



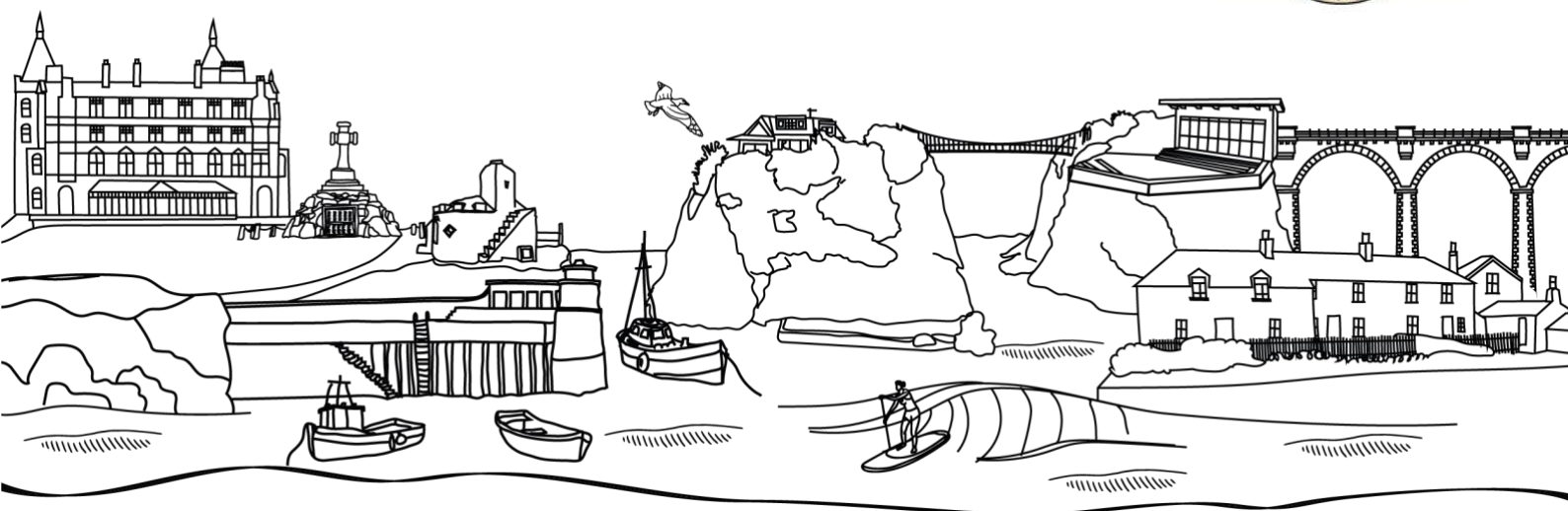
NewquayCouncil

CorporateService

Governance and Resources Committee

Project Initiation Document

Project: Staff Structure Review



Project initiation document (PID)

What is it?

The project management methodology and the size of the project will determine whether you need a project initiation document (PID) as well as a project charter or project brief. They are similar documents in terms of scope but a PID contains more detailed information.

The PID gathers information needed for the project board/working party/Committee/Council to make a decision on whether to go ahead with the project or not. It provides information about the direction and scope of the project and acts as a baseline document against which to assess progress of the project and, ultimately, whether it has been successful or not.

For large projects, the PID is likely to present all the information in full, including the project organisation structure and roles, project controls, quality plan and risk log. For smaller projects, the PID should be a much smaller document. The template overleaf describes a useful PID summary that could be used for small (or larger) projects.

When to use it?

The project lead is usually responsible for developing the PID. The project charter or project brief, once agreed and signed off, is your starting point. It may be helpful to talk to your project board about the level of detail they expect to see in the PID. As it also provides a formal record of the information on which the decision to go ahead with the project was based, the PID must be approved by the project board before the board can be asked to commit any major resources to the project.

How to use it?

The project lead compiles the information within the PID. The key components are typically:

- project rationale
- background
- scope and exclusions
- constraints and assumptions
- project objectives
- costs and benefits
- project approach and work streams
- project plan – indicative timescales
- project management team structure and roles
- risks management.

PID template – see overleaf

What next?

Formal approval to proceed with the project should be sought from the project board/committee/Full Council. If you are unsure, please check with the Chief Executive.

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Project Title:**Staff Structure Review 2023/24****Project Rational**

The Town Council has long wished to undertake a Structure Review, to ensure its paid establishment is meeting the needs of the Council, is suitably geared to handle the growing projects and demands whilst ensuring it is resourced adequately.

Over the last 13 years, the Council has grown dramatically, predominantly through devolution of assets and services from Cornwall Council. This has resulted in many services being designed and implemented with minimal prior experience or awareness of the demands and deliverables of those services. This review is an opportunity to ensure focused activity is being delivered in a way that meets the current and future demands and priorities of the Newquay Ratepayers.

The Council is limited in respect of finance and so part of the project will seek to establish new working methodologies and merging of services where it is appropriate, without negatively impacting the delivery of those services. This brings opportunities of streamlining some service delivery, better utilising existing resources and reviewing ways of implementing a more dynamic workforce.

Key to the success of this project, is the emerging Corporate Plan, which is about to be reviewed formally. The plan sets out the objectives and priorities for the organisation, covering the next 5 years. It is therefore critical, that this project is fully sighted on the emerging and future final Corporate Plan and ensures the structure proposed and implemented meets the needs and demands of that plan.

The Structure Review project is subject to a range of HR processes, obligations, consultations, and Employment Law. It is therefore important to ensure all aspects of the project remain compliant, confidential, and robustly planned before implementation. External advice and support will need to be commissioned to ensure the success of the project.

Project Objective

To establish and implement a robust, efficient, and sustainable corporate staff structure that meets the current and future needs of the Council.

Potential Benefits

Once fully implemented the following benefits are envisaged:

Public/Resident/user benefits

- Better service delivery, with more collaboration between departments, members and officers.
- A more focused range of service provision that meets the expectations or needs of the residents/users.
- Reduced risk of future precept rises as a result of staffing establishment changes/unplanned resource requirements.

Organisational benefits (including service delivery)

- Members have a better understanding of who is responsible for what and their priorities.
- Better project planning and understanding of available resources.
- More sustainable staff structure that meets the identified needs of the Corporate Plan.
- Greater awareness of the direction of travel and what can be achieved/prioritisation of projects.
- Inefficiencies identified and reviewed to reduce or eliminate this in systems/processes or structure going forwards.

Staff benefits

- Opportunity for better defined roles and greater clarity on responsibilities and expectations.
- More working collaboratively – increasing interest in work activity and internal learning.
- Sustainable budgeting of the establishment means better job security long-term.
- More robustly planned resources that meet the needs of the Council going forwards.
- The Council is able to review past policies, procedures and operating models i.e. hybrid working or Local Government Pension Scheme decisions as part of the review; especially where equal pay, fairness and recruitment/retention considerations are made.

Financial benefits

- Less siloed working from teams results in reduced need for agency/temporary staff cover and allows more freedom to share knowledge and skills across the Council.

- Better budget planning long-term and an awareness of available resources and where these are deployed/focused.
- More formalised compliance and monitoring implemented by lead officers – this leads to reduced gaps in legal requirements or compliance matters that has a bearing on risks to the Council i.e. insurance pay outs due to risk assessments not being carried out correctly/documentated.

Potential Workstreams

The project is reliant on the following (not in any order):

- Corporate Plan 2024-2029 (to be devised)
- 2025/26 Budget Setting
- Council input and feedback
- Officer Consultations (informal and Formal)
- Union Consultations (if relevant)
- Financial Projections and proposals
- Final Review by Head of Paid Service and Responsible Financial Officer
- Role Profiling and Job Evaluation for affected/new posts.
- Assessment over development roles or internal/external recruitment
- Advice from SW Councils/other on implications and implementation
- Accommodation review by SMTs.
- Review and changes to Policies, procedures, contracts of employment, data governance, committee management, communications, and IT/phones.

Risks and Issues (Inversion)

A project risk assessment has been drafted. The key issues currently affecting this project include:

- Scope and resource planning is heavily reliant on a Corporate Plan and clear directives from the Council on current and future priorities.
- Limited available resources as well as a lack of dedicated HR Lead Officer means this project may be competing for focus and resources alongside other priorities. The Council need to agree to what extent this project is to be prioritised and set clear directives on new or existing workloads that may need to be reviewed or placed on hold in order to ensure the success of this project.
- Staff Turnover will impact project progress, the success of development and implementation and could affect the corporate knowledge needed to ensure a smooth implementation.
- Member Turnover and particularly political makeup of the Council could affect direction of the project over time and may impact on the level of change and again success of the project.

- Budget implications are as yet unknown and so whilst the driver for this project is not necessarily about cost-cutting, there may be a requirement to plan and shape a delivery/implementation plan that sees the results of any major structure changes being brought in over a longer period or subject to key milestones occurring (where funds are not available to implement such changes).
- Time pressures, impacted further by competing projects and priorities that change over time, may negatively affect the project and its success.
- New and unknown service delivery/activity, will be challenging to resource plan and so may require further periods of trial/review or re-evaluation of the resources needed to deliver that service/activity competently, compliantly and to the standard expected by the Council/Newquay.

Indicative Timescales

The following are estimated timescales for various aspects of the project or connected activity. Subject to resources, some of these items can happen concurrently, but it is important to recognise existing staff are not solely delivering this project, so will be impacted by external factors, workloads and availability of other officers/advisors/members etc. The indication of time does not suggest the actual amount of time taken on solely this project, it suggests a lead time, in addition to all the above and other projects, the work on this project will take to complete. These are best guesses at this stage.

Establish WP and Governance completed:	2 months
Project Planning and agreement of prioritisation:	3 months
Corporate Plan Review completed to identify priorities:	6-8 months
Communication plan and implementation with officers:	1 month
Review of existing resources and delivery:	3 months
Consultation with members:	2 months
Consultation with management and wider officers:	2 months
Mapping of proposed services and activity:	2 months
Identify resources needed vs what we have:	2 months
Draft final structure and initial implementation plan:	2 months
New/altered role profiling and Job Evaluation (including scoring):	2 months
Budget review and final implementation plan:	1 month
Advice on implementation plan and associated changes:	1 month
Consultation with Staff (formal):	2 months
Review period and appeals/changes:	1 month
Implement any immediate changes inc. contract updates etc:	1-3 months
Recruit new roles/plan longer-term changes:	3-6 months
Review policies and procedures, contracts etc:	3-6 months

Project Team

Project Lead/Manager:	Andrew Curtis – Chief Executive ceo@newquay.gov.uk 07774321524
Project Sponsor:	Staff Structure Working Party
Responsible Committee:	Governance and Resources Committee

Key Documents Checklist

PID Drafted:	Yes	Date:	28/11/2023
PID Reviewed by SMTs:	Yes/No	Date:	
PID reviewed by WP/Project Team:	Yes/No	Date:	
PID approved by Committee:	Yes/No	Date:	
Minute Reference:			
Risk Assessment Setup:	Yes/No	Date:	
Change Control Register Setup:	Yes/No	Date:	
Project Files and Communications Setup:	Yes/No	Date:	
Template Reports Setup:	Yes/No	Date:	
Monitoring and Evaluation Plan Established:	Yes/No	Date:	

Post Completion of Project

Project Spend Collated:	Yes/No	Date:	
Project Review Completed:	Yes/No	Date:	
Final Reports and Evaluation Completed:	Yes/No	Date:	
Project Finish to Committee and PR Completed:	Yes/No	Date:	
Minute Reference:			

PREPARED BY:

Andrew Curtis
Chief Executive and Town Clerk

