



Solutions for
government

Strata

Project Management Process

Version 0.4 draft

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Building and delivering flexible, responsive and cost effective IT solutions and services for Local Government

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Glossary of terms

ECC – Exeter City Council

TDC – Teignbridge District Council

EDDC – East Devon District Council

LA – Local Authority

BCR – Business Change Request

IRB – ICT Review Board

GDPR – General Data Protection Regulation

DPIA – Data Protection Impact Assessment

PID – Project initiation Document

Project Gate – A major project milestone and decision point for a Project Board

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1 Introduction

This document is intended to provide an agreed framework to deliver successful projects in the Strata environment. The methodology is based on Prince 2 but streamlined to reflect how Strata and the Authorities can best work together to deliver these projects.

There is a recognition that projects will vary in size and complexity, and as such not all aspects of this framework will be applicable in all cases or need to be completed as comprehensively in all cases. The extent to which each step is applied will be determined by the project team during Gate 2 – ‘Open Project’ and will be recorded in the Project Initiation Document.

Similarly the level of governance needed will vary from project to project. Some small projects will require a project team and not a project board, other projects, particularly multi-authority convergence projects will require a project team and project board, and a project manager from Strata, the authority and possibly the supplier – therefore a more rigorous level of project control must be in place to ensure lines of responsibility are clear and progress is closely monitored.

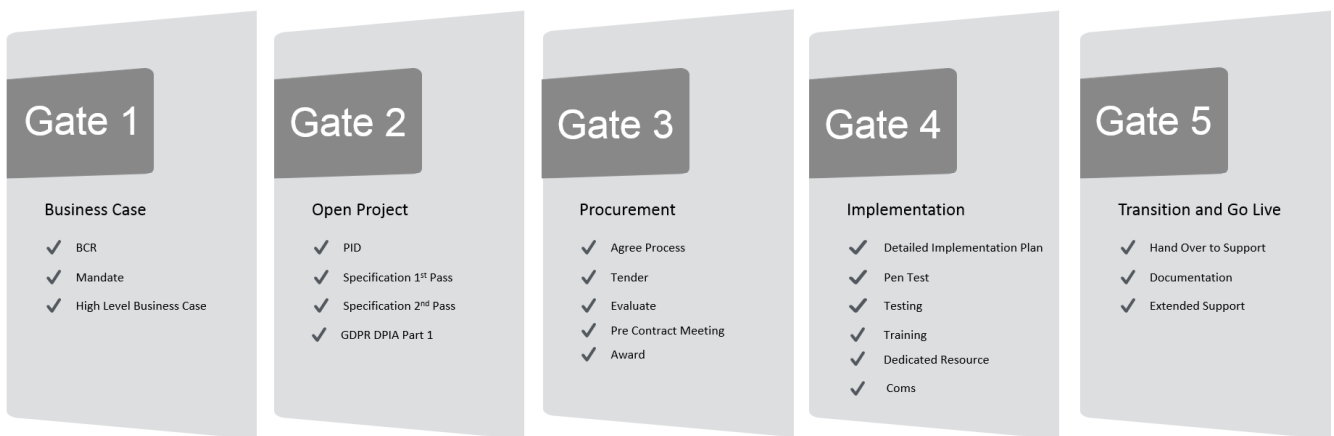
This framework has been successfully piloted during the Car Park convergence project and lessons learned from this project have been included as steps here.

1.1 Using the Framework

The framework is split into 5 project Gates which take the project from inception through to delivery and the final project review. Before a project can progress between project gates the project executive must sign off the current gate as complete and authorise the commencement of the next project gate.

Most steps outlined here have specific documentation to be completed. Samples are included in the appendix.

Project Gates



1.2 Project Types and Governance levels

Below are the suggested project types and governance levels.

Project Types	Governance	Project Manager
Single Service, Single Authority	Project Team	Strata Analyst
Multiple Service, Single Authority	Project Board	Strata Project Manager, Authority Project Manager
Single Service, Multi Authority	Project Team	Strata Project Manager, Authority Project Manager
Multiple Service, Multiple Authority	Project Board	Strata Project Manager, Authority(s) project Manager
Multiple Service, Multiple Authority	Project Board	Strata Project Manager, Authority(s) project Manager

1.3 Adoption of Framework

For this framework to be successfully implemented it must be adopted and enforced by all 3 authorities and by Strata. It will require the full support of the senior management teams.

2 Gate 1 – Business Case

Stage input – BCR

Stage Output – High level Business Case

2.1 Gate Summary

This is the first stage of the project process. At this stage there is requirement from the authority or service area for Strata to 'do something' to solve a business problem. The solution in many cases is not known and the costs, timescales and resources required to deliver the solution are equally unknown. Therefore this stage is about getting authorisation from the relevant authority body (IRB) to invest Strata time to gather requirements and investigate possible solutions to fulfil those requirements.

The output of this stage is a high level business case, outlining the indicative costs, resources and approximate timescales to deliver the project. This business case will then require approval in order to proceed to the next project Gate.

2.2 BCR – Business Change Request

All projects start the same way – as a BCR submitted via the online Strata portal. The BCR should outline what the problem is that requires solving, along with the benefits of solving the problem. Guidance for completing the BCR can be found in the Appendix.

2.3 BCR Assessment

BCRs will be reviewed by Strata on a weekly basis. They will then be assigned to an analyst to undertake a high level investigation of the requirements – this may or may not involve discussion with the end user to seek clarification of any requirements included in the BCR. At this stage the analyst will:

- Estimate any costs if possible at this stage
- Estimate the effort likely required to deliver the request
- Highlight any potential risks

If any of the above are considered high, then it will be flagged as a potential project.

2.4 IRB to decide to proceed

On a monthly basis, all BCRs that have been assessed will be reviewed by the ICT Requirements Board (IRB) of the respective authority. The IRB will review the potential project by considering the costs and the high level benefits identified during the initial assessment. The IRB then decides if the project should be investigated further. If it is, the Authority must produce a project mandate, providing more detail.

2.5 Project Mandate

The Project Mandate is the first document required to initiate a project. It is considered to be a pre-project document; it encapsulates the ideas and basic information that is available at this point. The authority is responsible for producing the project mandate using the template located in the Appendix. Strata will assist the authority where necessary to produce the mandate. The mandate identifies:

- Key individuals that will be involved in creating the Business Case
- The high level requirements/ objectives of the project (Scope)
- Instruction to Strata to invest necessary time to gather the more detailed business requirements, investigate potential solutions and gather sufficient information to produce a business case.

Once complete the Project Mandate should be approved by IRB

2.6 Business Requirements Gathering

Once the project mandate is approved a Strata Analyst will be assigned by a Principal Analyst to help create the business case. The first step to writing the business case is to understand the business requirements of the authority in more detail. The requirements should focus on the outcomes required by the project, rather than the detailed technical specification or solution for achieving the outcomes.

The Requirements will be recorded in a Requirements Template and signed by the Analyst and the Senior User.

2.7 Strata – Identify possible solutions

Strata will take the business requirements identified in section 2.6 and explore a range of possible solutions that will meet these requirements. This may include, but not limited to:

- Consideration of existing systems already in use across Strata partners
- Exploration of the market to find third party suppliers that will be able to meet the needs of the authority
- Consideration of an in-house developed solution

Where third party suppliers are engaged this will only be in the capacity of understanding the 'art of the possible' and to get an idea of indicative pricing to enable a business case to be drafted. This step is not designed to form any part of the procurement or to propose any specific solution.

It is recommended that the customer is **NOT** included during any demos/ webinars by suppliers at this stage as expectations may be set too early in the project life cycle. The Business Requirements stage 2.6 should provide enough information for a systems analyst to identify a range of suitable solutions to get indicative costs.

2.8 High Level Business Case

The Business Case is a jointly owned document between the authority and Strata, and should document:

- Business Need
- Quantitative and Qualitative benefits of the project
- Risks
- Indicative Costs – Note - this is before any tender process has been undertaken, therefore it is **NOT** possible to provide detailed costs at this stage. Any costs should be seen as a guideline only and a reasonable contingency should be included.
- Indicative Resources to implement – from both Authority and Strata
- Infrastructure Considerations
- Security and Data Protection Considerations
- Finance approval for any predicted spend
- Indicative ongoing support implications for the Authority and Strata

The Business Case template can be found in the Appendix

2.9 Business Case - Approval

Sign off of the Business Case will depend on size of project and availability of budget. For example a convergence projects may need JEC sign off. A project that requires significant funding not previously identified may need Full Council approval. A smaller single authority project may only need IRB sign off. The table below outlines suggested sign off approval levels

Project Types	Budget in Strata Business Plan	Suggested Sign Off ¹
Single Service, Single Authority	Yes	IRB
Single Service, Single Authority	No	SMT
Multiple Service, Single Authority	Yes	SMT
Single Service, Multi Authority	Yes	IRB's / JITSG
Single Service, Multi Authority	No	SMTs
Multiple Service, Multiple Authority	Yes	JEC
Multiple Service, Multiple Authority	No	Full Councils

Regardless of the approval level required, all projects should be authorised at IRB before being presented to another body.

There are 2 possible outcomes from this stage:

1. The Business Case is approved – The project proceeds to Gate 2.
2. The Business Case is refused – the project is closed.

¹ To be agreed before project process is finalised. Consider the Authority budget levels as well. i.e. single service may require solution costing significant monies. – will IRB be able to approve that project???

2.10 Gate 1 – Checklist

ID	Step	Description	Responsible	Completed
1.1	BCR	Request for work received via BCR process with indicative benefits completed by Customer	Service Manager	
1.2	BCR Assessment	Assigned to Analyst to assess BCR. If considered, high effort, high risk and or high cost – will be flagged as potential project	Strata Analyst	
1.3	Recommend as Project	Assessment taken to IRB and recommended as Project. If IRB want to take it forward a Project Mandate is required,	IRB	
1.4	Project Mandate	The mandate is complete by Senior Officer	Authority lead officer	
1.5	Assigned to Analyst	Requirements Gathering	Strata Analyst	
1.6	Exploration of Solutions	- Reuse of existing system - explore market - consider in house solution	Strata Analyst	
1.7	High Level Business Case	- Benefits - Costs - Risks - Implementation and Ongoing resource considerations	Strata Analyst Authority Lead officer	
1.8	Business Case Sign off	Signed off Business Case – Authority to proceed to Gate 2. Rejected Business Case – Close project	IRB, plus Appropriate body if necessary	

3 Gate 2 – Open Project

Stage input – Approved Business Case

Stage Output – PID, Detailed Specification

3.1 Gate Summary

This is the second stage of the process and will see the creation of one of the project's most important documents – the Project Initiation Document (PID). This stage gathers the necessary information to fully understand how the project will be delivered and generates the detailed specification to enable a product to be developed or a tender exercise to be completed to purchase a solution.

Once agreed in the PID, the appointed project manager will provide regular highlight reports to the project team and project board.

3.2 Project Initiation Document

The PID is regarded as one of the most important documents in the project process. This document sets on in detail the way the project will be governed, managed and delivered; it clearly defines the deliverables of the project, including what is in and out of the scope of the project. It sets out any assumptions that have been made, the dependencies this project has on other projects (and other projects on it), and any constraints that the project will be delivered under. It will also provide a high level project plan (as accurate as possible given the absence of an identified supplier at this stage), the risks and budget and resource requirements from both Strata and the Authority.

In essence this document should give clarity to the project team, the board, senior management and any other interested party as to what the outcomes of the project are and how these will be achieved.

Changes to the deliverables and scope agreed in the PID are possible, but will need to be authorised by the Project Executive with the understanding that this may change the agreed timescales and budget for delivery.

Before proceeding to the next gate the PID must be approved. This should be by all stakeholders in the distribution list along with other interested parties that may be impacted by the project. Until the PID is approved, the project cannot proceed to the next stage.

The Strata PID template can be found in the Appendix

3.3 Specification – 1st Pass

This builds on the high level business requirements captured in Gate 1, and adds more detail including any technical requirements, interface requirements, data structures, security considerations and more detailed business requirements. This should be done before seeing suppliers systems. This ensures that the focus is on the essentials to meet the authority's business requirements rather than thinking be overly influenced by a specific product. It also ensures that the procurement process isn't compromised.

3.4 Suppliers demos – Art of the possible

This is a meeting or a series of meetings for Strata and the authorities to view what the market has to offer, having already developed a strong idea of their business requirements. This does not form any part of the

procurement process, it is designed as an opportunity to ensure the specification includes any other features that would be of benefit to the authority. It is important to note that any additional features added to the specification as a result of the art of the possible demos should not be unique to a specific supplier thereby precluding any other supplier from tendering for the work.

3.5 Specification – 2nd Pass

Following the 'art of the possible' demos any features missing from the first pass specification should be added. Following this step, the specification will be finished and accurately represent the complete requirements of the final product. It is this document that will be used to determine what is requested in the tender and how the received tenders are evaluated. If items are omitted from the specification the winning supplier will be under no contractual obligation to supply them and as such they may either be unavailable in the final product or result in additional costs to include them. It is therefore vital that the final specification is detailed enough that it accurately represents the outcomes required by the authority.

Once the specification is complete, it should be signed off by members of the project team. By signing the document the stakeholders agree that the specification will deliver the outcomes required.

3.6 DPIA Part 1

A DPIA Part 1 document is completed by the authority. This will identify any Data Protection implications at an early stage, mainly what data will be stored and if there are any changes to the current processes. If there are, further work will be required with the chosen supplier to identify how the chosen system will mitigate and control any risk.

3.7 Risk and Issues Log

At this stage the Risk Log and the Issues log should be set up. These should be maintained by the project Manager throughout the project and discussed at every team and board meeting.

3.8 Gate 2 checklist

ID	Step	Description	Responsible	Accountable	Completed
2.1	PID	<ul style="list-style-type: none"> • Background • Goals and Objectives • Strategic Benefits • Project Board/ Team • Project Approach • Deliverables • Exclusions • Constraints • Dependencies • High Level Project Plan • Resource Commitment • High level Budget Summary • Infrastructure considerations • Security Considerations • Legal Considerations • Finance Considerations • Authorising Body Sign off. 	Project Manager	Project Executive	
2.2	Specification 1 st Pass	Detailed specification, including detailed list of business requirements, technical requirements, interface requirements. This document will form the basis of the procurement/ Development	Senior User (business requirements), Senior Supplier (Technical Requirements)	Project Manager	
2.3	Demo(s) – ‘Art of the Possible’	An art of the possible demo with authority involvement. This process does not form part of the procurement, but allows the authority to review their requirements in light of what the latest suppliers offer.	Project Manager	Senior User	
1.4	Specification 2nd Pass	Update specification based on ‘art of the possible demos	Senior User (business requirements), Senior Supplier (Technical Requirements)	Project Manager	
1.5	Specification Sign off	Signed off spec by authorised body	Senior User (business requirements), Senior Supplier (Technical Requirements)	Project Manager	
1.5	DPIA Part 1	Completed DPIA Part 1	Authority DPO	Project Executive	
1.6	Risk and Issues Log	Set up of Risk log and issues Log	Project Manager	Project Executive	

1.7	Signed off PID	Completed PID authorised and agreement given to proceed to next Gate	Project Manager	Project Executive	
1.8	Gate 2 sign off completed	Final Sign off to proceed to Gate 3	Project Executive		

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4 Gate 3 – Procurement

Stage Input – Approved PID, Approved Specification

Stage Output – Signed Contract, Detailed Implementation Plan

4.1 Gate Summary

The Procurement stage is largely defined by Strata's procurement processes which in turn are dictated by EU law. At all stages Strata will work closely with our procurement advisor to ensure an appropriate approach is taken for all procurements. This stage will ensure that an adequate solution is procured that meets the specification as agreed in Gate 2.

At agreed intervals the project manager(s) will provide regular updates to the project team & project board via Highlight Reports.

4.2 Agree an appropriate procurement approach.

The appointed Strata project manager will work with the Strata procurement advisor to agree an appropriate procurement route. This will be based on Strata's commercial procedures previously agreed with the Joint Executive Committee and is determined largely by the value of the contract over an agreed time period.

The table below summarise the award procedure based on the value of the contract.

Total value (exec VAT)	Award procedure
Up to £50,000	One quotation, although best practice to seek more
£50,000 – £100,000	Quotation – 3 Written Quotations
£100,000 to EU threshold*	Invitation to tender by advertisement, EU compliant procurement framework
Over EU threshold	EU compliant tender exercise, EU compliant procurement framework
* Current EU threshold = £164,176	

4.3 Collate Tender documents including agreed specification

The route agreed in 4.2 will determine what documents are required as this will vary between frameworks and if a tendering portal is used. Key documents needed regardless of the method of approach will be as follows:

- Written Statement of the desired outcomes of the project that the supplier should meet
- Detailed Specification of requirements
- Transparent evaluation and scoring mechanism which will also include:
 - Financial Review
 - Legal Review
 - References
- Clear timetable for procurement activities

4.4 Tender Evaluation

The evaluation criteria would already have been agreed ahead of going to tender. Therefore this step requires the relevant stakeholders to score the responses provided by the potential suppliers. Ideally this should be done whilst in the same room so that a levelling exercise can take place with each stakeholders' justification taken into account.

During the evaluation stage, if agreed in the evaluation criteria, a presentation by potential suppliers can also be held and scored. This will then support the written response.

Once the final scoring has been agreed, the suppliers should be notified of the result and any feedback requested by the losing suppliers given.

It should be noted that it is also possible that none of the potential suppliers meet the necessary thresholds to be able to award the contract. If this is the case a review of the specification and tender criteria should take place before considering alternative delivery options (such as in house development) of the desired system.

4.5 Review and Finalise Contract

Work alongside Strata's Legal Advisors to ensure a robust contract is in place, clearly indicate expected performance, penalties for failing to meet the required service levels (if appropriate) and any other T&C's as required. Depending on the method of procurement, especially if a framework is used, the ability to change the standard terms and insert new terms may be restricted, however every attempt should be made at making the contract as favourable as possible in respect of Strata and the Authority.

4.6 Pre-Contract Signing Meeting.

It is advised that a pre-contract signing meeting is undertaken to include the project team and the supplier. This meeting will allow any final queries regarding the contract or deliverables to be answered and agreed and importantly the implementation plan to be agreed by all parties. This is important as it will clarify the level of resource required to successfully implement the project.

4.7 Authorise Supplier appointment

The final decision to award the contract should be made by the project executive. The contract award template should be completed and signed.

4.8 Contract Award

The contract is awarded. The contract should be owned and managed by Strata, as such a Strata manager with the appropriate financial approval should sign the contract.

4.9 Complete post Contract award documentation

This includes publicising the award of the contract on the appropriate portal(s).

4.10 Gate 3 Sign-off

The Project executive should sign off Gate 3 as complete and provide authority for the project to proceed to the next gate.

4.11 Gate 3 Checklist

ID	Step	Description	Responsible	Accountable	Completed
	Agree Procurement Approach	Liaise with procurement officer to agree the best route to procurement confirm steps	Project Manager	Project executive	
	Procure	Collate Tender documents and undertake procurement process	Project Manager	Project Executive	
	Evaluate Tenders	Score Tender and choose preferred supplier – Score against specification: <ul style="list-style-type: none"> • References • Financial evaluation • Security Evaluation 	Senior User, Senior Supplier	Project Manager	
	Announce results and respond to requests for feedback		Project Manager	Project Executive	
	Review and Finalise Contract	Ensure Strata and Authority interests are protected	Project Manager, Strata Legal Advisor	Project Executive	
	Pre-Contract signing meeting	To clarify any points, agree implementation plan	Project Manager, Senior user, Senior Supplier	Project Executive	
	Authorise contract award	Authorise the award of the contract to the preferred supplier	Project Executive		
	Award Contract	Award the Contract to the preferred supplier	Project Manager	Project Executive	
	Complete Award announcements				
	Gate 3 Sign off and authority to proceed to Gate 4		Project Executive	Project Manager	

5 Gate 4 - Implementation

Stage Input – Awarded Contract, Agreed Implementation Plan

Stage Output – Product produced to agreed Specification

5.1 Gate Summary

This gate is the least prescriptive of the project process as each implementation will be different. However there are key steps which are mandatory to successfully deliver the project. These include:

- Good communication by the project manager and the project team/ board and all other identified stake holders
- A well maintained Risk and Issues log
- Good budget monitoring
- A committed project team with dedicated resource where required.
- Quality training at the appropriate time
- Detailed testing plans and evidence of thorough testing
- Appropriate security and data protection oversight
- A well maintenance project plan that can be adjusted subject to appropriate controls

If the above steps are undertaken then the project will be well managed which significantly increases the chances of successfully delivering the required product.

5.2 Detailed Project Plan

This should largely be in place having been agreed with the supplier in the previous step. The plan should be reviewed to ensure that all tasks are recorded at a granular level. Responsibilities will need to be assigned to each task along with dependencies and timescales estimated as realistically as possible. It is suggested that each task is over estimated to account for inevitable delays and unforeseen issues. Once this has been added to a Gantt chart the critical path for the project can be determined – this will show which tasks have a certain amount of ‘float’ and are not critical to the project meeting its deadline, and which tasks must be completed on time or the project will slip.

5.3 Create a RACI matrix

It is suggested that a RACI (Responsible, Accountable, Consulted, Informed) matrix is created that clearly documents each task and the involvement each stakeholder has to deliver it. This avoids the same task being duplicated by different stakeholders or worse, tasks not being done as there is confusion over who should do it. The RACI document is also useful as the basis for a communication plan as it clearly identifies who should be informed for each task.

A sample RACI matrix can be seen in the Appendix

5.4 Create a Detailed Testing Plan

It is critical that each product is fully tested by key stakeholders, prior to release to ensure it meets the quality expectations of the authority. A testing plan should be created before any testing takes place, identifying each “path” through the product. Testers should also try to break the product by entering unexpected data, or using the product in unexpected ways to ensure all eventualities are tested. The

results of each test should be recorded, any issues found entered into the issues log. These should then be addressed by the supplier.

5.5 Create a Training Plan

The stakeholders that are using the system should be trained and this should be budgeted for.

Any user involved in the set up or configuration of the product should have the appropriate training at the commencement of the project. Depending on the product all users should have an awareness session, so they fully understand what the product will do.

The timing of the end user training (for those that may not have been involved in the initial set up or configuration training) should take place near the go live date to ensure training is fresh in the users' mind prior to using it.

Floor walking on the day of go live is beneficial to ensure any issues on day one can be picked up by a system expert.

If appropriate a separate training event for senior management should be delivered to ensure management buy-in whilst the project is being delivered.

5.6 Budget Monitoring

The expenditure during the project should be carefully monitored with each invoice and PO being recorded and deducted from the overall budget allocation. Spending levels should be agreed, so that the project manager knows what contingency they can spend without seeking approval from the project board.

5.7 Risk and Issues Log

A Risk and Issues log should be maintained throughout the project. This should be discussed at every board meeting by exception.

5.8 Penetration Test

A penetration test or 'pen test' is an exercise carried out by a qualified IT security expert who will attempt to find security vulnerabilities in the product or infrastructure delivering the product. This requirement should be identified in the DPIA and allowed for in the budget. The pen' test can only be undertaken once the product is in a state that represents the Go Live state. Therefore this should be factored into the project plan with allowance for lead times for the pen test provider and any time taken to address any vulnerabilities discovered.

5.9 Highlight Reports

The project manager(s) is responsible for providing a highlight report to the project board or project team on a regular basis (normally monthly.) This should include the following key items:

- Tasks completed in this period
- Tasks to complete in the following period
- Update on budget position
- Update on risks
- Update on issues
- Update on progress against plan
- Decisions required

For large projects, both the Strata project manager and an authority project manager may be assigned. In this case it is preferable for a joint report to be submitted, with the project managers being co-authors. If this is not possible, individual reports are required.

5.10 Regular Board/ Team meetings

At the start of the project the frequency of meetings should be agreed.

Detailed minutes should be taken with any actions or decisions clearly documented.

If possible a dedicated minute taker, someone not involved in actively participating in the meeting, should take the notes. This is ideally delivered by project support.

5.11 Communications plan

A communications plan should be agreed and updated/ issued regularly.

5.12 Gate 4 Check List

ID	Step	Description	Responsible	Accountable	Completed
1.1	Detailed Project Plan	Granular Gantt plan, clearing outlining: <ul style="list-style-type: none"> All tasks Timescales Responsibility Critical Path 	Project Manager	Project executive	
1.2	RACI Matrix	All project tasks which clearly identify who is: <ul style="list-style-type: none"> Responsible Accountable Consulted Informed 	Project Manager	Project Executive	
1.3	Testing Plan	Clearly shows what is to be tested, who is testing and results of test	Senior User	Project Manager	
1.4	Budget Monitoring	Detailed finance monitoring showing overall budget, commitments and invoiced items to date.	Project Manager	Project Executive	
1.5	Risk and Issues Log	<ul style="list-style-type: none"> List of all risks and mitigations List of all issues and resolutions 	Project Manager	Project Executive	
1.6	Penetration Test	An external pen test showing all vulnerabilities and required mitigations	Head of Security and Compliance	Project Manager	
1.7	Highlight Reports	A detailed report summarising progress and activity on the project. To be delivered at least monthly	Project Manager	Project executive	
1.8	Board/ Team meetings	Regular team meetings/ board meetings to ensure communication is clear and decisions are made in a timely manner. Minutes to be taken at each meeting clearing showing actions and decisions	Project Manager, Project Support	Project Executive	
1.9	Communications Plan	Regular communication with stakeholders and other interested parties	Communications Lead	Project Manager	

6 Gate 5 - Service Transition and Go Live

Stage Input – Completed Product

Stage Output – Product successfully launched and supported, End of Project report

6.1 Gate Summary

This is the final gate and ensures that everything is ready for making the product available for use and that the product can be adequately supported. Clear service levels and escalation routes should be agreed with all parties. The product should be documented in detail; for Strata this means:

- The Configuration Database (CMDB) is updated with all configuration items
- The knowledgebase is updated to contain all necessary support information
- The revenue budget is in place
- All contact details for all stakeholders are recorded
- The contract details are stored and renewal and review dates are recorded.

6.2 Transition

Infrastructure and the Strata Service Desk should formally accept the product into the service catalogue and be fully aware how to support it (having been trained as necessary) and the system fully documented.

6.3 Authority Owner

A named business owner should be identified within the authority by the authority. The extent of the responsibilities of the business owner will vary with each product, however as a rule of thumb, if something can be done via the application user interface which may include setting up code lists, adding and removing users then the responsibility will reside with the authority, if it involves integration, databases or anything removed from the user interface the responsibility resides with Strata to either resolve or liaise with the supplier to resolve.

As part of Service Transition, a support RACI matrix will be agreed

6.4 Go Live sign off

All appropriate stakeholders should agree they are ready to go live, that everything has been adequately tested and clear communications have been issued.

6.5 Change Advisory Board

Prior to go live a Request for Change (RFC) will be submitted to the Strata Change Advisory Board (CAB) detailing the release process, back out plan and ensure that everything is in place for a smooth go live. Go live will be approved by the Change Manager. Once approval is given, the product may be made live

6.6 Extended Early life Support

Once the product has gone live, Strata implementation team will offer early life support for an agreed period of time – typically 1 week. During this time additional support will be available direct from the development team to handle user queries and offer guidance. If something that was agreed to be

delivered is broken it will be treated as an 'Incident' and given the priority befitting an incident. If changes to the agreed product are requested, these will be treated as a BCR. Following go live, there will be no changes made to the system within 3 months. The BCRs received during this change freeze period will be collated and treated as a package of work. The authority can select which items are included in this package.

6.7 End of Project Report

After the product has been live for a suitable period of time, the Project Manager will produce an End of Project report which will be presented to the board for approval. This will cover lessons learned and should be referred to at the start of another similar project to ensure recommendations are acted upon.

Depending on the project, the project manager may require a workshop with all stakeholders to gather lessons learned.

ID	Step	Description	Responsible	Accountable	Completed
1.1	Update CMDB	All configuration items updated	Strata System Owner	Project executive	
1.2	Agree Service Levels and Support Procedures	Service Levels i.e. response times, hours of support, who is responsible for raising support tickets etc.	Service Desk Manager, Senior User	Project Manager	
1.3	System Handover	Acceptance by Strata Infrastructure and Service Desk that they have sufficient information to support the product.	Strata System Owner, Head of Infrastructure, Service Desk Manager	Project Manager	
1.4	Go Live approval	project board to agree that they are happy that all go live criteria has been met and are happy to go live	Project Manager	Project Executive	
1.5	CAB	RFC to be submitted detailing go live plans	Project manager	Change Manager	
1.6	Go live Approval	CAB to review RFC submission and authorise change	Change Manager	Project Manager	
1.7	Go live	A detailed report summarising progress and activity on the project. To be delivered at least monthly	Project Manager	Project executive	
1.8	Early Life Support	Extended support from the implementation team to answer queries	Strata System Owner	Project Manager	
1.9	End of Project Report	Review of project, refer to PID that project has delivered outcomes. Include Lessons learned for future projects	Project Manager	Project executive	
1.10	Close Project	Archive all Project Documentation	Project Manager		

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Appendix

To include

- BCR benefits calculation guide
- Project Mandate
- Business Case template
- PID template
- RACI Matrix template
- Highlight Report template

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