

Project Initiation Document

Project Details	
Project Name	Constitution Review
Programme Board	Management Team
Project Manager	Richard Ward
Project Sponsor	Nick Tustian
Date Approved	

Document Details			
Version	Status (draft or approved)	Date	Details of change
0.1	Draft	15 Jul 2020	First draft
0.2	Draft	31 Jul 2020	Updated after feedback
0.3	Draft	13 Aug 2020	Updated with timescales
0.4	Draft	2 Sep 2020	Business Case

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1. Introduction

1.1. Background

Under provisions contained within the Local Government Act 2000 (and as subsequently amended) the Council is required to prepare and maintain a Constitution. The Constitution must contain:

- The standing orders and rules of procedure of the Council.
- The Members Code of Conduct
- Such other information as the Secretary of State may direct
- Other information (if any) as the Council considers appropriate

Secretaries of State have produced since 2000 more than 100 different matters that are required to be included within the Constitution including members allowance schemes, joint working arrangements with other local authorities and pay policy statements,

The Constitution must be available for inspection by the public at all reasonable hours and a copy can be requested upon payment of a reasonable fee.

It has been an aspiration for some time to review the Constitution, and to make the content more accessible and fit-for purpose, reflecting Eastleigh's core values.

2. Project Definition

2.1. Purpose

It has been said that prime objective of a good local authority is to have an accessible and modern Constitution. The Constitution should be seen as a "living" document—i.e. not something which is set in stone for all time, but something which is kept under regular review and which the Council is willing to adjust or clarify in the light of new or changing circumstances.

The Constitution should be "owned" by the whole Council—i.e. not something which is under the control of the Cabinet or any other part of the Council but something in which the whole Council has a genuine interest.

The revised Constitution will be signed off by Group Leaders, Management Team, and ultimately adopted by Council.

Having a Constitution which is reviewed and updated regularly serves a valuable and relevant purpose by striking a fair balance between the interests of the various groups within the Council—e.g. between the Cabinet and the rest of the Council, between the largest political group and opposition groups, between frontbenchers and backbenchers and between Councillors and staff.

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This project is therefore focussed on updating and reviewing the Constitution of Eastleigh Borough Council, in order to make it fit for purpose, and able to react to ongoing requirements of the Council.

2.2. Project Objectives

The project will deliver a complete review of the existing Constitution, and revise and update the language and content where needed.

- Produce a Constitution that is "**Fit for Purpose**" and "**Understandable**" by those who read it.
- Develop a Constitution that is "locally driven" and should reflect the values and culture of Eastleigh Borough Council.
- (If possible and applicable) Look at the number of decision-making bodies in the Council and reduce where possible with additional delegation to staff where appropriate. There should also be a move to remove any ambiguity and make roles of Committees explicit avoiding any duplication (for example clear scrutiny arrangements)
- Ensure that users & stakeholders have been appropriately consulted about the changes
- Ensure Members (Group Leaders) have been consulted, and have a role in approving the new Constitution

2.3. Project Scope

Complete review of Constitution complete for submission to November Council

Including;

- Review of Delegations, delegated roles and vacancies
- Review of Job Titles
- Contract Standing Orders
- Financial Code of Practice
- Other elements of the Constitution (rules of procedures)
- Review threshold scheme for petitions
- Consider the opportunity for making the Constitution a more modern, technical document with elements such as hyperlinks to references, searchable text (possibly with embedded metadata to aid this) - full opportunity to be advised by IT services.

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Also included;

- Consideration of Officer training
- Member training
- Setting up a maintenance schedule for new document
- Identifying best practice to adopt (LGA / other councils)
- Sub-Project – Review of Financial Regulations
- Sub-Project – Ongoing revision of Contract Standing Orders

Out of scope but to note (Normal schedule 2021)

- Member Allowances review (as usual on the 4-year schedule)

2.4. Project deliverables (Products)

Prior to commencement of review, obtain feedback from interested parties as to what works well and what could be improved. This will include staff and Members.

Check all new legislation to see what needs to be incorporated (including any impact of Covid-19 legislation)

Incorporate changes as required as a result of Legal Services recent review of Contract Standing Orders (with reference to the revision of financial limits)

To incorporate appropriate procedures in respect of virtual meetings and to consider if hybrid meetings are possible and desired with some members meeting in person and others attending virtually

To consider if a threshold-based petition scheme is required; if so, then to review and implement the guidance around this.

In addition to a review of standing orders, Democratic Services consider that the following areas require review;

- Responsibility for Functions
- Rules for Procedure
- Committee structure (and in particular overlap between A&R and P&P)
- General updating and more easily understandable wording.
- Ensuring compliance with the DCLG Open and Accountable local government

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guidance

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf

2.5. Exclusions

Terms of Reference of Working Groups, and Task and Finish teams

Scheme of Management Responsibilities' – this will not be reviewed at this time

Changes to the delegated authorities to Programme Boards. There will be no change to the operation of these boards, and they will not appear in the Constitution

2.6. Post Implementation

Post implementation, the new Constitution will need regular review and updating. This will be under the purview of the Monitoring Officer, with the support of Democratic Services. A suitable maintenance programme is essential, in order to maintain high levels of quality and reliability in the accuracy of the Constitution.

2.7. Constraints

2.7.1. Priority

This is a High Priority Project for the Council to ensure the Constitution is up to date, fit for purpose, accurate, is in plain English and accessible.

2.7.2. Timescale

Insert here the timescales in which the project stages will be completed.

Stage	Target Date
<i>Start Up</i>	End July 2020
<i>Management Liaison</i>	09/09/20
<i>Policy and Performance</i>	01/10/20

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<i>Full Council</i>	12/11/20
<i>Council to adopt revisions</i>	Nov 2020

2.7.3. Dependencies

This is dependent upon:

- Staff resources being available
- Councillor resource being available
- Consensus on recommended changes
- Committee timetabling
- The sub-Projects (CSO and Financial Regs) being completed.

2.7.4. Interfaces to other projects

The recommendations and lessons learned from the Recovery Governance workstream will feed into this project.

Sub Project – Financial Regs review

Sub-Project – CSO review

2.8. Assumptions

It is assumed that central Government will pass legislation allowing virtual meetings to continue after May 2021

It is assumed that the proposed changes being made will not be contentious, to allow us to meet the challenging timescales

It is assumed that all existing Committees will continue in place.

It is assumed that the Project will be able to call on all required resources on demand, as there is an extremely constrained timescale.

3. Business Case

3.1. Initial Business Case

Eastleigh Borough Council is required by law to have a Constitution and to keep it under periodic review. Whilst the Constitution has been regularly updated it has not been comprehensively reviewed for some time and there is a requirement to undertake a review to make sure that it is “Fit for Purpose” and reflects our current working practices including the interim measures regarding virtual meetings which

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hopefully the Government will allow to continue after the current Covid 19 regulations end in May 2021. The various codes and documentation attached to the Constitution will also need to be checked to confirm that they are up to date. There is also a need to ensure that the Constitution reflects best practice (including full compliance with equality and accessibility legislation) and assists both councillors and staff in the process of democratic decision making and can be fully understood by the members of the public who interact with the Council.

3.2. Benefits

The project will deliver a number of soft benefits – critically, it will deliver a modern, fit-for-purpose Constitution that will benefit a significant number of Officers and Business Functions, as well as helping make the business and democracy of the Council more accessible and transparent.

3.3. Budget

This project is assumed to be cost-neutral at the outset, with the only costs being staff time. As such, there is no formally allocated budget.

Any costs that become evident will need to be separately sourced and captured to feed into the End Report and Lessons Learned.

3.4. Council Priorities

This project will build towards achievement of the following Council Strategic priorities.

[\(Click here for an explanation of our Strategic Priorities\)](#)

This is a High Priority Project for the Council to ensure the Constitution is up to date, fit for purpose, accurate, is in plain English and accessible.

4. Project Organisation

4.1. Project Organisation Structure

Please note that these are suggested roles, thought should be given to ensure the right people are involved at the right time.

	Officer Name & Service Unit	Estimated no. hours required	Confirmed
Project Board Roles			
<i>Project Sponsor</i>	Nick Tustian		

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<i>Senior Supplier(s)</i>	Jo Cassar (Audit)		
<i>Senior User (who will own the end product once project has been delivered)</i>	Laura Johnston (Dem Services)		
<i>Specialists (Legal, Finance, Planning, Asset etc.)</i>	Legal, Finance, Dem Services, Project Management Office		
<i>Project Manager</i>	Richard Ward		
<i>Project Support</i>	Nicola Treeby		
<i>Member</i>	<i>Group Leaders</i>		
Project Team Roles			
<i>Administration</i>	CMO (on demand)		
<i>Finance</i>	Andy Smith		
<i>IT</i>	TBC		
<i>Comms</i>	Jade Mizen		
<i>HR Training</i>	Amanda Fleet		

4.2. Role Profiles

Role	Role Profile
Project Sponsor	<ul style="list-style-type: none"> • Is accountable for the project • Makes the business decisions for the project • Makes user resources available • Approves work products
Project Board Project Sponsor Senior User Senior Supplier	<ul style="list-style-type: none"> • Approves and signs off the PID to enable the project to start • Provides guidance on issue / change requests • Effective decision making • Commits project resources • Provides overall direction on the project • Approves the Project End Report

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Project Manager (with support from Project Co-ordinator)	<ul style="list-style-type: none"> • Receives or creates the Project Initiation Matrix with information from the Sponsor • Creates the PID • Reports progress to the Project Board • Directs the Project Team • Plans and monitors the project plan • Plans and monitors project budget • Maintains the Risk, Issue and Change Registers (using the Project Workbook) • Prepares Highlight Reports • Prepares Issue / Change Reports as necessary • Prepares the Project End Report • Confirms project completion • (Project Co-Ordinator – will monitor admin resource levels, and request and assign supplementary CMO resource to ensure that the work is done)
Project Team	<ul style="list-style-type: none"> • Reports to the Project Manager • Has responsibility for delivering the project and creating or delivery of the products

5. Project Plan

5.1. Project Plan

The plan in the project workbook shows how and when activities of the project will occur, what resources they require and the dependencies between activities. The Project Manager will regularly review and update the Project Plan to check progress and ensure that the activities are on target.

Show the project stages and high-level tasks with start and finish dates here:

Stage / High Level Tasks/ Milestones	Start	Finish	Duration
Management liaison paper to be submitted by		09/09/20	
Policy & Performance paper to be submitted by		01/10/20	
Full Council paper to be submitted by		12/11/20	
Predicted project timescale			

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5.2. Communications Plan

The Communications Plan identifies all the parties with an interest in the project and the means and frequency of communication between them and the project. This plan should specifically set out how the Councils involvement in and support for the project will be promoted and specifically state what signage and branding will be placed on project facilities and literature. This should be discussed and agreed with the Corporate Communications team.

Who	What / How	When
Internal		
Group Leaders	Chief Exec 1-2-1s	Monthly
Officers	Staff Briefing / Training	When complete
Members	Information on the project, full Council	At project initiation and sign off
External		
Public	Low-key information / website update	At completion

Include information on ensuring all persons involved cooperate and coordinate with each other including adjacent sites.

5.3. Branding Plan

All projects, facilities or services which are owned, operated or supported by the council should have clearly branded signage, in accordance with the council's Corporate Design Guidelines. The cost of this should be included within the project costs. Include details of the signage that will be provided, together with an example of the design. The Strategy Communications and Marketing Team will be happy to help and advise on signage and cost. Note – signage *may* require separate planning permissions – check on this and plan accordingly

This is unlikely to be a major factor in the project. Any consideration of branding can be picked up under the core Communications workstream.

6. Project Controls

This section will detail how the project will be managed and controlled (example below)

Regular reporting will be made to Management Team – this will be fortnightly and will report on progress toward and achievement of milestones.

The PID will be kept updated, to accurately reflect the deliverables of the project

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A project plan with a clear delivery trajectory will be developed to allow accurate delivery.

Democratic Services will sign off the Governance elements

Audit will sign off the Regulatory control elements

Monitoring Officer will sign off the Legal elements

6.1. Tolerances

With this project, there is no distinct budget, so any identified cost will need to be sourced by exception.

The timescale is fixed – we must be able to deliver a revised constitution to Council in November, and therefore have successfully gone through all relevant previous committees as needed.

The scope therefore may need to be adjusted, and aspirational elements may need to be pushed into a 'Tranche 2' after November. The critical deliverable is that a revised, modern and fit-for-purpose Constitution goes to November's Council.

6.2. Method of approach

An adapted PRINCE2 approach will be utilised, with Agile elements to prevent slow reaction to events.

A PID and Highlight reports will be completed, and Management Team will act as an Executive Board. The project team will meet virtually at least every fortnight and review the milestones and check we are on track to achieve them.

6.3. Exception Process

The Project Manager will frequently review and report on project progress. If the Project Manager feels that any of the tolerances agreed for the project are likely to be exceeded, they will report the matter to the Programme Board / Project Board / Sponsor by means of a Project Exception Report. This will provide analysis, options and a recommendation for the way forward for discussion by the Programme Board / Project Board / Sponsor.

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6.4. Initial Risk Log and Mitigations

A risk log template is held within the Project Workbook. It contains a risk analysis for all known risks associated with the project and any of its dependencies. It includes mitigations and / or contingency plans. The Project Manager will actively manage the risks by regularly reviewing and updating the Risk Log. Reviewing the risk log should be a regular part of the Board agenda, to ensure the Board are aware of the steps being taken and/or the risk level being tolerated.

The two main risks to the successful implementation of this project are the constrained timescales, and the availability of resource. The timescales are a management and political aspiration, and so should be considered as a hard deadline. The resource constraint can be worked with by drawing in CMO resource to assist with tasks. There may need to be consideration to de-scoping some of the more aspirational elements of the project to hit the deadline.

7. Security

The Constitution will be a public document, and should be accessible to officers, Members and the public. However, there may need to be IT involvement in order to create a technically accomplished document with automated links, searches and so forth. It is not clear how much IT time may be required.

8. Training

There will be training components that will be required, for both officer and member training in the use of and understanding of the Constitution. These are likely to be taken care of in two different approaches (HR Training for the officers, and Democratic Services for the Member training)

9. Equality / Diversity

An EQIA will be required for this project, and it will be particularly important to ensure that the Constitution has gender-neutral language and does not include any exclusionary language.

10. Data Protection (applies to all projects)

Confirm Data Protection Impact Assessment (DPIA) Stage 1 has been completed and sent to the data protection officer at dp@eastleigh.gov.uk

Full DPIA required?

Yes

No

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If yes, please send completed full DPIA to DPO at dp@eastleigh.gov.uk

11. Incorporating Lessons Learned

Best practice from other councils, and advice to be sought from LGA – the lessons learned from peer councils will be incorporated into this project