**PRoject Execution Plan**

****

|  |  |
| --- | --- |
| ***Project Title:*** |  |
| ***Project Reference:*** | PSOXXXX |
| ***Project Manager:*** |  |

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# 1 Project/Programme Details

|  |  |
| --- | --- |
| Project Name |  |
| UCL Project Sponsor |  |
| UCL Project Manager |  |
| Group/Directorate |  |
| Start Date |  |
| Project Completion Date |  |

# 

# 2 Document Details

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Version | Status  (Draft or Approved) | Date | Author/Editor | Approved  (Sponsor) | Details of changes |
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Version numbering should start at 0.1 then 0.2, 0.3 etc when amendments are being made to a draft document and the status should be draft. Once issued the version should be 1.0, then 1.1 with amendments and the status should be approved

2.1 Document distribution

|  |  |
| --- | --- |
| Name | Location |
|  |  |
|  |  |
|  |  |

2.2 Related documents

This Project Charter should be read in conjunction with the following documents:

* Stakeholder Communications Plan
* Work Breakdown Structure

# 3 Project Definition

3.1 Project Introduction, background and history

3.2 Project Objectives

Table 3.1 – Programme & Project Objectives

|  |  |  |
| --- | --- | --- |
| Objective | Sub-objective | Measures |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

3.3 Project Scope

3.4 Project Interfaces

The individual programme and project interfaces are as per those identified above.

3.5 Project Assumptions

Timely delivery of the project within budget is based upon the following key assumptions.

|  |
| --- |
| Assumptions |
|  |
|  |

# 

# 4 Project organisation and authority

4.1 Project Governance

Figure 2.1 illustrates the overall governance structure for the project. Required approvals and approving authorities are set out in table 4.1.

*Figure 4.1: Overall governance structure*

*Table 4.1 - Required approvals and approving authorities*

|  |  |
| --- | --- |
| Approving authority | Required approvals |
|  |  |
|  |  |
|  |  |

4.2 Key Roles and Responsibilities

Tables 4.1 to 4.3 list the key personnel, advisors and third parties associated with the scheme and sets out their roles and responsibilities.

*Table 4.2 – Department of Finance Key project roles and responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

*Table 4.3 - Project advisory team roles and responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
|  |  |  |
|  |  |  |

Table 4.3 sets out the key approval authorities in relation to the project. The list is in no way exhaustive and all necessary checks should be carried out in relation to third party approvals prior to any project work commencing.

*Table 4.4 - Third party roles and responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
| UCL Assistant Director |  |  |
| UCL Project Manager |  |  |
| Lead Project Manager |  |  |
| Project Manager Director |  |  |
| Lead Cost Manager |  |  |
| Lead Designer |  |  |
| Façade Engineer Director |  |  |
| Fire Engineer Director |  |  |
| Fire Engineer |  |  |
| Approved Inspector |  |  |

Project organisation chart

#### Figure 4.1 illustrates the high level organisation structure of the DoF project management team.

4.3 Project Responsibility Matrix

Table 4.5 summarises the key high level project tasks and deliverables and the member of the project management team responsible for each task or deliverable. It should be noted that existing line management and staff in each of the Working Groups will be expected to take responsibility in each of their functional areas with regard to the performance of these workgroup activities. The role of the project team, with some exceptions, will not be to undertake the activities directly itself but to ensure that the activities are planned, scheduled, resourced and implemented within the relevant line areas.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Task | Project Manager | Project Management Office | Planning manager | Lead Press Office |
| Prepare, update and manage Project Programme at each project phase |  | **✓** |  |  |
| Prepare and update cost estimates at each project phase | **✓** |  |  |  |
| Prepare, update and manage budget at each project phase and annually | **✓** |  |  |  |
| Record, report and manage project costs | **✓** |  |  |  |
| Administer all contracts with suppliers, consultants and service providers. | **✓** |  |  |  |
| Prepare and manage Public Relations/Project Stakeholder Communication Plan |  |  |  | **✓** |

# 

# 5 Project schedule management

5.1 Programme Management Procedures

5.2 Programme Management Roles and Responsibilities

The principal focus of the programme management process is vested in the roles and responsibilities defined in Table 5.1 below:

*Table 5.1 - Roles & Responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
|  |  |  |
|  |  |  |
|  |  |  |

5.3 Programme Overview

5.3.1 Schedule hierarchy

The project includes a hierarchy of sub-programmes, which can be rolled up into a master programme. The programme hierarchy summarised in Figure 5.1.

5.3.2 Project milestones

The start and completion dates of key project tasks which constitute the baseline programme have been defined in the Project Charter and these are summarised in Table 5.2 below:

*Table 5.2 – Project Milestones*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Key Task, Activity or Deliverable | Start Date | Completion Date | Key Dependencies | Owner |
|  |  |  |  |  |
|  |  |  |  |  |

5.3.3 Master Programme

The Master Schedule is available at the following location:

5.4 Programme Update Procedure

Programme changes shall be adopted or rejected through the Project Change Management process which is currently being finalised. Any programme change shall be analysed for wider impacts to the project in terms of, risk, programme, cost and quality. All changes shall be ratified by the Steering Committee.

5.5 Programme Baseline Review Procedure

On a monthly basis, or where an event arises which has a significant impact on the project programme, a baseline review by the Project Management Office will take place and, if appropriate to do so, the Master Programme will be re-baselined. Proposals to re-baseline the Master Programme shall be submitted to the Steering Committee for information.

5.6 Programme Progress Update and Review

The Master Programme will be reviewed on a regular basis (normally monthly) and actual progress will be updated and reviewed against planned (baseline) progress. The results of this review will be reported in the Project Monthly [Bi-monthly] Steering Committee Report**.**

**5.7 Health & Safety Reporting**

2.5.1 BIM – Building Information Management (Now called = Better Information Management)  is "A collaborative way of working underpinned by the digital technologies which unlock more efficient methods of designing, delivering and maintaining physical built assets". Information deliverables in respect of H&S/CDM are detailed in the Information Delivery Plan and will be used to manage the employer’s and supplier’s H&S/CDM obligations. The supplier shall confirm how their obligations under the Construction (Design and Management) Regulations 2015 will be supported by implementing a BIM approach for the project [KPI 2.11].

CDM 2015 and the H&S in BIM PAS 1192 Pt 6 requirements are reflected on the HSE Website - BIM and Health & Safety - <https://www.hse.gov.uk/construction/lwit/bim.htm>.

2.5.2 H&S / CDM information provided by the supplier shall be embedded with information models developed during the project and shall be compatible with The UCL Health and Safety File format (CDM Regulations - Appendix 4), to enable data to be readily utilised by the Employer. Use of BIMSafe - <https://vimeo.com/398781410> should be considered to ensure adequate management of H&S risks from design through construction, to operation and maintenance.

|  |  |  |  |
| --- | --- | --- | --- |
| Report Title | Frequency | Circulation | Owner |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

5.8 Progress Reporting

A series of Progress Reports shall be produced throughout the project life-cycle to provide an up to date and accurate report of actual progress against planned. Table 5.3 lists the progress reports that shall be produced along with their frequency, circulation and owner:

*Table 5.3 – Progress Reports*

|  |  |  |  |
| --- | --- | --- | --- |
| Report Title | Frequency | Circulation | Owner |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*Reporting protocols are reviewed from time to time to reflect the changing needs of the project.*

5.9 Progress Meetings

A series of Progress Meetings shall be held throughout the project life-cycle to provide a forum for progress review, resolution of key progress issues and identification of key actions. Table 5.4 lists the progress meetings that shall be held along with their frequency, key attendees and chairperson:

*Table 5.4 – Progress Meetings*

|  |  |  |  |
| --- | --- | --- | --- |
| Meeting Title | Frequency | Attendance | Chair Person |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# 6 Project Budget/Cost Management

6.1 Cost Management Procedures

The procedures for the development, management and update of the project budget are set out in the following standards:

6.2 Budget/Cost Management Roles and Responsibilities

The principal focus of the cost management process is vested in the roles and responsibilities defined in Table 6.1 below:

*Table 6.1 – Cost Management Roles & Responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
|  |  |  |
|  |  |  |

6.2.1 Baseline budget

A baseline budget is **the estimate of project costs that you start with at the beginning of your project**. When you talk about being "under budget"

6.2.2 Cost management and control

Cost management is **the process of planning and controlling the budget of a business**.

6.2.3 Project cash flow

6.2.4 Management of commercially sensitive cost

information

*Table 6.2 – Authority to view Commercially Sensitive Information*

|  |  |
| --- | --- |
| Information | Authorised to view |
|  |  |
|  |  |
|  |  |

6.3 Budget update procedure

The budget may be updated from time to time as the project develops. Budget updates may be required as a result of:

* Increase / decrease of project overall scope;
* Transfer of scope from one part of the project to another;
* Change to the approved design;
* Realisation of an identified risk;
* Change in the contract condition;
* Realisation of an unforeseen event;
* Modification in the project efficiency / inefficiency.

Budget changes shall be adopted or rejected through the Project Change Management process currently being developed.

Budget changes which involve transfers between budget line items with no change to the overall total budget and no reallocation of the risk or contingency line items must be approved by the Project Manager. The Project Manager however cannot transfer budget from capital contributions approved by the Sanctioning Authority).

Budget changes which involve reallocation of the risk line item must be approved by the [Insert Title].

Budget changes which involve reallocation of the contingency line item must be approved by [Insert Title].

Budget changes which result in an increase in the overall budget total as set out in the approved Detailed / Final Business Case must be approved by the PPM Board.

On a quarterly basis, or where an event arises which has a significant impact on the project budget or schedule, the Project Cash Flow Forecast will be updated and advised to the Project Manager.

6.4 Budget/Cost Reporting

The budget will be monitored on a monthly basis whereby actual, committed and forecast expenditure will be reviewed against budget on a contract package by package basis. Project cost reports will be generated from the DoF Management Information System. The results of this review will be reported in the Project Monthly Report(s).

*Table 6.3 – Budget / Cost Reports*

|  |  |  |  |
| --- | --- | --- | --- |
| Report Title | Frequency | Circulation | Owner |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

6.5 Budget/Cost Management Meetings

A series of Contract Review Meetings shall be held throughout the project life-cycle to provide a forum for cost, budget and claims review, resolution of key issues and identification of key actions. Table 6.4 lists the meetings that shall be held along with their frequency, key attendees and chairperson:

*Table 6.4 – Contract Review Meetings*

|  |  |  |  |
| --- | --- | --- | --- |
| Meeting Title | Frequency | Attendance | Chair Person |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

6.6 Risk management procedures

The procedures for the identification, assessment, and mitigation of project risks are set out in the following standards:

* DoF Risk Management Standard

6.7 Risk management roles and responsibilities

The detailed project risk management structure, roles and responsibilities are defined in the Project Risk Management Plan. The principal focus of the risk management process is vested in the roles and responsibilities defined in Table 6.5 below:

*Table 6.5 – Risk management Roles & Responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
| Project Manager |  |  |
| Project Controls Manager |  |  |
| Planning Manager |  |  |
| Risk Owners |  |  |
| Action Owners |  |  |

Project Controls: Risk

6.8 Risk management overview

6.8.1 Risk classification

The project includes a hierarchy risk classifications, which can be rolled up into a single risk register as summarised in Figure 6.1.

Figure 6.1: Risk classification

6.8.2 Risk Register

The Risk Register is key document which provides full details in relation to the description, classification, assessment, and mitigation of all risks to the project. The development of the Risk Register is an iterative process and requires sustained effort to fully capture, clear actions, action owners, completion dates and modelling outputs. The register will remain as a live document, subject to regular amendment as new risks are documented and current risks are managed out. Individual risks will be regularly reviewed with the risk owners and the project team and updated as required. This process will provide an ongoing assessment of the risks in the light of project development and the impact of control actions taken.

6.9 Risk Reporting

The Risk Register will be reviewed on a monthly basis and actual progress in implementing mitigation actions will be reviewed against planned progress. The results of this review and a summary of the status of the top 3 project risks will be reported in the Project Monthly Report.

# 7 Project Works Activities

7.1 Procurement procedures

The procedures for the procurement of services, works and supplies for all projects are set out in the following DoF Standards:

* DoF Procurement Policy and Procedures

7.2 Procurement roles and responsibilities

The principal focus of the procurement management process is vested in the roles and responsibilities defined in table 7.1 below:

*Table 7.1 – Enabling Works Roles & Responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

Project Controls: Risk

7.3 Procurement process overview

**Contract strategy**

The form of contract to be used for each Working group is set out in the Table 7.2.

*Table 7.2 – Forms of Contract*

|  |  |  |
| --- | --- | --- |
| Contract package | Form of contract | Comments |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

7.4 Procurement Reporting

Procurement activity each month will be reported at the project board meeting.

7.5 Issues Management

In order to ensure the success of the project, all key issues will be identified and reported through the reporting process. Where appropriate issues arise they will be assigned a priority according to the extent and severity of their impact. These issues to be assigned to the appropriate personnel to ensure their resolution and take whatever actions are necessary. Issues will be proactively managed until resolved. An Issues Register of the key issues, describing issue, possible impact, action and responsibility will be maintained and reported at the monthly Project Governance meeting.

# 8 Quality management

8.1 Quality management procedures

The primary goal of the quality management process for this project is to ensure business and governance needs have been adequately satisfied. Ongoing quality management involves careful evaluation and monitoring of objectives and deliverables, together the assessment of stakeholder feedback and the implementation of changes to project methodology or management as appropriate.

Quality Control will therefore be an integral element of the Project Governance Process and will be considered by the Project Governance Board at its monthly meetings. Specifically

* The project will be managed in accordance with the governance structure outlined at 4.1 above. Roles and responsibilities are also detailed.
* This document provides an outline of the overall project objectives. The key milestones and deliverables of the project are outlined in more detail in the accompanying Project Schedule and will be subject to approval of the Governance Board.
* In addition to the project/activity Quad Report that will form the basis for monthly reports a consolidated Actions, Issues and Risk Log will be maintained which will provide oversight of all such matters to the project Governance Board and team.
* The full time project team will meet on a weekly basis to discuss progress and identify issues which need to be progressed.
* In relation to any system development, structured testing will take place including system test, load & stress testing, user acceptance testing (UAT) and parallel run testing as appropriate.
* A change control process will be utilised to support agreed project objectives and scope.

8.2 Quality management roles and responsibilities

The principal focus of the quality management process is vested in the roles and responsibilities defined in Table 8.1 below:

*Table 8.1 – Quality Management Roles & Responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
| Project Manager |  |  |
| Project Management Office |  |  |

8.3 Quality Management Requirements

8.3.1 General

The quality requirements set out in this Project Execution Plan are applicable to the <name of project> project in all phases. This section 8 describes essential aspects of quality on the project including:

* Quality Standards
* Lessons learned
* Scope Design Management
* Tender Documentation
* Quality Audit
* Continuous Improvement

8.3.2 Quality Standards

8.3.3 Lessons Learned

**Objective:** Collect and communicate valuable lessons learned in different phases of the project from previous projects both internal and external.

Continuously improve the quality of project management processes based on lessons learned and ensure any strategy takes account of such lessons.

**Responsibility**: Project Manager

**Quality Records:** Lessons Learned database and reports

**Related Procedure/Standard:**

Lessons Learned Guidelines.

8.3.4 Scope Design Management

**Objective:** Manage the project design and design changes in a consistent and efficient manner. Provide a Design Statement and fully document each stage of the design including production of Designer Risk Assessments and all necessary categorised checks.

**Responsibility:** Project Engineer

**Quality Records:** Drawings; Specifications; Designer Risk Assessments; Minutes of design meetings; Design Reports; Health & Safety File.

**Related Procedure/Standard:**

8.3.5 Tender Documentation

8.3.6 Quality Audit

The Quality Manager will perform internal and external quality audits at different stages of the Project.

The scope of any quality audit may cover the overall quality management system, quality assurance system and/or quality management system on the project or any individual process in relation to quality management.

A Project Quality Audit Programme will be prepared by the Quality Manager and audit reports maintained as quality records.

**Objective:** Ensure compliance with all project quality requirements

**Responsibility:** Quality Manager

**Quality Records:** Quality Audit Programme and internal and external Quality Audit Reports.

**Related Procedure/Standard:** [Insert]

8.3.7 Continuous Improvement

Continuous improvement is a principle of the project’s Quality Management criteria. The project quality systems, plans and procedures will be reviewed regularly to ensure all lessons learned, suggestions and discoveries from audits are taken into account to continuously improve the RPA and project quality management processes and procedures.

# 9 Project Administration

9.1 Project administration overview

This section of the Project Execution Plan sets out the procedures for managing project administration including: document control, correspondence control, meeting management, and staff briefings.

9.2 Project administration roles and responsibilities

The principal focus of project administration is vested in the roles and responsibilities defined in Table 9.1 below:

*Table 9.1 – Project Administration Roles & Responsibilities*

|  |  |  |
| --- | --- | --- |
| Role | Name | Responsibilities |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

9.3 Document Control

9.3.1 Document numbering

The document numbering system on the project is generated automatically in the correspondence control package, [Insert]. All documents issued externally are also accompanied by a transmittal generated through [Insert].

9.3.2 Document storage and version control

Reports and other documents shall be stored on the S: Drive. Reports are issued and received via Expedition.

9.4 Correspondence Control

9.4.1 Correspondence control system

All Contract correspondence should be received and issued via Expedition. All scanned documentation shall be attached to the electronic correspondence log by the Document Controller. It should be noted all contractual correspondence should be received and issued in hard copy following the procedures within the *<insert name of this project>* Document Control Procedure. Documents, drawings and sketches being submitted by post must be submitted in hard and CD copy format.

All Project Team members should obtain access onto the Expedition system and go through the training related to the software; this training is provided by RPA and should be requested via the Document Controller. As a safeguard all incoming correspondence, once logged into Expedition, should also be e mailed to team members on the distribution list.

9.4.2 Incoming correspondence

Received letters shall be recorded in Expedition by the document controller. All received letters are to be reviewed and distributed or approved by the Project Manager.

9.4.3 Outgoing correspondence

Letters should be generated through Expedition, the letter printed on RPA headed paper, signed by the Project Manager, scanned and sent to the Document Controller for issue.

9.5 Meeting management

9.5.1 Meetings schedule

Table 9.2 sets out the regular meetings held on the project.

*Table 9.2 – Regular Project Board Meetings and fortnightly 1:1 with PMs*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Meeting | Chair | Purpose | Frequency / Timing | Output |
| Monthly project |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

9.5.2 Meetings minutes

Minutes should be recorded for all meetings. Minutes generated within Expedition record actions as new, old or closed. All minutes, whether generated in expedition or not, should be printed on RPA headed paper, signed, scanned and given to the Document Controller for issue.

9.6 Staff Briefings

9.6.1 Staff induction

Induction briefings to all new staff working on the project shall be conducted by the relevant line manager. The content of this induction shall include:

* Overview of the suite of procedural and project documents
* An explanation on the contents within the Project Execution Plan
* Project scope
* Organisation, roles and responsibilities
* Document hierarchy
* Change control
* Document control

9.6.2 Staff training

Training courses that are required for the project:

* Insert

9.7 Software

Table 9.3 describes software packages which have been authorised and licensed for use on the Project, including versioning.

*Table 9.3 – Software Usage*

|  |  |  |
| --- | --- | --- |
| Function | Approved software package | Version |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# 10 Stakeholder Management

10.1 Stakeholder management overview

10.2 Stakeholder management roles and responsibilities

The key stakeholders and their respective liaison manager are provided in Table 10.1 below:

*Table 10.1 – Stakeholder Management Roles & Responsibilities*

|  |  |  |
| --- | --- | --- |
| Stakeholder | Lead | Role |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

10.3 Identification and classification of Stakeholders

The stakeholder management process commences with identification of all stakeholders that can affect, or be affected by the project, directly or indirectly. During the lifetime of the project stakeholders may come and go depending on the activities at any one time.

In identifying the stakeholders on the project, the following questions were considered:

* Who is affected by the plan?
* Who has an interest in the plan and its outcomes?
* Who can affect the plan’s adoption, implementation or execution?
* Who has expressed an opinion on the stakeholder issues involved?
* Who, because of demographic or other characteristics, ought to care or might care about the plan?

10.4 Stakeholder Management Phases

All projects are split into distinct phases. This project is currently moving from the [insert] phase into the [insert] phase.

10.5 Stakeholder Management Process

Any person looking to liaise with a stakeholder must firstly liaise with the person identified in the table above to ensure that the particular stakeholder is being managed effectively. Issues raised during stakeholder liaison must be fed back to the responsible person to ensure all issues are captured.

The responsible person co-ordinates all activities in relation to their stakeholder and must record all stakeholder issues. Issues involving changes are dealt with using the Change Management Procedure.

A stakeholder register will be kept that can be accessed by all relevant members of the Project Team, and it is the responsibility of all team members to keep the register updated as consultation progresses by forwarding any updated information to the appointed editor which requires inclusion in the Register. The project will maintain a register of all commitments made to Stakeholders. The register shall track progress in implementing the commitments.

Regular internal meetings will be convened between the persons responsible for stakeholder liaison to discuss and agree the best course of action for each stakeholder where applicable. Stakeholder issues will also feed into project development through the series of meetings.

10.6 Stakeholder Communications Plan

The Project has developed a Stakeholder Communications Plan; the purpose of this plan is to ensure effective communications with stakeholders in relation to the development and implementation of plans for the delivery this project.

* The plan covers the period from

10.7 Stakeholder Commitments to date

* Insert