

Project Initiation Document

Parent Programme:	n/a
Directorate / Service	Planning, Policy and Improvement
Programme Sponsor:	James Rogers
Programme Title:	One council communications project

Phase 1 Project Name	One council communications project
Phase 1 Project Sponsor:	James Rogers
Phase 1 Project Manager:	Andy Carter

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Author:	Andy Carter

Purpose:

This project initiation document (PID) defines the project to review the current arrangement of communications functions at Leeds City Council and make recommendations for change. This will include the creation of a new corporate leadership model, comprising of a 'central' core team of communications, PR and marketing expertise with support for directorates also provided.

The project will seek to deliver significant savings on current communications resource in order to respond to the public sector budget reductions over the course of the next four years.

Data captured as part of the DECATS work will be used to inform the project and aid the development of the new corporately led model.

This PID indicates the overall direction and scope of the project and forms the 'contract' between the project manager and the project board.

The PID ensures that the project has a sound basis before asking the project board to make any major commitment to the project. It also acts as a base document against which the project board and project manager can assess progress, project issues and ongoing viability.

1. Document Control

1.1. Revision History

Date of this revision:

Version	Status	Revision Date	Summary of Changes	Author
1.0	Draft	18/06	Document creation	AC
1.0	Draft	23/06	Updates and more info populated	AC
1.0	Draft	5/7	Further amends at request of JAR	AC
2.0	Approved	12/7	Final revisions	AC
2.1	Approved	19/7	Update following project team meeting	PJ
3.0	Approved	17/9	Updated with amends made by JR	AC
3.1	Approved	20/9	Updated following meeting of PPI LT	AC

1.2. Review & Approvals

Name	Signature	Title	Date of Issue
James Rogers		Asst chief executive (PPI)	12/7
James Rogers		Asst chief executive (PPI)	17/9

1.3. Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
James Rogers	Asst Chief Executive (PPI)		2.0
Project board & team	-	12/7/10	2.0
Steve Clough	Head of Performance	12/7/10	2.0
Wendy Allinson	Customer Relations Manager	12/7/10	2.0
Julie Meakin /Emma Jepson	CORS	12/7/10	2.0
Project team as at 16/7/10	-	22/7/10	2.1
Project team as at 17/9/10	-	20/9/10	3.1

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2. Executive Summary

The 'one council communications' project has a single main outcome.

This is to create and maintain an integrated, co-ordinated and coherent communications function which provides excellent communications and assists in delivering our aspirational culture, while achieving significant cost savings.

This new way of working will be formed by a corporately led model which consists of a central team of communications, PR and marketing expertise.

Resources, as required, will be allocated, from the new corporate team, to directorates. Those communications officers who are allocated to directorates will report, and have professional accountability, to a single head of communications.

It is envisaged that the 'new' communications team will, where appropriate, take a campaign based approach to communications and particularly marketing activities, in that its activities, where possible, will be planned in advance and will support the council's overall priorities and outcomes as well as its revenue generating and commercial services.

The new corporately led communications team will be flexible and responsive to change.

The project will aim to deliver a significant saving on revenue spend for communications.

Data, collected as part of the DECATS process, and review the work completed as part of an audit of communications functions across Leeds City Council, which was carried out in the spring of 2009, will be used to inform decisions made as part of the project.

In addition, a 'communications needs assessment' will be carried out.

The project will then make recommendations for a new structure and operating protocols to include a central team of expertise but with support for each directorate.

Communications is everyone's responsibility. The new way of working will provide council communications that are two-way, open, honest and trustworthy, in plain English, regular, consistent and accessible.

It is recognised that the full implementation of this project will be a phased approach as per the timetable in section 4.6.

3. Background

Historically Leeds City Council has operated a decentralised approach to communications in that communications, PR and marketing functions have not been led by one single head of service.

Instead, a small 'corporate' communications team was established to lead on issues such as internal communications, the council's website, publications, a press and media relations service and most recently consultation and engagement responsibility and brand and reputation management.

At the same time directorates have been able to resource their own communications functions as they considered appropriate. For instance, in city development marketing teams were established in order to support the directorate's revenue generating activities particularly around the sport, leisure, culture and business and enterprise agendas. City development also retains a media relations function in order to generate coverage to support its marketing and campaign work. The council's 'creative arm' (graphic design staff) also resides under city development.

Other directorates have created their own communications support, but there has been no consistent approach. Job grades, descriptions, the size of the team and reporting structures vary wildly. In many cases, communications has been aligned alongside or within the directorates' performance and management functions.

As a consequence, a coherent and co-ordinated approach to communications does not exist and the council's communications professionals do not work together in a planned way to support the authority's overall priorities and outcomes.

Several attempts have been made to create a proper network for closer working, through the communications sub-board and more recently the communications group, but to date this has limited success. This is, in part, due to the need for those communication resources to support their directorate priorities rather than their time being prioritised across the wider the council.

During 2009 an audit of the council's communications functions was carried out. This highlighted many of the issues above. More recently, at the beginning of 2010, as part of the DECATS project, data was captured around the 'process' of PR, marketing and communications. It identified that the level of resource involved in PR, marketing and communications across the council. A subsequent workshop to look at opportunities for improvement and change suggested that there was an appetite for better co-ordination of PR, marketing and communication activities.

Now, against a background of decreasing resources in the public sector, it has been decided to look at the council's communications resource with a view to establishing a new corporately led arrangement that is more efficient. The review is now taking forward a proposition that a 'core' team of professionals would be established to provide support across the authority on matters such as internal communications, PR, reputation and brand management, publications, marketing and web, e-communications and social media. Support would continue to be provided to the directorates. Members of staff assigned to a directorate would have a professional line of responsibility, and report to a head of communications. Under this new proposed arrangement, future communications, where appropriate, would be campaign based, supporting the council's overall priorities and outcomes.

It is intended that the new working arrangements would be constructed to enable efficiencies to be delivered in response to public sector budget cuts between 2011/12 and 2014/15.

4. Project Definition

4.1. Project Scope

The following components (communications activities) are included within the scope of this project:

- **The council's communications functions.** This includes, media relations, brand and identity matters, internal communications and publications.
- **The council's web and e-communications functions.** This includes the internet and intranet, all social media activities, web and e-communications activities, the content management system and the ongoing web consolidation project.
- **The council's public relations functions.** This includes reputation and issues management matters.
- **The council's marketing functions.** This includes activity to market any council service, whether revenue generating or not, external and stakeholder communications.
- **The council's 'creative' and printing functions.** This includes, photography, graphic design, printing and print procurement activities.

The following components and activities are excluded from the scope of this project:

- Please see the 'exclusions' section on page 8.

4.2. Project Outcomes

The outcome of the one council communications project will be:

- That current council-wide communications resources, in terms of people and spend be better understood and analysed.
- A benchmarking exercise against other authorities will have taken place.
- Recommendations will have been put forward for a new, corporate, communications structure which has been agreed and endorsed by senior officers and the political leadership.
- A new 'corporate' one council approach to communications has been established.

4.3. Project Benefits

The project will deliver the following key, quantifiable, benefits:

Cashable

- A significant saving on PR, marketing, communication and web spend through the creation of a communications strategy which only supports the council's overall priorities and outcomes.
- Consolidation of communications professionals who can better support the council's communications needs by working together.
- Extra 'purchasing power' through procurement as communications activities are prioritised and economies of scale achieved.
- Scope for further partnership working with other public sector organisations once the council's new corporate structure has been established.
- The opportunity to 'drive' more commercial and revenue generating activities and services and potentially increase income and investment.
- A reduction in the duplication of communications activity (and spend).

Non-cashable

- Better co-ordination of PR, marketing, communication and web activities.
- Consolidation of communication functions to professional communication staff, therefore releasing staff identified in DECATS who are partly responsible for PR, marketing and communications but whose substantial role is elsewhere.
- Increased personal development opportunities for staff within the new one council communications structure.
- A more agile and responsive council communications function which through a more robust planning mechanism can react to changing council and service priorities.
- A communications function which supports excellent communications which will help deliver our aspirational culture.
- Communications that are two-way, open, honest and trustworthy, in plain English, regular, consistent and accessible.
- Increased public satisfaction and reputation as priority issues are managed in a coordinated and coherent way and people feel informed.

4.4. Project Deliverables

Management products

- Project Initiation Document (PID)
- Project Plan
- Benefits Realisation Plan
- Communications 'needs assessment'
- Benchmarking Log
- Issue Log
- Risk Register
- Highlight reports
- Checkpoint reports
- End of Project report including lessons learnt.

Specialist products

- None anticipated

4.5. Exclusions

The following areas are currently excluded from this project:

- **The council's consultation and engagement functions** which are subject to a separate review project.
- **The council's 'destination marketing' functions** where those activities promote the city to tourists or visitors, or where those marketing activities promote inward investment and business related opportunities.

4.6. Constraints

Time

This project is working to a tight timetable, because of the need to identify and deliver in year savings as well as long term efficiencies. Here are the anticipated milestones:

By this date this will have been achieved
July 12	Sign off for the project initiation document (achieved) Sign off for the project communications plan (achieved)

July 16	First meeting of the project team (achieved) Decision made about who will be the senior project leader (achieved) Meeting to brief the current communications group
End of August	First meeting of the project board Agreed priorities for project team set
September	Communications needs assessment to take place Staff within scope of the project will be informed. Analysis of current communications staff resource to take place Report to project board on future communications 'model'
October	Report to project board on current communications staff resource Report to project board on 09/10 communications activity spend Report to project board on benchmarking exercise Report to project board on proposed new communications structure
November	Project board to approve new communications function Consultation takes place on new communications model
December	Agreement reached on new communications model continues
January 2011	Implementation of new corporately led communications model underway
April 2011	New communications structure fully implemented

Notes and issues:

The functions and responsibilities of Education Leeds are being returned to the council which will involve staff being moved across under TUPE arrangements. This process is not due to be formally completed until March 2011. However, where appropriate, Education Leeds staff within the scope of this project may be transferred to the new communications structure earlier. Any impact on staff will likely trigger a consultation period.

Cost/Resources

This project does not require a separate budget. Existing staff resources from within Leeds City Council and Education Leeds have been allocated to the project.

The issue of office accommodation will be considered as part of this project, but is anticipated that securing space for a larger, corporate, communications team may take longer than the period identified for this project.

4.7. Interfaces

This project will interface with:

- Communications colleagues from across the council
- Colleagues in 'creative' teams such as graphic design
- Colleagues in HR, finance and business transformation
- Colleagues in ICT
- Colleagues in corporate property management
- Changing the workplace board
- The assistant chief executive
- The corporate leadership team
- The council leader and executive board members
- Partner organisations

4.8. Assumptions

It is assumed that:

- Stakeholder resources will be available as and where required in order to ensure the project achieves its objective within the agreed timescales

5. Project Approach

The project will be delivered in accordance with the Councils 'Delivering Successful Change' (DSC) methodology.

Governance will be provided through the creation of an appropriate Project Board (see '9 Project Roles and Responsibilities) that will be chaired by the Assistant Chief Executive (PPI).

6. Project Budget

There is no requirement for a specific budget to be allocated to this project.

Staff involvement will be sourced from within existing budgets.

7. Project Tolerances

The following tolerances have been agreed by the Board:

Time – to be determined by the Board

Cost – to be determined by the Board

Quality – to be determined by the Board

8. Project Controls

8.1. Project Impact Score

This project is has been categorised as Level 2 – Medium impact.

8.2. Reporting & change control

The Project Manager will arrange Project Board meetings at approximately fortnightly intervals during the course of the project. Highlight reports will be provided at these meetings for the purposes of reporting project progress. Additional meetings may be called should the project fall into exception at any point.

Any request for change should be made to the Project Manager. These will be dealt with in accordance with DSC methodology and, depending on the scale of change and its impact on the scope and/or tolerances, may require Board approval.

8.3. Risks

A risk log will be managed by the Project Manager.

8.4. Lessons Learned

A 'lessons learned' log has been opened and will be managed by the Project Manager. Details of lessons learned will be included in the End of Project report.

9. Project Roles & Responsibilities

The roles and responsibilities of the project team are outlined below:

9.1 Programme Executive

The role of the Programme Executive is to:

- advocate the programme both internally and externally
- ensure the project meets and delivers the requirements of the programme
- to chair Project Boards and provide leadership and direction to Project Board members

9.2 Project Sponsor

The role of the Project Sponsor is to:

- advocate the project both internally and externally
- champion the project with the corporate leadership team and across the council
- support the project manager in managing the project, particularly in areas of problem resolution

9.3 Project Board

The Project Board will:

- provide sponsorship, support and where appropriate, staffing resource(s) required for the successful delivery of this project
- approve the implementation of stage plans
- authorise deviations to plans
- ensure business requirements are specified and met and that the business realises the benefits of the project
- ensure appropriate resources are made available to deliver the aims and objectives of the project
- regularly review risks and project continuation
- accept the project as complete and authorise project closure
- following project closure, ensure that business benefits continue to be realised

The Project Board:

James Rogers (**chair and sponsor**), assistant chief executive (PPI)

Andy Carter (**project manager**), head of communications, Leeds City Council

Dee Reid (**senior project leader**), head of communications, Education Leeds

Steve Hume from the chief officer, resources and strategy group

Catherine Blanshard, chief officer, libraries, arts and heritage

Andrew Mason, chief officer, environmental services

9.4 Project Team:

Phil Jewitt, communications manager

Elizabeth Sanderson, web content manager

Ursula McGouran, senior improvement manager, business transformation

Mike Sells, adult social care

Amanda Burns, city development

Isobel Smith, environment and neighbourhoods

Danielle Brearley, Education Leeds (representing Education Leeds)

Catherine Wright, Education Leeds (representing children's services)

Les Reed/Martin Race, corporate property management/print management

Mark Allman, head of sport and active recreation

9.5 Project Manager

The project manager will:

- deliver the project within time, cost and quality constraints, in accordance with DSC project management methodology
- identify roles, resources and responsibilities required to deliver the project as outlined above
- develop, monitor and update project plans and logs
- produce Highlight, End of Stage, Exception and other ad-hoc written reports for the Project Board in accordance with DSC requirements
- arrange and attend Project Board meetings and other ad-hoc meetings relating to the project as required
- notify the Project Board of any deviations from the project plan and recommend corrective actions to ensure, where possible, completion on time, within budget and to the agreed level of quality
- identify and manage change controls, issues and risks in accordance DSC processes, including recommending corrective actions
- manage and motivate resources assigned to the project
- be responsible for the communication of information to key project stakeholders
- be responsible for budget management

9.6 Senior Project Leader

The Senior Project Leader will:

- support the Project Manager in the delivery of the project as outlined above
- lead on strands of the project, in accordance with DSC, as identified by the Project Manager
- deputise for the Project Manager in their absence

9.7 Corporate ICT

Corporate ICT will:

- provide any necessary technical and advisory support during the course of the project.

10. Appendices

10.1. Business Case

Not applicable

10.2. Initial Project Plan

The initial project plan

10.3. Initial Risk Register

The risk register

10.4. Project Organisation Structure

To follow

10.5. Communication Plan

A communications plan has been created.

10.6. Project Quality Plan

A Project Quality Plan will be created once business requirements and quality tolerances are established.