely	Low Impact - Almost certain
		1	2	3	4
		 Likelihood			

Appendix E

Capital or Transformation Funding Request

Guidance Notes:

This form should be completed if you require either Capital Funding or Transformation funding. If you are applying for Capital Funding, this form needs to be sent through to Claire.denner@westberks.gov.uk for consideration at the Capital Strategy Board.

For Transformation Funding the form should be sent to melanie.best@westberks.gov.uk for consideration at the Corporate Projects' Board and then onto the Corporate Programme Board who will approve the request. However, if you are applying for transformation funding to support a project which involves ICT or Digital resource, you must first take both this form and your project brief to the Customer First Projects Board for a decision. It will then go onto the Corporate Projects' board and Corporate Programme Board for a decision on releasing the funding.

If you are applying for funding in relation to a specific project, you must ensure your application accompanies a Project Brief (see Form 1 on intranet of PMM).

If you request relates to Revenue – you must contact melanie.ellis@westberks.gov.uk to follow the Revenue Pressure bid route.

Section 1

Service		
Directorate:		
Applicant Name:		Job Title:
Project Manager (if applicable)	Name:	Job Title:
Project Sponsor	Name:	Job Title:
Is this a new project?		

Section 2

You are advised to complete and submit an expenditure forecast with your application to provide additional information.

Phasing and Split of Spend/Funding (if known)

	2020/21	2021/22	2022/23	2023/24	2024/25
Funding Source (Revenue))	£	£	£	£	£
Funding Source (Capital)	£	£	£	£	£
Funding Source (Transformation)	£	£	£	£	£
TOTAL COST OF PROJECT	£	£	£	£	£

Are there any other external funding sources i.e. partnership/third party/S106? Please note them below.

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Breakdown of Costs (examples shown – delete as necessary)

Item	Cost (Capital)	Cost (Revenue)	Cost (Trans)	Cost (FTE)
Feasibility/Other Studies	£	£	£	£
Project Management	£	£	£	£
Infrastructure (Highways/Railway etc)	£	£	£	£
Buildings	£	£	£	£
Refurbishment/minor works	£	£	£	£
Vehicles/Plant/Equipment/Machinery	£	£	£	£
ICT Hardware	£	£	£	£
ICT Software & Licenses	£	£	£	£
Required ICT support (People)	£	£	£	£
Other (specify)	£	£	£	£
TOTAL COST OF PROJECT	£	£	£	£

Ongoing revenue implications of the project

	2020/21	2021/22	2022/23	2023/24	Total
Salaries	£	£	£	£	£
Premises/Expenses	£	£	£	£	£
Supplies & Services	£	£	£	£	£
Transport	£	£	£	£	£
Annual maintenance & support costs (ICT)	£	£	£	£	£
Other	£	£	£	£	£
Income	£	£	£	£	£
Net costs	£	£	£	£	£

Is the project going to deliver savings?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Are the savings part of the MTFs (do they form part of a future savings strategy which has been agreed by Budget Board?)	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

If **yes**, demonstrate the savings put forward to Budget Board as part of budget build below.

	2020/21	2021/22	2022/23	2023/24	Total
Existing Budget	£	£	£	£	£
Revised Budget	£	£	£	£	£
Savings	£	£	£	£	£

Section 3 – ICT/Digital Impact & Governance

Does this require ICT or Digital input?	<p>If yes, you are required to complete this funding request and submit it with your Project Brief (form 1) in the following order;</p> <p>Customer First Projects Group (chaired by Sarah Clarke) quality check - acceptance of Project Brief for onward transmission to Corporate Projects Board (chaired by Nick Carter)(approval to proceed) Corporate Programme Board (chaired by Cllr Hilary Cole) (approval to release funding)</p>
What is project size?	(Use sizing calculator to help you) form 3 of PMM
Governance Group	Who will be overseeing the delivery of your project or BAU.
What, if any, procurement requirements do you have?	You are advised to speak with Procurement Board (chaired by Joseph Holmes) about how to deal with these requirements.
Summary of Proposal	(Summary of how the proposal will transform existing operations) (If appropriate attach the associated Project Brief).
Estimated Start Date	
Estimated End Date	

Section 4 – Priorities and Impact

Which of the council objectives does the project align to? (tick all that apply)

Ensure our vulnerable children and adults achieve better outcomes

1. Support children, young people and vulnerable adults at an earlier stage, ensuring they are safe through prevention and early intervention services. ☐
2. Improve outcomes for our looked after children and other vulnerable children and adults. ☐
3. Ensure better outcomes for social care users and improved satisfaction. ☐
4. Safeguard against new and emerging risks. ☐
5. Support more vulnerable young adults into employment ☐

Support everyone to reach their full potential

6. Support everyone on their learning journey to achieve their best. ☐
7. Improve the health and wellbeing of our residents through appropriate interventions and policies. ☐
8. Help people to help themselves and others. ☐

Support businesses to start, develop and thrive in West Berkshire

9. Improve the help and guidance for start-ups and existing small businesses to grow, including by facilitating access to business incubators, or similar resources/initiatives. ☐
10. Ensure our planning policies enable start-up and growth of businesses in the District. ☐
11. Provide incentives and opportunities to enable businesses to grow. ☐

Develop local infrastructure, including housing, to support and grow the local economy

12. Develop an Integrated Infrastructure Plan to deliver regeneration, housing, flood prevention and alleviation schemes, and travel and transport infrastructure. ☐
13. Further develop digital infrastructure and information assets in the District. ☐
14. Enhance the arts, culture and leisure offering in the District. ☐

Maintain a Green District

15. Develop more sustainable transport solutions which protect the environment. ☐
16. Promote and improve cycle ways in the District.
17. Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy. ☐
18. Minimise the impact on the environment in delivering services such as the use of assistive technologies in social care. ☐

Ensure Sustainable services through innovation and partnerships

19. Expand our work with partner organisations and communities to improve services for local residents. ☐

	20. Increase the sustainability of our business models by expanding on the initiatives to generate income for supporting vital Council's services. <input type="checkbox"/> 21. Implement a Workforce Strategy which supports leadership development, recruitment and retention and employee wellbeing. <input type="checkbox"/> 22. Use data to better understand our services' beneficiaries to improve the way we interact with them and the services we provide. <input type="checkbox"/>	
Is this a Business As Usual activity?		
Please outline the anticipated improvement in performance anticipated (an improvement plan can be attached if appropriate)		
	Yes/No	Detail
Other Priorities		
Local Transport Plan		
Asset Management Plan		
Parish Plan		
Service Plan		
Risks if not done		
Other (please specify)		

Section 5 - Authorisations

Authorisations:	Once this form is completed by the Budget Manager, it should be sent to your Finance Manager (revenue and capital) for review. It should then be signed off by the relevant Head of Service, Corporate Director and Portfolio Holder and submitted to either Claire.denner@westberks.gov.uk (capital strategy board) or melanie.best@westberks.gov.uk (corporate projects/programme board)	
Budget Manager	Name:	Sign off date:
Head of Service	Name:	Sign off date:
Revenue Finance Manager	Name:	Sign off date:
Capital Finance Manager	Name:	Sign off date:
Portfolio Holder Informed	Name:	Date Notified:
Corporate Director	Name:	Sign off date:
Comment by Finance on affordability of the project and impact on minimum Revenue Provision.		
Additional Comments.		

For use by Capital Strategy or Corporate Programme Board Only

Board recommendation:

**Proposal Supported by
Capital Strategy/Corporate
Programme Board***
*Delete as appropriate.

Yes / No (delete as appropriate)

Date of meeting:

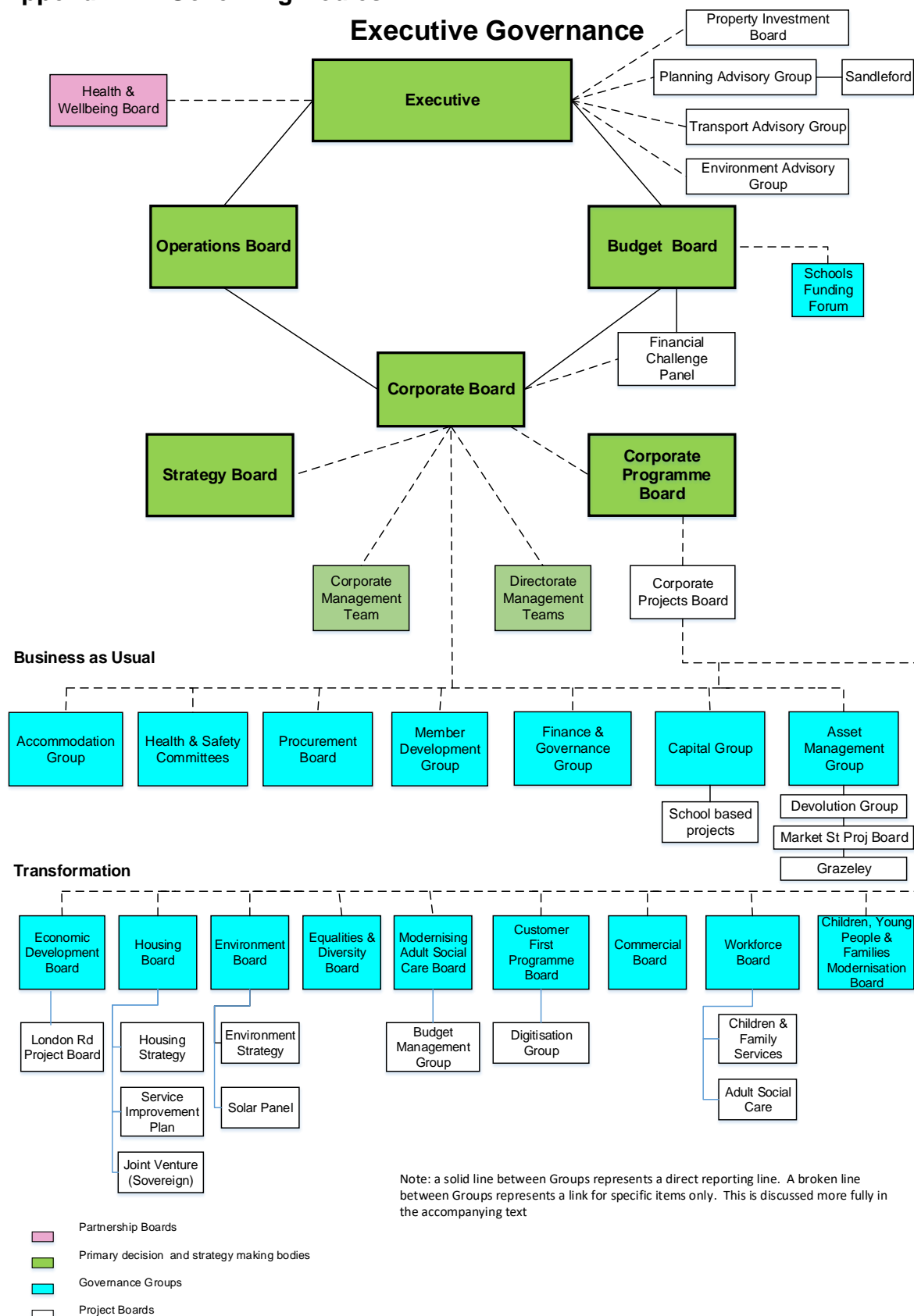
Applicant notified:

For Finance Use: For tracking purposes, please indicate the code and cost centre this has been paid to

Cost Centre:

Code:

Appendix F – Governing Bodies



Appendix G – Process flow for Project initiation and Definition

PMM Project Initiation and Definition v6 February 2020 – Capital & Revenue Process

Initiation/Viability Gate 1

Gate 2 & 3 Corporate Priority/Use of Resources

Initiation

