

# Working Together

## Programme Brief

**Prepared by :** Mark Tottman  
**Version :** 0.3  
**Date :** 8th May 2012

Restricted	Page 1 of 20	CYP/LSCB
Prog brief v3	13/06/12	Prog Man Document

## Change History

Version	Date	Change by	Reason for Change
0.1			First draft
0.2	01/05/12	MT	Incorporate ob's and amendments from Rod Norton and board membership from Richard Cooke
0.3	03/05/12	RS	Update Board members list, insert new structure and changes in wording to the text.

## Programme Board members

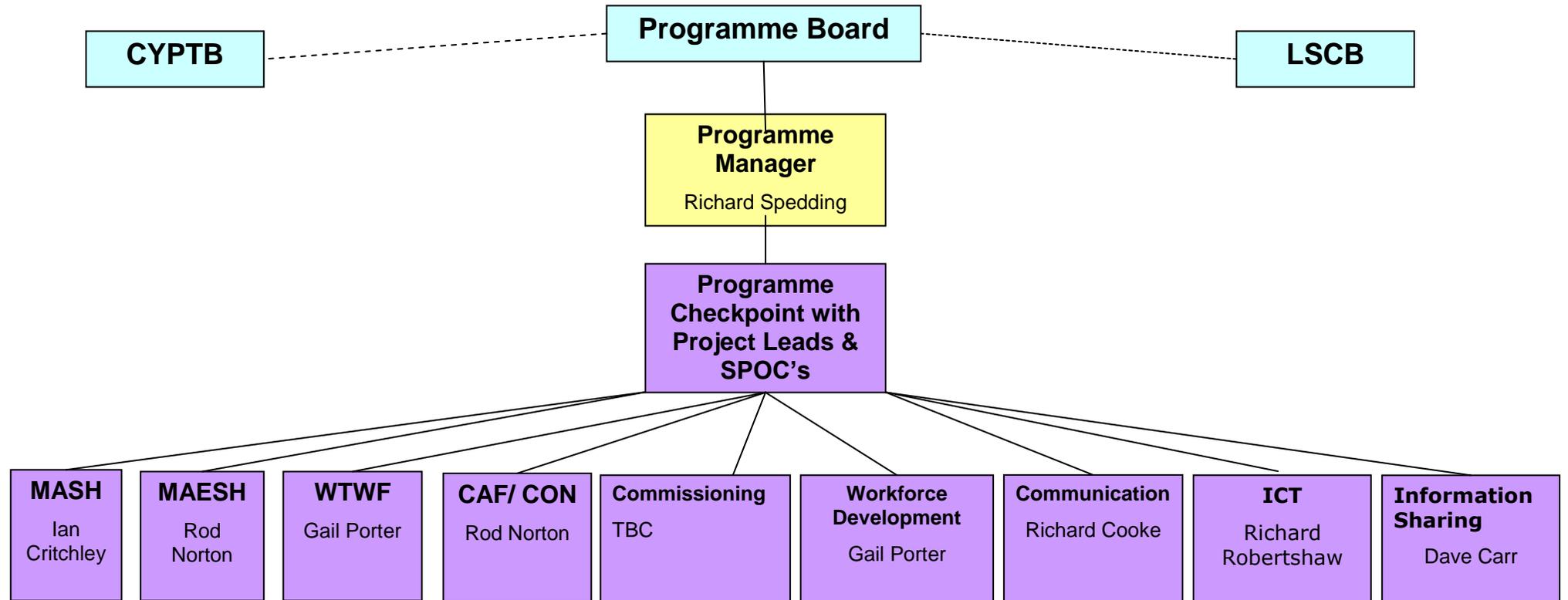
The Programme board should be kept to a minimum so that decisions can be made in an efficient and effective manner.

Role	Name	Organisation
<b>Senior Responsible Owners</b>	Helen Denton Executive Director for Children & Young People	Lancashire County Council (LCC)
	Andy Rhodes Assistant Chief Constable (ACC)	Lancashire Constabulary (LanCon)
	Director of Public Health	To be confirmed
<b>Programme Board Members</b>	Chair TBC	District Chief Exec rep
	ACC Andy Rhodes	Lancashire Constabulary
	Helen Denton	LCC CYPD, LCYPTB Chair
	Nigel Burke	Lancashire Safeguarding Children's Board (LSCB) Chair
	Olive Carroll	LCC Adult Services
	Sally Parnaby	NLTPCT, Health Commissioning
	Gill Frame	LCFT, Health Provider
	Graham Whalley	Voluntary Sector Representative
	TBC	Education - Secondary
	TBC	Education - Primary
<b>Programme Manager</b>	Superintendent Richard Spedding	Lancashire Constabulary/County Council
<b>Programme Support</b>	Mark Tottman	Lancashire Constabulary/County Council
<b>Programme Support</b>	Colin Morrison	LCC

# Contents

<b>1</b>	<b>Introduction .....</b>	<b>5</b>
<b>2</b>	<b>Vision.....</b>	<b>6</b>
2.1	Programme Brief.....	6
2.1.1	Outline.....	6
2.1.2	Options Considered.....	6
2.1.3	Programme Aim and Objectives.....	6
2.2	Benefits .....	7
2.3	Costs, Timescales and Constraints .....	7
2.3.1	Costs .....	7
2.3.2	Timescales.....	7
2.3.3	Constraints.....	7
<b>3</b>	<b>Projects/ Packages within the programme .....</b>	<b>8</b>
<b>4</b>	<b>Programme Boundaries .....</b>	<b>11</b>
4.1	Interdependencies .....	11
<b>5.</b>	<b>Risk Analysis.....</b>	<b>12</b>
<b>6.</b>	<b>Structure .....</b>	<b>13</b>
6.1	Structure Chart.....	13
6.2	Programme board .....	13
6.2.1	Programme Board Roles: .....	13
6.3	Programme Management .....	13
6.3.1	Roles and Responsibilities.....	14
<b>7</b>	<b>Programme Plans .....</b>	<b>16</b>
<b>8</b>	<b>Programme control and Reporting Requirements .....</b>	<b>17</b>
8.1	Major Reporting Dates .....	17
8.2	Progress Reporting Strategy.....	17
8.2.1	Programme Controls .....	17
8.2.2	Objectives of Project Control .....	17
8.3	Reporting methods – throughout the programme.....	18
8.3.1	Programme Issues and Issue Log .....	18
8.3.2	Risk Report and Risk Register .....	18
8.3.3	Escalation.....	18
8.3.4	Exception Report.....	18
8.3.5	Highlight Report .....	18
8.4	Project Closure .....	19
8.4.1	Follow-On Action Recommendations.....	19
8.4.2	End Of Project Report.....	19
8.4.3	Quality Control & Assurance.....	19
<b>9</b>	<b>Mandate Sign Off .....</b>	<b>20</b>

## Programme Structure



# 1 INTRODUCTION

## Working Together Programme

The initial purpose of this programme is to oversee and support ongoing projects within the remit of the Lancashire Safeguarding Children's Board (LSCB) and Lancashire Children and Young Peoples Trust Board (LCYPTB). Subsequently other projects, work packages, and services can be included.

It is intended that this programme can coordinate progress whilst maximising delivery and benefits. Further, it will ensure intended schedules are met by avoiding duplication and supporting lead managers in accessing partners and providing a speedy and representative decision making process through a dedicated programme board.

The programme will assist in enabling the March 2011 'Transforming service delivery for children and young people' multi-agency strategy be translated into operational delivery.

The programme will also ensure that where areas of risk are identified, predominantly towards children and families, then these will be managed appropriately and solutions identified not just in isolation.

This programme is centred on the principle of '**whole system change**' with the presumption that no additional funding is available alongside the challenge to reduce demand on key agencies.

It is important that the programme seeks to change the culture in the way how identified agencies work together enabling common understanding and shared ownership. Finally, it will endeavour to maximise efficiencies through the management of interdependencies.

Initial projects within the programme are as follows:

Project	Owner	Organisation
<b>Multi-Agency Safeguarding Hubs (MASH)</b>	Superintendent Ian Critchley	Lancashire Constabulary
<b>Multi-Agency Early Support Hubs (MAESH) &amp; Common Assessment Framework (CAF) and Continuum of Need (CoN)</b>	Rod Norton	Lancashire County Council
<b>Working Together with Families (WTWF) and Workforce Development</b>	Gail Porter	Lancashire County Council
<b>CAF/CON</b>	Rod Norton	Lancashire County Council
<b>Commissioning</b>	Tom Woodcock	Lancashire Drug and Alcohol Action Team (LDAAT)
<b>Workforce development</b>	Gail Porter	Lancashire County Council
<b>Information Sharing</b>	Dave Carr	Lancashire County Council
<b>Information &amp; Communications Technology (ICT)</b>	Superintendent Richard Robertshaw	Lancashire Constabulary
<b>Communication</b>	Richard Cooke	Lancashire County Council

## 2 VISION

### 2.1 PROGRAMME BRIEF

#### 2.1.1 OUTLINE

The Children and Young People's Plan sets out our ambition to transform service delivery through new ways of working – we intend to change and improve our whole approach to working with children, young people and families. **Working with families as opposed to doing to**, helping them to improve their situation and take greater control over changing their circumstances and improving outcomes for their children.

As part of the work of the Lancashire Children and Young People's Trust (CYPT) all agencies have already signed up to key transformation principles: **shared locations, shared information, shared ownership, shared pathways and shared commissioning and delivery.**

Work is now underway to turn this vision into a reality and a joint meeting of the Lancashire Children and Young People's Trust and the Lancashire Children's Safeguarding Board (LSCB) on 29 March agreed a clear work programme across a number of areas including:

- Adoption of a new and updated Continuum of Need
- The refreshing of common assessment processes and structures
- A new common Referral/Request for Service pathways centred upon the creation of a new Multi Agency Safeguarding Hub
- An integrated model facilitating 'step up' and 'step down' arrangements between Safeguarding and Early Support/ and the Working Together with Families programme
- The creation of multi-agency delivery hubs and the co-location of early support services
- New early support commissioning arrangements
- A new workforce development programme to support the change process as part of the existing Workforce Development Strategy

#### 2.1.2 OPTIONS CONSIDERED

- Continue as currently with individual projects in silos reporting to various boards. Issues with this include duplication of effort, resources working in isolation and not in true multi agency way resulting in inefficient support of families.
- Establish a programme of work delivering consistency thus eliminating repetition, working closely with partners to the benefit of families and stakeholders.

#### 2.1.3 PROGRAMME AIM AND OBJECTIVES

1. To have designated and statutory partners working together more efficiently and effectively, thereby reducing and managing risk and demand for services from children, young people and families in Lancashire to the benefit of key stakeholders and the wider community while at the same time improving key outcomes.
2. Maintain projects to agreed schedules reporting to a governance structure where issues prevent targets being met.
3. Avoid repetition of tasks by exchange of information and improved awareness of all partners work.
4. Sustain a dedicated programme board with delegated authority to make decisions thus maintaining momentum and ensuring consistency.
5. Provide a briefing mechanism to all interested parties allowing feedback on progress and direction.

Restricted	Page 6 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

## 2.2 BENEFITS

At this stage of the programme, specific benefits are difficult to quantify. However, areas of intended benefit could include.

1. Financial from reduction in repetition.
2. Physical from consistency of approach.
3. Enhanced identification, reduction and management of risk to children and families.
4. Increase in areas of measured performance.
5. Process improvement that allows you to do the same job with less resource enabling a reduction in cost.
6. Flexibility that allows you to respond to change better without incurring any additional cost.
7. Strategic fit that links into other projects/initiatives or make them more achievable.

It will be the responsibility of the programme to;

1. Ensure all individual project benefits are identified and realistic.
2. Ensure projects work towards those benefits and financial savings are tracked.
3. Manage the realisation process and identify the wider impacts.
4. Ensure benefits and dis-benefits are recorded and tracked.

Consideration may be given to a separate work stream delivering a Benefits Management Strategy. This would then ensure that benefits not only drive change but also support service delivery for all partners and stakeholders.

## 2.3 COSTS, TIMESCALES AND CONSTRAINTS

### 2.3.1 COSTS

Limited costs will be incurred as this programme will sit on the back of established boards and predominantly harness work and efforts expended currently.

Funding has/is already being obtained from the Performance Reward Grant in relation to programme support and workforce development.

These and other identified funds will be regularly reported on at the Programme Board.

### 2.3.2 TIMESCALES

This programme can be established immediately, with an open ended finish dependant on projects to be included. Each project will work to identified milestone dates and only when all projects are completed will the programme will reach a natural conclusion.

### 2.3.3 CONSTRAINTS

The only constraint would be the capacity of the individual project governance boards and the resources of participating partners and stakeholders. This issue would be managed by the programme board or referred to LSCB and LCYPTB for a further mandate/funding as required.

The programme will also identify and be mindful of other external constraints.

Restricted	Page 7 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

## 3 PROJECTS/ PACKAGES WITHIN THE PROGRAMME

### 3.1 Common Assessment Framework and Continuum of Need

To facilitate the whole service transformation it is proposed to refresh the Common Assessment Framework (CAF) by updating assessment forms/processes and request for service/referral processes and the ways in which they interact with Social Care statutory interventions and the proposed MASH. It is also proposed to refresh the role of the Lead Professional and the supporting processes/forms. The Project will also consider whether the new LCC procured children's social care management information system could become a new Early Support Database and Management Information System, incorporating common assessment processes and available to all partners, which will allow a much improved and timely flow of information. Alongside this the Continuum of Need will be refreshed and updated in line with the new categories and common language already agreed by the CYPT - 'thriving', 'coping', 'struggling to cope' and 'not coping' (see page 4). The Project will also need to look at how CAF links in with and is championed by the work of the new Multi-agency Early Support Hubs.

### 3.2 MASH

Following a very successful trial based on Preston referrals, it is proposed to rollout the Multi-agency Safeguarding Hub concept. This will act as a way in which multi agency information is gathered prior to making a decision regarding referral to Children's Social Care and also as a way of using multi agency information to assess risk, assign a lead agency or professional, and determine what action should be taken if the referral does not meet the threshold for children's social care. It will also act as a way of 'stepping down' suitable cases when statutory involvement is ceasing to ensure that support continues.

### 3.3 Multi-agency Delivery Hubs – Early Intervention and Working Together with Families

It is also proposed to establish Multi-Agency Delivery Hubs (Hubs) on a District basis. These will be staffed by professionals from a range of partners working from existing Children's Centres (0-11 year olds and their families) and from existing or new Youth Zones (11-19 year olds and their families). They will provide venues for a range of services, activities and training and also act as bases for agile workers.

The Hubs will offer high quality universal, early support and intervention and intensive work with families (the 'Working Together With Families' programme), in the form of a 'core offer' delivered through a range of agencies. Satellite sites and outreach services will operate away from the District Hubs. Hubs will also receive 'step down' requests for services from the MASH, and also 'requests for service' direct from other agencies which will be administered, and responses coordinated, through a District Co-ordinator.

Each Hub will organise Multi-agency Panels who will agree an appropriate response on a case by case basis – a single agency response, a 'Team Around the Family', signposting to a universal service or not to offer a service. The Panel will pass on the case to the most appropriate agency or service provider and not necessarily back to the referring agency. The panel will also confirm the 'lead professional' role. To support the service delivery within the 'step down' model, the multi agency chronology will pass from the MASH to the Multi-agency panel and key agency leading subsequent service delivery.

It is proposed that Hubs work in this way for the delivery of both early support and intensive family interventions and their functioning is monitored and supported through the District Children and Young People's Trust, reporting in to the Countywide CYPT.

Restricted	Page 8 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

The Project Board will undertake all development work associated with the introduction of Early Support Hubs.

### **3.4 Commissioning**

A new commissioning framework is proposed to sit alongside the new delivery mechanisms. District Children' and Young People's Trusts will have an enhanced role in setting out the assets, needs and priorities for their area but procurement will be undertaken centrally. We will create a 'framework agreement' where we identify preferred partners who will support us in delivering agreed aspects of a single Lancashire Early Support Offer.

### **3.5 Workforce Development**

Workforce Development arrangements will be managed in collaboration within the existing priorities under the Workforce Development Board and in line with the existing Workforce Development Strategy.

### **3.6 Communication**

It is important that key internal and external stakeholders are both identified and kept informed as to the progress of the programme and relevant component projects. This will assist in facilitating effective change within all the partner organisations whilst increasing confidence in the communities we serve.

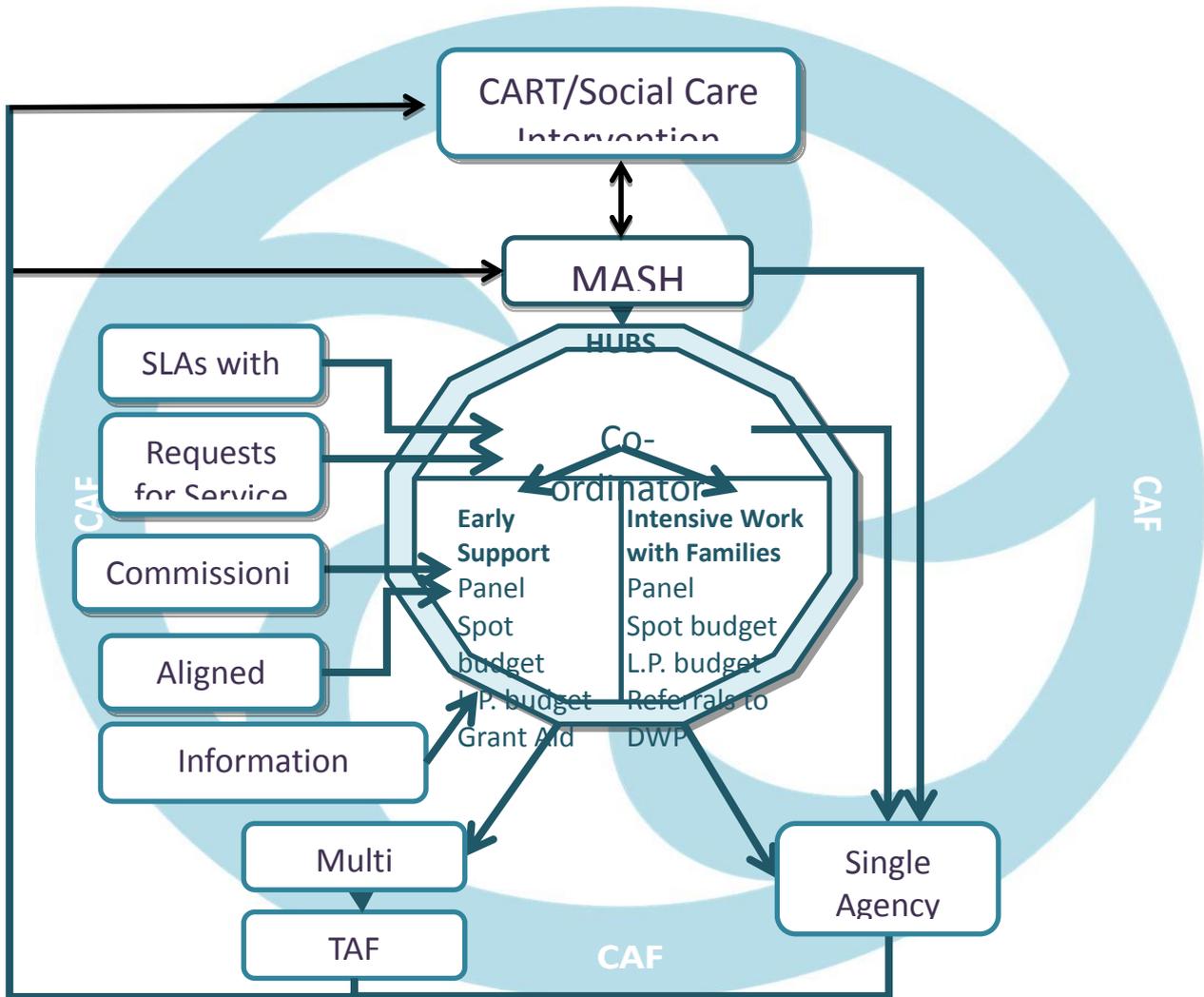
### **3.7 Information and Communication Technology**

This project/workstream will identify more effective ways of partners communicating safe and secure information between them. It will draw on existing ICT developments already in existence.

### **3.8 Information Sharing**

This project/workstream will pragmatically and within the boundaries of legislation identify appropriate procedures for the sharing of information so that individual partners and organisations have confidence in their ability to do so.

Restricted	Page 9 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document



## 4 PROGRAMME BOUNDARIES

### 4.1 INTERDEPENDENCIES

The interdependencies that are linked to this programme and their level of impact will be identified and managed across the programme as they become identified.

The programme support office will collate information from all included projects as well as associated information from partner organisations and agencies.

Restricted	Page 11 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

## 5. RISK ANALYSIS

During the programme, individual projects will maintain their own registers of risk managed through project boards.

The programme manager will prepare a separate risk register composed of the following.

1. Specific risks relating to management of the programme not included on individual project registers.
2. Corporate risks identified by individual partners which require consideration/ mitigation.
3. "Red" risks from individual projects requiring programme board attention or action.

The programme risk register will be presented to the programme board to agree levels of risk, action to be taken and mitigation strategy to be adopted. Where appropriate, this will be cascaded back to individual projects to ensure consistency.

Restricted	Page 12 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

## 6. STRUCTURE

### 6.1 STRUCTURE CHART

Please see the structure chart on page 3

### 6.2 PROGRAMME BOARD

The Programme Board, which will meet quarterly and has the responsibility to oversee individual projects to ensuring quality is maintained and the schedule/ milestones are met. Having received a mandate from statutory boards, it will provide a decision making function, ensuring through it's representation a consistency of delivery. It will be the role of the Programme Board to:

- Agree to the inclusion of all new Projects, work packages and implementations to be included within the programme
- Agree all intended benefits and deliverables to be achieved;
- Ensure that effort and expenditure are appropriate to stakeholder expectations;
- Address any issue that has major implications for the programme as a whole or within a project which cannot be resolved at that level.
- Keep the programme scope under control as emerging issues force changes to be considered;
- Reconcile differences in opinion and approach between projects and resolve disputes arising from them

#### 6.2.1 PROGRAMME BOARD ROLES:

##### 6.2.1.1 Senior Responsible Officers (SRO)

The SROs are the final authority on and the champion for the Programme, supported by board members representative of stakeholder groups and statutory boards.

##### 6.2.1.2 Children and Young Persons Trust Board and Lancashire Safeguarding Children's Board

Having given a mandate to the Programme Board and having representation on it, the CYPTB and the LSCB will be fully briefed regularly on progress and provide a consultative role to the programme

##### 6.2.1.3 Programme Manager

The programme manager is directly responsible for coordination of projects within the programme ensuring quality is maintained, milestones are met and highlight reports provided to the programme board outlining RAG status and resulting issues requiring decisions or action.

The programme manager will coordinate support services to projects either through SPOC contacts or support groups established by the programme board.

The programme manager will be responsible for managing programme risks, issues and interdependencies across all projects, highlighting changes to the board as strategically agreed.

### 6.3 PROGRAMME MANAGEMENT

Consideration of a programme management methodology would be determined by the Programme Board. Individual projects would be managed under the systems adopted by the project managers own organisation.

Benefits of a programme management structure would include:-

- A more effective use of Resources

Restricted	Page 13 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

- Improved communication(s) with stakeholders and partners
- Meeting implementation timescales
- The identification and management of risks
- Recognised method of escalating issues critical to the timescales and delivery of individual projects
- Formalised meeting and reporting schedule

### **6.3.1 ROLES AND RESPONSIBILITIES**

#### **6.3.1.2 Programme Manager**

Responsible for the overall conduct and success of the programme as directed by the Programme Board. Responsible to the SRO's for the monitoring and delivery of all individual project products within the programme to the required quality and within the scheduled time-scale. Responsible for managing Programme documentation such as the Issue Log, Risk Log and interdependencies log as well as preparing and delivering Exception Reports. Responsible for the Programme as required by the board.

The Programme Manager's main responsibilities include:

- Acting as the primary interface with the Programme Board
- Working closely with, and advising, the Programme Board and key stakeholders on the risks and recommendations to ensure a beneficial outcomes
- Defining the overall structure, organisation, delivery strategy and schedule, working with sponsors and individual project managers.
- Assuring the co-ordination and continual alignment and integration of all related projects and initiatives
- Establishing the benefits and managing their delivery and communication in conjunction with the Board
- Developing, implementing, and sustaining delivering effective Quality Management.
- Continually assessing risk and recommending appropriate mitigation strategies
- Developing, resourcing and implementing a change management and communications strategy and plan
- Ensuring project planning, monitoring and control mechanisms are in place for the effective and efficient execution of projects within the programme.
- Overseeing and managing the overall costs and budget
- Leading and mentoring individual project leads
- Assign work packages to programme support teams
- Oversee the work of the projects by monitoring progress, capturing and escalating issues as necessary

#### **6.3.1.3 Programme Support**

This role is to provide support and advice to the programme manager in the effective planning, control, risk mitigation, reporting and quality of the programme.

- Setting up and maintaining a complete set of programme files.
- Ensuring all required project documentation is produced and approved
- Managing document control procedures to control the circulation, review and authorisation of all programme related documentation
- Tracking and reporting on the status of individual projects against previously agreed plans.

Restricted	Page 14 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

- Monitoring and progressing the production of key project reports for the programme board. (it is the responsibility of individual Project managers to prepare these reports and ensure all the required information is included)
- Quality checking submitted plans.
- Providing support and advice to individual Projects as required.
- Monitoring progress against the overall plan and reporting variances to the Programme manager

#### **6.4 Programme Checkpoint Meetings**

This group will meet every six weeks and be made up of the Project leads. It will review the work of the Projects and Boards and sign off any major change recommendations to processes, delivery arrangements and pathways. This will ensure that major exception change proposals have the agreement of Officers from the main statutory partners before they go to the Board, ensuring a smooth implementation process.

Also present at the meeting will be Single Points of Contact (SPOC'S) from the representative partners. It will be the role of the SPOC's to manage any tactical blockages within their respective organisations.

Restricted	Page 15 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

## 7 PROGRAMME PLANS

Whilst individual projects will maintain detailed plans for delivery, a programme plan detailing deliverables, milestones and schedules of each project will be prepared.

By doing so, clear management can be maintained and any slippage or changes to individual projects can be readily identified. Additionally, peaks in demand can also be clearly seen and where conflicts or difficulties arise, programme board decisions can be sought.

One of first tasks of the programme board will be to agree all proposed documentation including it's preferred option for a programme plan format.

Restricted	Page 16 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

## 8 PROGRAMME CONTROL AND REPORTING REQUIREMENTS

### 8.1 MAJOR REPORTING DATES

The programme board will formally meet quarterly with the programme manager checkpoint meeting 6 weekly. These will be scheduled in order to sequence project boards, checkpoints and programme boards into a seamless timeline for decision making and reporting of progress.

### 8.2 PROGRESS REPORTING STRATEGY

Project highlight reports which have been prepared for individual project boards will be collated to present to the programme board. These will contain high level progress information and identify any issues, exceptions or change requests.

Separate reports must also be prepared for exceptions and changes detailing the exact nature of the occurrence, the impact it has and the remedy/decision recommended or required to resolve the matter.

#### 8.2.1 PROGRAMME CONTROLS

The Board will exercise overall control of the projects. The Board receives information, via the Programme Manager, from the Project Managers (and any Project Assurance roles appointed) and has control over whether the project continues stops or changes direction and the scope.

The concept of 'management by exception' will be adopted in this programme. That is, having approved the plan, the Board will be kept informed of by reports during the project.

The major controls for the Project Board are:

- Project Initiation - Should the project be undertaken?
- Progress against plan - Is the project still on course? Are the risks still under control?
- Highlight Reports - Regular progress reports during the implementation.
- End Stage Reports – Has the stage been completed satisfactorily? Can the project move on to the next stage?
- Exception Reports - Early warning of any forecast deviation beyond agreed tolerance levels.
- Project Closure - Has the project delivered everything expected? Are any follow-on actions necessary? What lessons have been learned?
- Acceptance Certificates – Used to indicate completion of the quality review and report project progress.

#### 8.2.2 OBJECTIVES OF PROJECT CONTROL

The objectives of project control are to:

- Deliver the right products;
- Ensure that quality is achieved as planned;
- Deliver products on time and within agreed tolerance;
- Correctly direct and conduct work on products;
- Direct and utilise resources effectively;
- Update plans with actuals, enabling progress to be checked against the plan;
- Correctly manage any deviations from the Project Plan;
- Inform all interested parties about project progress in a timely manner;

Restricted	Page 17 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

- Ensure that the project is stopped or re-directed if the objectives of the project have been invalidated by internal or external events.

To help facilitate these objectives various project controls have been adopted as part of this Project and are highlighted below.

### **8.3 REPORTING METHODS – THROUGHOUT THE PROGRAMME**

Standard templates will be available to report progress against the agreed plan.

#### **8.3.1 PROGRAMME ISSUES AND ISSUE LOG**

A procedure will be established for this programme that allows individual project boards or governance bodies to raise an Issue.

A Programme Issue may be raised for one of the following reasons:

As a formal way of raising concerns about the project;

To ask questions about the project, or to clarify an uncertainty.

When a Programme issue is raised, the PM will assess the implications of the Issue and recommend the appropriate course of action. This may result in:

- The issue being resolved and no further action required; or
- A recommendation for further action; or
- Escalation of the issue Programme Board for consideration; or
- An Exception Report; or
- A Request For Change; and/or
- The raising of a Risk.

#### **8.3.2 RISK REPORT AND RISK REGISTER**

The Risk Register (see Section 5) documents all identified risks and details the likelihood, impact, probability, and exposure. This Risk Register begins at the start of the project and continues until the project closes. Additional risks will be added to the Risk Register as they are discovered and all risks will be frequently reviewed by the Board. The Risk Register will be presented to the Board at every Board meeting highlighting any recommended changes to scores.

#### **8.3.3 ESCALATION**

Issues and critical Risks can be escalated to the Board for consideration and for a decision where appropriate. The Programme Manager is able to escalate issues directly to the Board, if necessary.

#### **8.3.4 EXCEPTION REPORT**

An Exception Report will be created by a Project Manager if they become aware of any circumstance that will cause the project to go beyond any tolerance levels set.

The Exception Report will describe the forecast deviation, provide an analysis of both the exception and the options for the way forward, and identify the recommended option. Implications of this will be recorded in an Exception Plan. The Exception Report and Plan will be forwarded to the Board via the Programme Manager. The Board will decide the way forward.

#### **8.3.5 HIGHLIGHT REPORT**

A Highlight Report will be completed by the Project Managers and forwarded to the Programme Manager prior to the Board meeting. The Highlight Report will document the progress achieved since the last report, the plans for the next period, a resource cost summary and any potential problems and suggestions concerning their resolution. This will be based on the Checkpoint Reports produced. The programme manager may either forward all highlight

Restricted	Page 18 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

reports or prepare a collated version based on the exception principles as directed by the board.

## **8.4 PROJECT CLOSURE**

### **8.4.1 FOLLOW-ON ACTION RECOMMENDATIONS**

- At the close of the project there may be a number of actions left undone. The Project Manager will develop the Follow-on Action recommendations to document, as a minimum, a plan for the ongoing management and realisation of benefits.
- The programme manager, as directed by the board, will adopt ownership of outstanding actions to ensure progress.

### **8.4.2 END OF PROJECT REPORT**

The End of Project Report will review actual achievements and benefits against the original business case or mandate. An evaluation will be carried out at a later period, dictated by the programme board, to assess the continued effectiveness of the implemented project and ensure benefits continue to be maintained. Additionally, it will be the role of the evaluation to identify any unexpected benefits which may have been achieved.

### **8.4.3 QUALITY CONTROL & ASSURANCE**

Independent Quality reviewers will be appointed at specific intervals to 'gateway' the progress of both the programme and its component projects..

Restricted	Page 19 of 20	Lancashire Constabulary
Prog brief v3	13/06/12	Project Initiation Document

## 9 MANDATE SIGN OFF

Role	Name	Signature	Date