Setting up and Managing a Project

Making the most of short-term funding from external agencies

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Setting up and Managing a Project

Guidance and Notes for Successful Projects in the Voluntary Sector

by

M Crabbe and M Timmins

Making the most of short-term funding from external agencies

Bristol 2017

Guidance and notes for successful projects in the voluntary sector

The content aims to assist organisations in the voluntary sector who are considering or currently benefiting from grants. The successful management and the delivery of projects is often dependent upon the commitment of volunteers. This is particularly true in small organisations where there may be lack of appreciation of knowledge and skills of project management required.

The Guide and Notes have been prepared as part of a Heritage Lottery Funded Project for Holy Trinity Church Westbury-on-Trym Bristol.

There is free access to this Guide and Notes on the Holy Trinty Website www.westbury-parish-church.org.uk/projectmgt

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Project Management – an overview

Every project will have a number of aims and objectives agreed with the sponsor which must be adhered to and achieved, by a certain time, using a collection of human, physical and financial resources.

The task of project management is to make the best use of these resources over time to ensure that the aims and objectives are achieved effectively without undue stress or dislocation

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Many organisations in the Voluntary and Community Sector (VCS) benefit from short term project funding where the money is raised from a variety sources. Short term funding is often sought to deliver a series of outcomes to respond to identified needs. The usual approach is to view the process of delivering the outcomes as a 'project'.

The contents of this Guide are primarily aimed at managers delivering various aspects of a project, including responsibility for volunteers. The content may also be of value to senior people associated with organisations such as trustees, governors and directors. They may not be directly involved in delivering the project outcomes but would benefit from understanding of the issues.

Although organisations may have a number of paid staff, in many instances much of the work may be dependent upon volunteer time and experience. Volunteers in the initial stages of a project often have little understanding of what is involved in delivering a project. While the trustees and the paid staff might be involved in obtaining the funding, they may have a lack of appreciation of the implications of the funding body's requirements.

Any project needs to be managed effectively in order to make use of the resources available and achieve the agreed aims and objectives. This requires considerable management skills and the Guide offers information on the key elements involved. If these issues are properly addressed, they will form an appropriate framework in which individual projects can be successfully managed.

The viability of organisations and even their future sustainability can be determined by their ability to successfully deliver projects. For some organisations securing external funding for projects will not be the primary aim. However effective delivery i.e. establishing competence and confidence, may lead to further opportunities.

It is in the interest of both the receiving organisation and the external funding body that the projects are effectively managed with the outcomes accomplished as agreed in the terms of the grant.

It is not possible to offer definitive answers to every problem associated with managing a project. In addition, the underlying emphasis of this guide is towards the 'soft' end of project management. It is about people and their understanding, rather than 'hard' computer programmes and schedule for the component activities within a project.

AUTHORS' INTRODUCTION

The Guide offers assistance to staff in many types of organisations who are involved in the delivery of externally funded projects. Such projects may be totally funded by funding bodies or subject to further contributions from other sources. While the funding opportunities are varied as to the amount of funding and the types of project, the voluntary sector, by its very definition, often relies on volunteers to support the project.

The organisation receiving the funding is frequently required to match a grant with cash and time. The assistance from volunteers is often an integral part of the total contract. This may include the monetisation of the time spent by volunteers in delivering the outcomes. Where there are financial contributions in cash or in kind from third parties this can strengthen a project proposal.

For managers new to working on projects this Guide is intended to give them a broad appreciation of the topics and issues that comprise project management. On some occasions volunteers may direct and supervise other volunteers. The Guide is written to support those volunteers with a supervisory role, and or having a direct responsibility for specified tasks.

It is assumed that for larger projects there may be an element of professional support required that is not present in the proposing organisation. Such support will be determined by the project requirements and could include: architectural and building services; IT, graphic design; and financial management. Expertise from specialists may be either on a voluntary basis or as part of the overall costs.

Projects, usually short in duration, can create a high degree of turbulence in organisations that are often concerned with meeting their other needs. This is particularly relevant, for example, in the voluntary sector. Working to benefit their community in various ways, the opportunity to deliver a project can take over and disrupt established activities.

Large grant and contract awarding bodies, such as the Big Lottery and the Heritage Lottery Funds, provide financial assistance to a wide range of projects. To support both the various stages of applications and delivery there is often wealth of supporting materials freely accessible.

However much of these materials are aimed at more senior management who are developing and managing a project at higher level. In addition this would include consultants and specialists with specific responsibilities, ranging from IT, through formulating marketing strategies, and setting up evaluation arrangements.

This Guide focuses on the key issues but cannot answer all of the problems that may be encountered by project managers, and may be better addressed in a practical workshop.

The content of some sections may be intentionally repeated to assist the reader when consulting the Guide.

Mike Crabbe
Mike Timmins

This Guide and notes founded upon experiece over many years of training and writing

When one knows nothing about projects The two authors have collaborated for o encourage individuals and organisations to imrove their understanding about projects

When preparing this guide the authors have drawn upon many years of training experience

Project management is a n in

The authors have prepared this guide and notes based upon their own experience in the sec

TERMINOLOGY

A number of terms in this Guide have been used that may be interpreted in different ways, so the definitions below have been adopted for the sake of clarity and consistency.

GRANTS/AWARDS/EXTERNAL FUNDING: are terms for sources of monies from outside of the organisation, usually provided through a written application.

LOCALLY DETERMINED MONIES : is used to include voluntary contributions, funds from money raising events, legacies, income from sales and funds that belong to the organisation as a part of their normal activities.

PROJECT: activities which are conditioned by a requirement to achieve specific outcomes in a given time and with a pre-determined budget of human, physical and financial resources.

HARD and SOFT PROJECT MANAGEMENT KNOWLEDGE and SKILLS.
In this Guide the term 'hard project management skills' refers to computer based systems and originated using specialist software for planning, scheduling and monitoring progress of identified activities within the overall project. 'Soft project management skills' focus on human interactions involved in managing and delivering the project.

RECEIVING ORGANISATION: that receives funding to undertake work on behalf of the Funding Organisation to provide services to

PROJECT DIRECTOR: i.e. the person responsible to the sponsor for the delivery of the outcomes of the project. This may include some or all of the following: procuring the resources, development of the team, designing the work schedules, recording of information and progress, liaison with the sponsor and other parties involved in the contract. The Project Director will often recruit their own steering group to assist them, and may also report to a more senior individual or

PROJECT MANAGER: the person responsible for the delivery of the outcomes and the day-to-day operations. The size of the project may well determine the separation of responsibilities between the project director and the project manager. Exceptionally, there may be a need to have more than one project manager where there are different sets of skills required. For example managing a new build or a physical extension and marketing the use of the premises to the target audiences.

(For smaller projects the Project Director and Project Manager may be the same person)

PROJECT STAFF /ASSISTANTS/VOLUNTEERS: terms used in some organisations to describe members of staff who may be volunteered or paid for working on the project. Identifying different categories of support to a project may be necessary for financial accounting purposes to grant awarding bodies.

FUNDING ORGANISATION or the SPONSOR: refers to the external funding agency responsible for commissioning the project and providing the funds. For example, with voluntary and community sector organisations this could include locally determined monies to respond to a specific

PROJECT TEAM: may comprise of some or all of the following for example: - project manager, paid staff, volunteers, advisers, collaborators, client representatives.

COLLABORATORS: are organisations and individuals who are formally recognized, and who may be involved in the project They may or may not provide resources and advice and benefit from the outcomes.

CUSTOMERS/CLIENTS: general terms to include organisations and individuals who benefit from the outcomes of the project. Some projects may have outcomes that benefit future generations, such as conservation projects. Identifying and understanding the beneficiaries or audiences, is important in justifying the need for projects.

MARKETING is the creative process satisfying customer/client needs effectively (profitably). Promotion is used as a part of the process of marketing, however 'marketing' is often substituted for promotion.

In this Guide the term marketing is used in the context of satisfying client needs.

PROJECTS IN THE VOLUNTARY SECTOR

Many organisations may have secured sources of funding in addition to donations and legacies. There is a wide range of funding bodies such as: charities; the National Lottery; national and local government authorities and agencies; that distribute contracts, and grants to organisations who meet their criteria. Identifying possible funding bodies and applying for funds is a complex task.

Central to any application is a thorough understanding of what the funding body will or will not support. The amount of money available for specific categories of proposals is always limited. What is needed from the applicant's side is a clear understanding why specific proposals could be financed.

Many grant awarding bodies require a financial contribution from the organisation seeking funds towards the total cost, the percentage of which will vary from body to body. Funding can be obtained to contribute to capital and or running costs although not always from the same body. The essential starting point for any possible application is a detailed familiarity with the sponsor's application requirements and any supporting documentation required.

Securing funding is usually a competitive process and success can never be guaranteed. While most application processes demand administrative information, the critical sections in the application form will expect clarity over the needs of the potential customers, since they are the ultimate beneficiaries, and must based on firm evidence.

Describing the ability of the applicant organisation to successfully deliver the project, any relevant competencies and previous track record adds obvious weight to a proposal.

There are many opportunities open to organisations to access external funds. This in turn poses the question as to why seek such funding?

Some of the reasons offered include:

- to meet an identifiable need that can not be met from current resources

- improving contact with the local community

- because it's there!

- an additional source of income

- pump priming money for future income

- because it's stimulating!

- to motivate the staff, members, supporters

- to provide familiarity and training in delivering a small project before seeking larger contracts.

For sustainable organizations an ad hoc approach is not enough

- Organisations need to establish a POLICY to apply for, set-up and deliver grant funding

- Organisations need to consider the most Appropriate ORGANISATIONAL STRUCTURES to manage the projects.

- Organisations need to decide and review regularly how they will BENEFIT from project

OUTCOMES/ OUTPUTS, both internally such as developing staff and volunteers competencies, and externally to the benefit of the people they are endeavouring to serve.

Reasons for an organisation not to seek external funds

In some instances achieving a successful application for funds may present an organisation with new problems, and part of the decision making prior to bidding should give due consideration to the 'disbenefits'. These could include:

- distortion to the quality and volume of the provision of the existing services

- the ability to recruit new competent staff within the timeframe of the proposed delivery

- the capability to manage a large and complex project is beyond our existing experience

- the cost of preparing an application which, if unsuccessful, is a significant commitment on limited resources

- dissonance between the sponsor's view of achieving the outcomes and the reality of the organisation's experience

- distraction from principal aims and objectives of the organisation.

GOVERNANCE AND ORGANISATIONAL ARRANGEMENTS

Most sponsors expect, and organizations may require a formal body representing the interested parties who will meet at regular intervals over the life of the project to provide advice and guidance. Different sponsoring agencies will have different views as to the role and function of any such body.

The Management Group (possibly known, for example as the committee, governing body, board of trustees, the Council).

Representatives from this group will be signatories to contacts or grants from the sponsor. The sponsors' concern is for actions which will lead to progress and successful completion of the project.

The Management Group has a collective responsibility for the management of the project, with the role of the project manager being seen as the key individual of that group. Such groups may require that all the decisions have to be referred to them for approval. The proceedings of meetings with the parties involved should record the actions to be taken, by whom and when.

Such Management Groups have formal rules and procedures; the minutes often include lengthy reference to the discussions, prior to decisions being taken, and may have less focus on GETTING THINGS DONE and more on recording decisions taken.

For small projects it is probably appropriate to set up a 'working group' responsible to the Management Group. The working group report periodically and the management group maintains a watching brief.

Sub Groups Project directors/managers may also set up their operational sub groups which are concerned with detailed activity task orientated delivery. Working groups are often perceived by many parties as being associated with, but separated from, the main business of the organisation. While project managers will often receive advice directly from representatives of the sponsors, it is essential to determine the role and function of any of the sub-groups that may be set up to deliver a project.

For large and more complex projects

The Steering Group may be set up by those within the organisation ultimately responsible for the project. The direction, in this model, of the project director and the manager is provided through the Steering Group. Sponsors see project directors in this environment as being immediately responsible for the well-being of the project but expect them to take direction from the Steering Group.

The Advisory Group usually gives advice only at the request of the project manager/director. The project manager is not bound by the advice and such a group would have no powers over him or her.

PARTIES TO THE CONTRACT –

Roles and Responsibilities

Setting up projects within any organisation involves at least three parties, the funding body, the receiving organisation and the potential customers/clients. Each of these will have their own aims and objectives which one needs to be aware of. When work on the project commences, the project director has to ensure there is no conflict between the responsibilities of the parties involved.

Quite often some of the confusion can be around the payment for the delivery of a project proposal which appears to be a grant but is in effect a contract. Very often the funding organisation agrees to finance a particular project on the basis of a contract with agreed outputs. Over recent years the difference between receiving a grant and delivering a contract has probably become more widely understood. The requirement for milestones, reporting and monitoring along with agreed costs is an integral part of the contractual agreement. Quite often funding bodies continue to use the word 'grant' presumably because it presents a better image of themselves to the wider public even though the receiving organisation knows it a contract to deliver specified outputs.

Grants involve the provision of a subsidy that may be for capital or revenue expenditure. A grant awarding body provides support to other organisations as part of their overall remit without the expectation of anything in return.

However it is likely that there will be administrative conditions attached to most grants usually requiring the appropriate use of funds accompanied by a record of monies spent.

Contracts are provided for the delivery of specified outputs that may take the form of services which are to be delivered or goods to be produced. In addition to the agreement on the proposed outcomes, time-scales, reporting and financial regulations are an integral part of the contract.

The Funding Body - their role

- ascertaining that the received proposal is eligible for funding against their criteria

- being satisfied of the organisational arrangements to ensure delivery of the outcomes and within the funds allocated and the time agreed

- determining the commitment of the receiving organisation to ensure the project will be managed effectively

- establishing the competence and authority of the project director

- ensuring the standing and competency to manage the financial aspects of the contract

- monitoring delivery and the financial administration.

The Receiving Organisation

- identifying how the project relates to their own policy framework, internal aims and objectives

- establishing lines of accountability and responsibility of the management arrangements

- ensuring quality and financial systems and controls, and the methodology for self-evaluation of project performance and outcomes

- creating the operational capability and internal "command structure" to meet the contractual requirements

The Project Director and/or Manager

- meeting the task needs of the project and those of the funding organisation

- to manage the finances, monitoring and reporting the milestones and outputs of the project

- identifying and recruiting additional personnel as required, to contribute to project outcomes.

- providing support wherever needed to those personnel directly involved in the project

- meeting the personal needs of the individual members of the project team including volunteers

- meeting the internal expectations and requirements of the receiving organisation.

PLANNING
MONITORING

MISSION STATEMENT
AIMS AND OBJECTIVES
PLANNING AND REVIEW
MONITORING

Mission Statement - General statement of organisational goals

Aims and Objectives - Specifies the ways in which the goals may be achieved
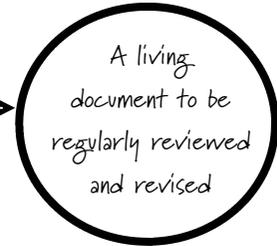
A statement of AIMS and OBJECTIVES needs to be
Written   - so everyone is aware of the content
Quantitative   - measuring progress and outcomes
Achievable   -   so that the project outcomes may be achieved

SMART OBJECTIVES
S – Specific
M – Measurable
A – Achievable
R – Realistic
T – Time specific

MONITORING

The sponsor will usually specify data/information that must be monitored

* Decide what operational aspects will be monitored   .
* How these aspects will be monitored?
* What level of achievement will be acceptable?
* How data for monitoring will be achieved?
* Under what situation(s) will remedial action be needed?

PLANNING AND REVIEW
Planning is the process of defining how the project moves from the current position to the desired future position

CURRENT POSITION	PLANS	FUTURE POSITION

BUSINESS PLANS

A living document to be regularly reviewed and revised

MONITORING REQUIRES, WHERE APPROPRIATE:

• Determining what data the sponsor needs and in what format
• Setting up new systems as necessary
• Producing a systems manual as the basis for training staff
• A systematic approach to collecting and recording DATA
• Awareness of the frequency and level of detail of reports to the sponsor
• Creating an internal system to monitor progress that provides early warning of any departures from plans – could include data reports, meetings with key staff

Financial monitoring
• Monitoring financial transactions, against budgets, capturing and storing documentation purchase orders, invoices computer records et c

PRESENT POSITION AUDIT

*SWOT analyses
    Strengths Weaknesses
    Opportunities Threats
*Resource base
*Contacts for information
*Potential client/customers
*Finance
*Equipment
*Staff

SOME ISSUES TO CONSIDER:-
Activity plans
• Key dates
• Control mechanisms
• Data and information
• Financial plans and budgets
• Cash flow
• Crawlout costs (costs incurred if you terminate the project)
• Project timetable
• Key dates
  • Market research
  • Marketing plans
  • Service/product development
  • Service/product delivery
  • Costing and pricing strategy
  • Promotion plans and strategies
  • Partner relationships
  • Who are the Stakeholders?

STAKEHOLDERS
Staff
Clients
Customers
Volunteers
Sponsor(s)
Partners
Trustees/Governors

STAGES IN PROJECT APPLICATIONS

A number of funding bodies use a two stage process to select applicant organisations. The process can range from requesting an expression of interest, to some of the strands funded through the National Lottery requiring two substantial applications linked over a period of time.

This next section identifies the various phases which many projects go through. Different phases often require different sets of knowledge and skills. It does not follow that individuals who have the ability, skills and experience to create and construct a funding proposal are necessarily able to implement the downstream delivery.

The management of the organisation receiving the funds, and the project manager, should recognise that rarely will all the individuals who may be involved have the necessary skills without some additional assistance and possibly some training. In some instances additional expertise may have to be part of the overall project costs and should, if possible, be identified at the pre-contact stage. Projects sometimes slip or fail because there is a failure to recognise, at an early stage. the required mix of knowledge and skills. Project managers are unlikely to be equipped to deal with all these eventualities.

Slippage is often a major problem and organisations do not help themselves because of poor contracting on their part. This is often through over-promising and enthusiasm to start the project and the lack of effective project management. A number of important factors have been identified:

THE PROJECT PLAN

The complexity of the project plan will be determined by how the outputs are to be achieved. Within a single organisation and for relatively small amounts of funding, an organisational chart and the associated job descriptions are usually sufficient.

Where the outputs are complex, involving a substantial number of potential clients and a range of external partners, the project plan requires careful construction and a rigorous examination by all involved. Systems will need to be set up for overall management decision making, data collection, financial expenditure, monitoring, reporting and good internal communications across the whole organisation.

A partnership agreement is necessary when there are a number of partners involved that includes for example: clarity over governance; roles and functions; finance; monitoring and reporting.

PRE CONTRACT STAGE

Many problems that arise during delivery can be traced back to the negotiation of the contract, often arising out of the urgency of the parties involved to start the project as soon as possible. It is essential to ensure that the costs, timetable and milestones agreed are realistic in terms of the ability to deliver.

A written job specification and description for a project manager will be necessary to define the duties, responsibilities and authority limits as required. This will also aid in the recruitment of a suitable project manager.

Are the proposed start dates realistic?
If staff need to be recruited, essential equipment and materials has to be purchased and/or external contractors appointed, the contract should indicate that the project will start on the appointment of key staff, contracts agreed and/or on the delivery of equipment. Formal procedures, such as tendering for contracts, equipment and recruitment of staff, can be extremely lengthy and need to be properly thought through.

How dependent is the project on third parties?
Third parties may include, for example, the potential target audiences, the owners of premises, providers of transport and other services, local authorities and their requirements, and building contractors. Projects often require collaboration with these bodies, which can make the scheduling of key dates difficult. Where there is a need to have significant inputs from such parties, e.g. The completing of questionnaires, the sourcing and availability of specified building materials, being available for interview or nominating link staff, allowances for contingency time should be built into each phase of the project.

Are the proposed start dates realistic?
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How dependent is the project on volunteers?
Wherever volunteers are engaged in the project, the appropriate management of these individuals is of crucial importance. Project managers need to match the requirements of the project to the needs, abilities and motivation of the volunteers. Some of the issues of managing volunteers is addressed in a later section. Volunteer involvement requires care to be taken over forecasting and achieving milestones. Levels of flexibility should be incorporated for all stages that allows for any external pressures on volunteers to be recognised.

Can the various administrative systems cope?
Projects invariably make new demands on the existing systems, often in the area of expenditure on specific items, and if these can be identified in advance much wasted energy can be avoided. It may be necessary to refer to exceptional items in the contract that are required by the funding body, but may not be compatible with the normal practices of the receiving organisation.

Are the financial systems adequate?
The funding organisation has an allocation of funds for the project and if this is over the financial year it will probably go through a number of stage payments often based on progress against milestones. The contract should realistically reflect what the project can spend in the given period rather than what the sponsor is able to make available. It is essential that the invoicing system is able to gather the data on expenditure **regularly** in the format required and can meet audit requirements.

Have you contingency plans?
These should cover finance, time, managing risks and the absence of personnel e.g. holidays, sickness and casual vacancies. There may be a marked reluctance to build into the project the recognition that there could be slippage, but project managers need to plan for alternative actions if and when necessary.

Are all the staff committed to the project plan?
One characteristic of all but the smallest projects is the involvement of a group of people, not all of whom are necessarily directly paid by project funding. As manager you will need to bring the team to maximum effectiveness as soon as possible, and the building up of knowledge and commitment of *all* staff involved in the project is essential if delays are not to occur because of poor team work.

Even with highly motivated volunteers they are likely to be subjected to external pressure outside of the control of both the project manager and the volunteer. These can take the form of family and domestic commitments, health issues and transport problems. Engaging with volunteers and forecasting and achieving milestones consequently requires careful forward planning.

RESOURCES FINANCE

- PLANNING AND MONITORING
- SPONSORS REQUIREMENTS
- STAFF COSTS
- EQUIPMENT AND MATERIALS
- OTHER COSTS
- LEGAL REQUIREMENTS AND PRACTICE

SYSTEMS

FINANCIAL MANAGEMENT FOR

THE PROJECT

SPONSORS REQUIREMENTS FOR:

- Monitoring and reporting expenditure
  Expenditure rules
- Rules for virement across budget heads
  Payments by sponsor and the timing of the final
  payment
- Recording of invoices paid
- Time sheet records of staff and volunteer
  time

PLANNING AND MONITORING

- ❖ Mission statement – aims and objectives
- ❖ Financial planning, budgeting and
  forecasting
- ❖ Cash flow management
- ❖ Business plans
- ❖ Marketing plans
- ❖ Systems development and implementation
- ❖ Costs of staff training

FINANCIAL MANAGEMENT OF THE PROJECT

- cash flow and agree deficit funding
  year end roll over
- separate budget number
  expenditure approval system
- recording system for all
  transactions

LEGAL REQUIREMENTS AND PRACTICE

- Organisation's requirement e.g 3 tenders
  EU tendering regulations
- Governance and stakeholders in the project
  – understanding the implications of financial decisions
- Internal communications on project financial information
- Use of job centre for recruiting new paid employees

STAFF COSTS
- ■ Professional salaries
- ■ Support staff salaries
  Specialists/consultants
  Volunteers – expenses
- ■ Recruitment costs
- ■ Staff training

OTHER COSTS

- Travel and subsistence
- Premises – heat, light, cleaning,
  security, rent
- Catering
  Overhead costs (apportioned to the
  project) e.g. staff time provided by
  host organisation. Specific to the
  project and can be justified to the

SET UP SYSTEMS FOR MANAGING AND RECORDING

- income from sponsor
- budgets and budgetary control
- cash flow
- expenditure on salaries, wages,
  expenses materials etc
- consultants
- external contractors
- audit fees

YOUR PRICE IS THE
SPONSORS COSTS

EQUIPMENT AND MATERIALS
- ▪ Computer hardware
  Computer software
- ▪ Office – stationery,
  materials & furniture
- ▪ Telephones. Post,
  internet charges etc
- ▪ Printing, reprographics

PROBLEM SOLVING

- PROBLEM SOLVING   MODEL
- DEFINING
- FINDING SOLUTIONS
- DECIDING
- IMPLEMENTING
- REVIEWING

REVIEWING

* Was the problem solved?
* Are the control mechanisms working?
* Has the solution caused any other problems?

THE CHOSEN SOLUTION MUST REPRESENT A BALANCE BETWEEN THE NEEDS OF THE ORGANISATION & THE SPONSOR

Many of the problem solving techniques provide opportunities for members of the team to make a contribution to decision making

MODEL

- Define the problem
- Propose possible solutions
- Analyse Solutions
- Decide on appropriate solutions
- Implement solutions
- Review

DECIDING

* Analyse all possible solutions
  * Selects the one

IMPLEMENTING

* Assign tasks
* Develop methods of finding out whether action is being taken
  .

Force Field Analysis

— explores the factors which are potentially inhibiting what you are seeking to achieve The arrows can be used to indicate the relative strengths of the issues.

Proposals

Inhibitors

DEFINING

* Is the Problem
  - the main problem?
  - part of a larger problem
  - a new problem
  - similar to any problem previously encountered
* What isn't the problem?

FINDING SOLUTIONS

Aids to decision making using a systematic search – to make sure that every possible solution is identified. For example:......
- Force field analysis
- SWOT analysis
- Check list
- Fishbone
- Stakeholder analysis
- Screening matrix
- Brainstorming
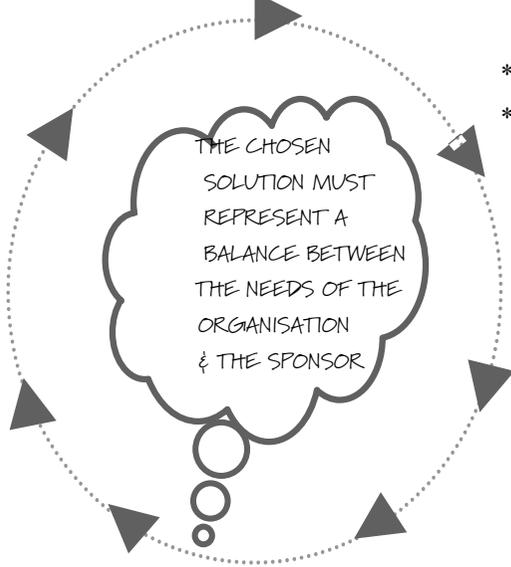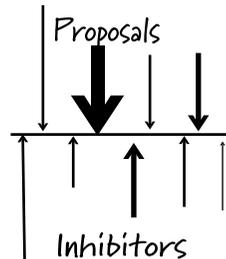- PEST and PESTEL
- Decision Trees
- Paired comparisons

SWOT Analysis

— identify potential strengths, opportunities, weakness and threats in each area of a project. This allows an overall view of the possibilities to be obtained and provides a logical base for choice.

S	W
O	T

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Check list

— especially useful if similar problems have occurred before

Fishbone

— helps to identify the causes of problems, this provides clues to developing strategies to solve them
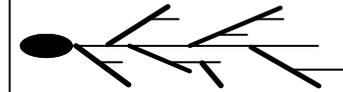
Stakeholder Analysis

— particularly appropriate where it is probable that the solution to a problem involves people's attitudes. It focuses on their position and allows judgements to be made about which of them may need ?

Screening Matrix

— a method of analysing a large number of ideas that may be worth pursuing. This may be used as a filter following a brainstorming exercise that has thrown up a number of ideas. It can be used by individuals and groups. The screens could include the availability of financial and human resources

Brainstorming

— write down all the ideas without comment before exploring in detail then discuss, evaluate and rank

PEST and PESTEL

— in some ways similar to SWOT but used to identify the wider external issues that may effect the organisation or a project Political, Economic, Social, Technological, Legal and Enironmental

Decisions Trees

— attempts to quantify the issues associated with selecting activities. It is not intended to obtain scientific accuracy but forms a logical base to assist choice .

Paired comparisons

— allows a list of items to be placed in a logical order of preference. It can be used after one of the other ideas – generating techniques, such as brainstorming or fishbone.

IDENTIFYING THE KNOWLEDGE AND SKILLS REQUIRED FOR DIFFERENT STAGES OF A PROJECT

Not all the skills and knowledge required may be held by one person but they certainly need to be represented and available within the team over the life of the project. The skills and knowledge required are likely to vary and indeed perhaps it is better to illustrate them graphically by looking at how a typical project may develop over time.

Skills –the practical abilities comprising of human, technical, conceptual attributes that are relevant to the successful outcome of a project.

Knowledge - familiarity, awareness or understanding of management through such topics as information and descriptions, acquired through experience and/or education.

STAGES IN THE LIFE OF A PROJECT			
STAGE	KNOWLEDGE	SKILLS	OTHER FACTORS
PRECONTRACT			
IDEA	business/community/sector environment	defining the problem(s)	creativity /previous experience /expert knowledge
SUBMISSION	grant /contract awarding organisations. Possible sources of funding knowledge of the subject/ discipline /client group	research / evidence collection market analysis	knowledge of costing, finance, ability to write good english
CONTRACT	subject/discipline	negotiating internal/external	legal, finance, partnership development
THE PROJECT			
PROJECT PLANNING	subject/ discipline	systems requirements & methods	marketing, organizational design, human resources
INVESTIGATION & DIAGNOSIS	business/sector environment	investigative & diagnostic	systematic curiosity
STRATEGY FOR DELIVERY	business/community/ sector environment	needs analysis	creativity
DEVELOPMENT OF THE SOLUTION	problem solving/organisation	staff and prospective client management	creativity, risk analysis
PILOT TESTING & EVALUATION	subject & market knowledge	analytical, delivery processes	rigour, opportunism
DELIVERY	management	promotion & conversion from awareness to agreed outcomes	IT competency, financial & quality control and minimisation of risk
POST FUNDING (WHERE RELEVANT)			monitoring and evaluation systems
BUSINESS DEVELOPMENT	marketing	business acumen/ product	

Remember different phases for successful completion of each stage may require different knowledge, skills, management techniques, information collection for planning and controlling, and methods of evaluation

RESOURCES PEOPLE

- **JOB SPECIFIC**
- **SUPPORT for a PROJECT**
- **RECRUITMENT AND SELECTION**
- **STARTING ARRANGEMENTS**
- **TEAM BUILDING AND MAINTENANCE**

JOB SPECIFIC ISSUES

– Who could do the job?

– Who would be available?

– What payment arrangements?

– How will support staff be recruited?

– How will volunteers be recruited?

* Has the job description been prepared?

* Identifying skills and knowledge –.
   is it appropriate to make –
   a paid appointment?
   seek a volunteer?

SUPPORT for a PROJECT

Ensure that.................

* Organisational commitment exists at level
   of trustees/stakeholders/Board

* Individual senior management are supportive

* Other resources are available space, equipment

* Services, budgetary control where appropriate?

ALWAYS FOLLOW
YOUR ORGANISATION'S
PROCEDURES FOR
RECRUITMENT

STARTING ARRANGEMENTS

for staff and volunteers

- Set starting dates as appropriate
- Provide induction to the job – and the organisation, if needed
- Provide training to meet any needs which may be relevant to the project
- Allow time for specific job training

TEAM BUILDING AND MAINTENANCE
Remember

- Tasks, individuals and groups are interlinked
- Teams need time together to build links
- Properly planned tasks build individuals into effective groups
- Motivation of groups and individuals at different stages of the project might may well need different approaches
- Where there are volunteers they should be considered to be part of the of the team

RECRUITMENT AND SELECTION

– Ensure that the job is accurately described

– Decide whether recruitment is to be within or outside the organisation?

– Ensure that recruitment procedures are followed

– Use appropriate sources of recruitment

– Use effective interviewing techniques

– Make sure reference are followed up

'EMPLOYING' VOLUNTEERS

Do you have ....

- interview procedures
- a policy to take up references
- job descriptions – what is expected
- a probationary period
- a policy for dealing with regular non-attendance
- a procedure for termination by the organisation
- a payment system for legitimate expenses

Team / Task / Individual

Successfully building a team leads to successful project outcomes

Have you up-to-date polices for:

– Health and Safety

– Equal opportunities

– Grievances (with procedures)

– the Environment

VOLUNTARY SECTOR ORGANISATIONS DEPENDENT UPON VOLUNTEERS FOR PROJECT DELIVERY

e.g small charities, faith groups, youth organisations, clubs, interest groups

INDIVIDUALS

wish to contribute

committed to the project /cause

offers of skills/expertise/experience

ORGANISATION

needs to find support

commitment

skills/expertise/experience

- Identify tasks, determine job & person specification
- Determine realistic estimate of time commitment
- Circulate details, interview & appoint
- Set up line management & support arrangements
- Prepare contingency plans – for absence, sickness, leaving the project, project delays
- Compare actual time with original estimates
- Prepare contingency plans for time under estimates

Divergence between individual and organisation

Expertise/skills required beyond first estimates

Task complexity requires periodic review

Original time estimates too low

Effort not recognised

PROJECT DELIVERY

Good project management should ensure the agreed time schedule is realistic but there is always a continuing danger that slippage will occur for a variety of reasons. The items identified below focus on the avoidance of slippage in the project.

Have you allowed sufficient time for thinking and planning?

There is a tendency to rush into projects as soon as possible without thinking through the details that were written into the submission. Careful planning of work can save considerable time later on, possibly avoiding

Have you clearly defined objectives to be achieved for each phase?

The sponsors are increasingly likely to expect phased objectives to be achieved with milestones, and project managers should set up information systems that will allow slippage to be detected early enough to take corrective actions.

ORGANISATIONAL ISSUES & PROJECT MANAGEMENT

One of the key determinants for the success of a project lies in the commitment of the parent institution and the setting up of suitable organisational arrangements. There can be a considerable variation between organisations in the voluntary sector in acknowledging the importance of the role of project director/ manager within a governing body. In smaller organisations, projects are likely to command the direct support of senior management, while this role is often assumed at a departmental/section level elsewhere. Those responsible for projects should consider these issues:

- what are, or will be, the governance arrangements for managing the contract or grant?

- how is the management of the project carried out (a) by a committee structure or (b) delegated to specific individual(s) and why?

- has the project director/manager been given the appropriate authority?

- does the organisation encourage and provide a climate to facilitate creativity and foster new developments?

- are the aims and objectives of the project compatible with those of the institution?

- have appropriate administrative, financial and support arrangements been set up and will they be maintained over the life of the project ?

- are the training needs of the key staff involved, identified. and satisfied early in the life of the project?

- how does the organisation ensure and maintain quality control?

Organising the project

- does the project manager have sufficient time and experience to achieve the requirements of the contract?

- would job descriptions for specified staff working on the project be useful?

- have the key job descriptions been defined and agreed by all the parties involved?

- do all the staff involved in each phase have clear and specific tasks to complete?

- what arrangements are in place for involving the potential users of the outcomes in the development, design, evaluation and delivery of the project?

- is there a clearly prepared project plan with objectives set against time?

- has each phase of the project been defined in terms of resources, time allocated, skills needed and outputs and quality required?

- is the project manager effectively using the competencies of the staff?

- are the training needs of the project team clearly identified?

- are there effective information and decision making arrangements for monitoring aims and objectives, financial performance.
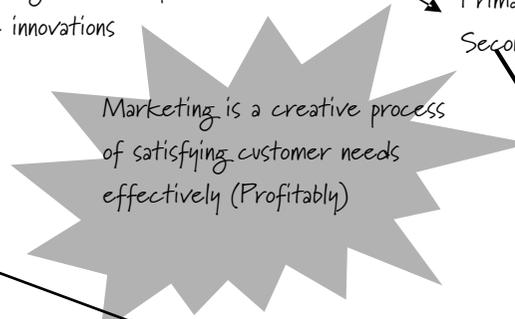
MARKETING 1

* MARKET RESEARCH
* MARKETING AUDIT
* MARKET SEGMENTATION
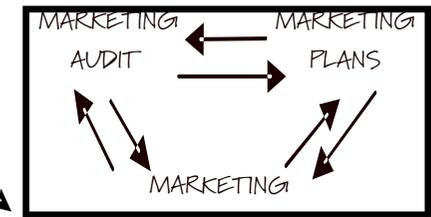* MARKETING PLANS
* MARKETING MIX

MARKETING THROUGH RESEARCH

- Considers needs of existing users and potential users
- Technical and creative innovations
- Environmental issues

Primary (field)

Secondary (desk)

Marketing is a creative process of satisfying customer needs effectively (Profitably)

MARKETING AUDIT → MARKETING PLANS → MARKETING

SEEKING INFORMATION THROUGH:
Telephone questionnaires
Postal questionnaires
Visitors' written responses
Interviews
On-line questionnaires

COLLECTING INFORMATION FROM
- Websites
- Journals
- Third party surveys
- Customer records
- Competitor information

MARKETING PLANS
Based on facts and analysis of:

Strengths

Weakness

Opportunities

Threats

SWOT Analysis

MARKET SEGMENTATION
by for example:
❖ Age
❖ Sex
❖ Ethnicity
❖ Address
❖ Education

MARKETING AUDIT
Seeks to answer questions on:
- The business in which we are involved
- Our position in the market
- Self-image and perception of others
- Management and organisation
- Market size
- Competition
- Product / service life cycle

THE MARKETING MIX
- Services and Products – existing and new
- Place – where
- Promotion – personal and non personal
- Price – penetrate or skim
- People – capability or skim
- Packaging – added value customer expectations

A crucial key to promoting your services or products understand the difference between –

Benefits and Features
Benefits meet peoples' needs – what it will do for them, how it will solve their problems

Features describe facts about the service or product e.g. latest, best ever, faster, now in red, approved by….

EXAMPLE: AN OUTLINE OF THE COMPONENTS OF A MARKETING PLAN FOR HERITAGE ATTRACTIONS

OBJECTIVES (WHAT DO YOU WANT THIS PLAN TO ACCOMPLISH?) – Learning, Emotional, Behavioural,

WHAT ARE YOU SELLING?– e.g. Passive & Active Experiences, Psychological & Physical immersion. the experience mix. Physical products (books, trail guides, guided tours, videos, etc.).

ANALYSIS OF CURRENT MARKET SEGMENTS.– (Who are your current visitors, where are they coming from, etc.)

CRITIQUE OF CURRENT MARKETING/ADVERTISING STRATEGIES – (do they work – how do you know?)

MARKET INCOME STREAM. – Cost per contact, cost effectiveness, % of total budget from admissions and gift shop sales, etc.

COMPETITION ANALYSIS – are there other local attractions, similar sites? is data available on their visitors?

MARKET CREATION which new groups could be attracted? what are the benefit we can offer? What promotion strategies will be needed

MARKETING CAMPAIGN – will require budgets based on need, advertising materials designed, tested, tracked and placed. developing web site /digital presence?.

ADVERTISING STRATEGY – what, where, when, media selection / costs – promotion mix – pre-testing

IMPLEMENTATION OF THE MARKETING PLAN – time period, budget, staffing.

TRACKING AND EVALUATION of the advertising campaign – print, digital, face to face events

MARKETING 2

- Product Life Cycle
- The Ansoff Matrix
- Promotion

Everything has a life cycle –To maximise impact and benefit rapid growth is needed to maturity and then followed by a long period of decline. Knowing when to cut off is vital

PROMOTION

A promotion campaign should convert needs into wants

Promotional Activity should:

ATTRACT Attention of potential visitors to arouse

AROUSE Interest in the product/service /place

CREATE Desire for the benefits

PROMPT Action to achieve 'sales', 'engagement', 'positive involvement', 'visits' etc

The Product Life Cycle

Growth | Maturity | Decline
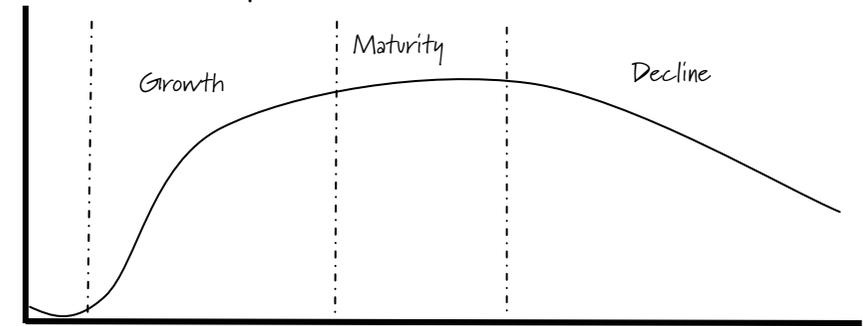
Time

Different parts of the product life cycle will need different ways of promotion

THE PROMOTION MIX

Promotion should be planned using a variety of techniques

- Personal
  Public relations
  Open days – invited guests 'open to all'
  Personal – face to face engagements
- Non-personal
  Press
- Digital media
  Print
  Advertising
  Direct mail
  Evergreens –give away gifts
  Have products on sale
- Promotional Material
- Reflect the image of the provider
  Indicate the benefits of using the product or service
  (people buy benefits rather than features) Use copy and images that will be understood by the target audience

Digital communications

Make sure your web site is updated regularly
Facebook
Twitter etc
Setup links with other organisations

Increasing Risk

	Existing	New
Existing	Operating plans where we are now	Market Development – more customers
New	Product Development – new ideas for services	Total Diversification

Increasing Risk ⟶

Administrators, managers and leaders[.]

The administrator's job is to follow set procedures, the manager's job is to plan, organize and coordinate. A leader's job is to inspire and motivate.

The following diagram indicates the qualities of these three different levels. Some projects may require different individuals to contribute to the projects. In small projects these roles may be amalgamated to a single individual.

Manager or Leader	The administrator	The manager	The leader
Sees overall task to	administer by the rules	ensure rules are followed	innovates
As a new position or replacement	is a copy of a previous incumbent	is a copy of a previous incumbent	is an original
Approach to project risk	outside of remit	minimises	takes
Organisation and personnel management		maintains	develops
Focuses on	immediate tasks	systems and structure	on people.
Influencing	not part of the role	relies on formal organisation systems	inspires trust through personality
The future	day to day immediate outputs	has a short-range view;	takes a long-range perspective
To their own line manager	refers to manager	asks how and when	asks what and why
Perception of their role to	to follow the rules	imitate	originate.
Status quo	accepts	accepts	questions and challenges
Perception of self	as the organisation person	as the organisation person	his or her own person
Decisions and actions	does things right	does things right	does the right thing.
View of staff and volunteers	colleagues	subordinates	followers
Decision making	within the rules / refers upwards	takes	facilitates
Where action is needed	follows set procedures	reacts	anticipates
Rules and procedures	follows	follows	questions and may break rules

POST FUNDING

After the completion of a project a number of possibilities present themselves. This may range from 'no further action' needed, to the commercial exploitation of products and services developed through the project. Some sponsors will have an expectation that the project outcomes will lead to wide dissemination both for the benefit of the sponsor and the organisation delivering the project.

Post funding expectations can often be integral to the award of the grant. For example: where publicity materials are developed during a heritage project, they should be available for future years; selling training materials and DVDs can be a source of revenue for the parent organisation that delivered the project; successful completion of one project may present opportunities for further projects.
.

- is there a policy for the dissemination of the findings of the project?

- for projects intending to continue after funding, what processes need to be developed for embedding the outcomes in your own organisation?

- to what extent could your final report to the sponsor include the possibility of future activities based on the project outcomes?

- when funding ceases, have the implications or the receiving parent organisation been considered?

- would you be prepared to invest additional resources in the project outcomes to ensure that future benefits accrue to your own organisation?

- do you need to access professional support to profitably exploit any project outcomes?

Where intellectual property is developed within a project with a view to exploitation, it is advisable to consult with the sponsor

WORKING WITH VOLUNTEERS

Many VCS organisations are dependent on volunteers to deliver their services. The managers of projects may recruit volunteers to assist in the delivery. Below are some of the factors that should be considered when engaging and managing volunteers.

For all volunteers it may be useful to provide a written statement of what is required of them, accompanied by any specific aspects that the manager wishes to emphasise.

Types of volunteers

Occasional	involvement usually very limited
Casual	may volunteer for more than one occasion, but does not wish to be over committed
Time limited	for a specific period and often associated with external funding
Regular	willing to take on duties and responsibilities for a period of time (this may be open ended, but not necessarily desirable, for either the organisation or the volunteer). Initially a limited trial period may be more appropriate
Permanent	should have job description with specified hours (negotiable) and holiday time, and any other additional factors associated with the role and task such as travel expenses

Some motivations to undertake voluntary work

- already a member of an organisation e.g. moves to join a committee

- intrinsic interest in the work of the organisation

- wishes to give something back to society

- supporting an organisation, e.g. a charity, for personal reasons

- extension of hobby/interest – e.g music - singing

- meeting / working with people with similar interests

- getting away from the domestic routines

- seeking paid employment in the future significant responsibility

- being in a responsible role

- belonging to group outside the family obtaining recognisable identity and status gaining confidence/self-regard.

Expectations of volunteers:

- being kept informed
- being valued
- being respected
- having the opportunity to express views and opinions
- being given a role and task (s) that are commensurate within the time, experience and qualifications being offered

The manager of volunteers should:

- provide clear task/job definition to give a meaningful role
- set up clear channels of communication
- between the manager and volunteers
- show respect and value their contributions
- include volunteers as part of the team which may also include paid staff
- involve, where appropriate, in decision making
- provide and organise the required management and supervision
- be aware of the how to treat volunteers regarding the law
- ensure the parent organisation's policies and procedures including, joining and leaving, are consistent for
- volunteers as well as paid staff
- assess performance and give feedback as appropriate
- have clear policy and practice when a volunteer's services are no longer required
- recognise that volunteers may be subjected to external pressures which may affect their ability to contribute

AIMS OBJECTIVES OUTCOMES OUTPUTS AND CO-DESIGN

What are aims and objectives?

AIMS are the changes you are trying to achieve

AIMS a specific aim has a much greater chance of being accomplished than a general aim

To set a specific aim you must answer the six

*What: What do we want to accomplish?

*Which: Identify requirements and constraints.

*Why: Specific reasons, purpose or benefits of accomplishing the aim

*When: Establish a time frame

*Where: Identify a location and/or an audience

*Who: Who is involved?

OBJECTIVES are the methods and activities by which you plan to achieve your aims.

Objectives should be: S.M.A.R.T.
Specific

Measurable

Attainable

Realistic

Timely

Note: The words AIMS and OBJECTIVES are often confused with each other. They both describe outcomes that an organisation or an individual person, may seek to achieve or attain, but in relative terms are different. Both are desired outcomes of work done but - aims are strategic, and objectives are constructed to achieve the aims. Objectives are short term, specific, measurable etc.

OUTCOMES and OUTPUTS

OUTCOMES are the changes, benefits, learning or other effects that happen as a result of the project. They can be wanted or unwanted, expected or unexpected. They are often hard to measure or prove, and normally rely on an understanding of the initial situation to enable progression to be identified. For example, the outcomes for users of a refugee centre might include improved confidence in accessing services and reduced isolation.

OUTPUTS are the tangible products, services or physical facilities created through the project, and are quantifiable and based upon the aims and measurable objectives. For example, a youth employment programme might get 20 young people into work, provide 600 hours of accredited training, and run five careers fairs within a specific period of time. These four concepts: aims, objectives, outcomes and outputs, should fit together and influence what you do and how you do it. The overall aim, for instance could be 'to improve the lives of local young people'. This should break down into a number of more specific aims, such as 'to increase the confidence of local young people', to improve employment opportunities for young people' and 'to decrease youth violence in the area'.

CO-DESIGN

Introduction

When developing a project (or for that matter a process or product) it is a capital mistake to neglect involving the stakeholders, such as end users, project workers (actual and potential), members of the steering and advisory groups – even funding providers – at an early stage in the design process. Without this involvement, it is all too easy to make proposals that are, to a greater or lesser extent impracticable, too expensive or that do not meet the real need.

Depending on the complexity of the project or activity, several approaches are possible that will involve various stakeholders to a greater or lesser extent. The table summarises some of the issues, starting with the least user involvement and then gradually increasing the influence of the end user and potential beneficiaries. Note that the table concentrates on the involvement of the end user. but similar considerations can apply to the other stakeholders.

Approach	Involvement of End User	Comments
Sole 'inventor'	Minimal, and perceived needs filtered through the lens of the individual running the project.	May succeed in very specialised cases, where for example, detailed technical knowledge is needed.
Survey based	Decisions made on the basis of a survey of end users of varying complexity. Little direct personal contact made with	The survey may be interview or paper/screen based. It may be an anonymous exercise, and stakeholders are usually unable to discuss ideas with
Short term focus group	Project staff/manager invite group(s) of potential users to discuss the project and put forward ideas for discussion in	Groups meet for a relatively limited basis, and have no continuing involvement with the project.
Advisory group/ long term focus group	A stable group is formed, and meet at a more or less regular intervals providing opinions on matters affecting the project identified by the project manager/project staff.	Group members do not routinely have access to project staff for detailed discussions on project matters.
Co-design	A formal group is established, drawn from all the stakeholders in the project, including end users. The group meets regularly to discuss identified project issues at each meeting, with everyone having an equal say.	This approach needs positive commitment from the group members

As can be seen from the table, there is a gradually closer formal involvement with the wider range of stakeholders as the processes become more complex.

Time commitment increases, and costs too are higher as the hierarchy is moved through. Communication links are also likely to be stretched, adding to the risk of interpretation errors.

For small projects, it may be sufficient for the person in charge of the project to take informal soundings amongst persons thought to have a view of the activity. This process, however, rarely produces a rigorous analysis of either initial need or of measuring progress as the activity proceeds, and certainly will be unlikely to impress funding bodies.

One popular method is to set up one or more 'Focus Groups', usually of potential users of the project outcomes. The process is then to explain to the group what is happening and receive feedback back about the group's views of what has been presented. Such groups can be any reasonable size, but feedback becomes complicated with more than 10 to 12 members. Recording feedback may be simply noting down topics on a flip chart, or in some cases by video recording of the process. The members of such focus groups rarely have further involvement in the project, but in some cases a group has a longer life and is consulted several times over the contractual period of project.

An alternative approach, albeit more complicated one , is to embark on a 'Co-design' process. Here a group with a long-term commitment to the activity is set up at the beginning of the project, with members drawn from the stake holders outlined above.

In Co-design, the end-user is firmly in the frame and makes a major contribution to the design process. It is also facilitates effective communication between end users and project staff.

GANNT CHARTS

A Gantt chart is a type of bar chart, developed by Henry Gantt in the 1910s that illustrates a project schedule. The charts show the start and finish dates of the terminal elements and summary elements of a project.
Terminal elements and summary elements or components comprise the work breakdown structure of the project. Modern Gantt charts also show the dependency (i.e., precedence network) relationships between activities. Gantt charts can be used to show current schedule status using percent-complete shadings and a vertical "TODAY" line as shown on the next page.

Although now regarded as a common charting technique,Gantt charts were considered revolutionary when first introduced.

There are many software programmes to plan and manage projects, including generating Gantt Charts. Such programmes are designed for projects in industrial and commercial situations where staff are paid and suppliers are contracted to provide goods and services on time. In general, this software does not encompass the need for projects to obtain results through personal interactions with people.

Project management software can identify what has to be done but not how it is to be achieved. In the 1980s, personal computers allowed for widespread creation of complex and elaborate Gantt charts. The first desktop applications were intended mainly for project managers and project schedulers. With the advent of the Internet and increased collaboration over networks at the end of the 1990s, Gantt charts became a common feature of web-based applications, including collaborative group working.

Developing and using Gannt Charts, where the activities are performed by volunteers, requires some caution. There are usually expectations from sponsors to achieve specified 'milestones' as a project progresses. These become built-in drivers to achieve the outcomes of the individual components of the project.

At the planning stage there are two important issues to be considered: (1) the time allocated to achieve a specific outcome, (2) the level of risk associated with not achieving the desired outcome and the consequential impact on other parts of the project. These two factors in turn should be reflected in the original proposal to the sponsor.

There is value in preparing Gannt charts for projects in the voluntary sector that gives the overview of what has to be achieved and the time scales involved. All the summary elements of the project should be negotiated with those performing the tasks to establish deliverable objectives. and at the same time,

Below is a typical architect's Gannt planning chart for a construction project

12.031 DCP 8 Rev D

ID	Task Name	Duration	Start	Finish
1	1 HLF Stage 2 Bid	96 days	Fri 20/11/15	Fri 15/04/16
2	1.1 Submit HLF Stage 2 Bid	0 days	Fri 20/11/15	Fri 20/11/15
3	1.2 HLF Consider 2nd Round Bid	14.6 wks	Fri 20/11/15	Tue 15/03/16
4	1.3 Results from HLF Bid	1 day	Wed 16/03/16	Wed 16/03/16
5	1.4 Agree programme for Issue of Permission to Start Application	7 days	Thu 17/03/16	Fri 25/03/16
6	1.5 Permission to Start Application	3 wks	Mon 28/03/16	Fri 15/04/16
7	1.6 HLF Issue Permission to Start	0 days	Fri 15/04/16	Fri 15/04/16
8	2 RIBA Stage J - Mobilisation	36 days	Mon 18/04/16	Mon 06/06/16
9	2.1 Client Meeting to Award Contract	1 wk	Mon 18/04/16	Fri 22/04/16
10	2.2 Award of Contract/Letter of Intent	1 day	Mon 25/04/16	Mon 25/04/16
11	2.3 Preparation of Contract Documents	1 wk	Mon 25/04/16	Fri 29/04/16
12	2.4 Contractors Mobilisation Period	6 wks	Tue 26/04/16	Mon 06/06/16
13	2.5 Principal Contractor to Issue Construction Phase Plan to CDMC	0 days	Tue 24/05/16	Tue 24/05/16
14	2.6 Pre-Contract Meeting	0 days	Tue 24/05/16	Tue 24/05/16
15	3 RIBA Stage K - 'Construction'	130 days	Mon 06/06/16	Mon 05/12/16
16	3.1 Construction Period	24 wks	Tue 07/06/16	Mon 21/11/16
17	3.2 HLF Report 1	0 days	Mon 06/06/16	Mon 06/06/16
18	3.3 HLF Report 2	0 days	Mon 05/09/16	Mon 05/09/16
19	3.4 HLF Report 3	0 days	Mon 05/12/16	Mon 05/12/16
20	3.5 Practical Completion	0 days	Mon 21/11/16	Mon 21/11/16
21	4 RIBA Stage L - 'After Practical Completion'	60 days	Mon 21/11/16	Mon 13/02/17
22	4.1 Defects Liability Period Commences	0 days	Mon 21/11/16	Mon 21/11/16
23	4.2 Settlement of Final Account	12 wks	Tue 22/11/16	Mon 13/02/17
24	5 Heritage Interpretation	326 days	Fri 20/11/15	Mon 06/03/17
25	5.1 Development Stage	96 days	Fri 20/11/15	Fri 15/04/16
26	5.2 Delivery Stage	230 days	Mon 18/04/16	Fri 03/03/17
27	5.3 HLF Report 4	0 days	Mon 06/03/17	Mon 06/03/17

Revision:
Date: Sun 10/04/16

Float	On Site	Inactive Task
Architect	Milestone	Inactive Milestone
Client Activity	Summary	Inactive Summary
Sub Contractor	Split	Manual Task
Lead In Activity	External Milestone	Duration-only

Manual Summary Rollup	Deadline
Manual Summary	
Start-only	
Finish-only	
Progress	

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A simpler project Gannt Chart showing activities overtime

St Polycarp   Heritage Interpretation Delivery Phase

March	April	May	June	July	August	Sept	October	November	December	January
7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	4 11 18 25	1 8 15 22 29	5 12 19 26	3 10 17 24 31	7 14 21 28	5 12 19 26 31	7 14 21

#	Activity
1	Publication of bi monthly news sheet on Conservation and Heritage interpretation
2	Identifying, and managing presence at local exhibitions and events
3	Photographic display in church of the project and progress being made. & Banners (2) Table top stands
4	Prepare historical guide to the stained glass windows
5	Redesign and review the current and Holy Trinity print and digital image & A4 leaflet
6	Teaching & learning materials aimed at school children'
7	Interpretation Board in the Churchyard
8	Enhancing the existing church web site to include information on conservation and the Heritage of the Church
9	Publishing on the web information on burials showing the locations of the 350 graves and the memorial s in and around the church
10	Seeking approval / installing brown heritage signs
11	Seminar by Architect to interested parties
12	A guide to Project management for PCC personnel and others
13	Training course for the guides on the heritage and conservation work
14	Parish magazine and articles in local community magazines
15	A Guide to the History of St Polycarp Church A5 booklet
16	Evaluation

Event markers: Newsletter Published (March, May, July, Sept, November, January); Community Fair (April/May); Summer Fair (May); Village Show (Sept); Christmas Market (December)

#	Activity	Start	Year	End	Year	Responsible
1	Publication of bi monthly news sheet on Conservation and Heritage interpretation	Mar	2016	Jan	2017	Interpretation Group
2	Identifying, and managing presence at local exhibitions and events	May	2016	Dec	2017	Interpretation Group
3	Photographic display in church of the project and progress being made. & Banners (2) Table top stands	May	2016	Dec	2016	Interpretation Group
4	Prepare historical guide to the stained glass windows	Mar	2016	August	2016	Interpretation Group
5	Redesign and review the current and St Polycarp print and digital image & A4 leaflet	Mar	2016	August	2016	Interpretation Group
6	Teaching & learning materials aimed at school children'	Mar	2016	August	2016	Interpretation Group
7	Interpretation Board in the Churchyard	May	2016	October	2016	Interpretation Group
8	Enhancing the existing church web site to include information on conservation and the Heritage of the Church	Mar	2016	Oct	2016	Interpretation Group
9	Publishing on the web information on burials showing the locations of the 350 graves and the memorial s in and around the church	Mar	2016	August	2016	Interpretation Group
10	Seeking approval / installing brown heritage signs	Mar	2016	August	2016	Interpretation Group
11	Seminar by Architect to interested parties	June	2016	July	2016	Interpretation Group
12	A guide to Project management for PCC personnel and others	Mar	2016	June	2016	Interpretation Group
13	Training course for the guides on the heritage and conservation work	July	2016	Sept	2016	Interpretation Group
14	Parish magazine and articles in local community magazines	Mar	2016	Jan	2016	Interpretation Group
15	A Guide to the History of StPolycarp Church A5 booklet	Mar	2016	August	2016	Interpretation Group
16	Evaluation	Mar	2016	Dec	2016	Interpretation Group

An example of a Gannt chart constructed using a spreadsheet show key areas of activity and events with estimated key dates and time from start to completion. For smaller projects this type of chart will often meet the needs of both the sponsor and the project management.

RISK ASSESSMENT

In any human activity, there is always the possibility that things will not go according to plan. Sometimes the reasons are connected with humans, such as illness or other absence, or with equipment, such as machinery or computer failure. Prudent project management demands that thought should be given to the possibility that the project may suffer one or more problems, and plans made to minimise damage to the project. This, essentially, is the process of Risk Assessment.

An infinite number of these problems is, of course, possible, and planning for every single event that might occur would be excessively time consuming. So the compromise is to concentrate on the events that are most likely to occur and those events that would have the most serious effects on the project.

Highly likely to occur coupled with most serious consequences
These events need to be under continuous review, and attention given to reducing their likelihood and severity.

Highly likely to occur but with not very serious consequences
May largely be discounted, but may be an irritant to the smooth running of the project.

Not likely to occur but with very serious consequences
A closer watch may be needed, to make sure the event doesn't suddenly cause project disruption.

Not likely to occur and with not very serious consequences
May largely be discounted, but not entirely forgotten

It is worth noting that there is in existence a number of more formal attempts to put a numerical figure to the probabilities of likelihood and severity, based on probability theory, or on a 'traffic light' matrix to help establish action priorities. They are all, however, based on the four scenarios above, in one way and another.

None of the above considerations says anything about finding out about what 'glitches' may occur in a particular project. For some finance may be the main issue, for others availability of volunteers, and for yet others availability of suitable equipment. It is in this area of identifying possible problems that experience, coupled with imagination of the project manager and the staff, come into play. There is no formal procedure such as an algorithm, for example, that readily identifies things that can go wrong, or of formally deciding on the actual severity and likelihood associated with particular possible difficulties. Each case needs to be decided on its own merit.

It is also relevant to this aspect of risk assessment, and frequently the case, that in applying for a grant, the funding body will need a risk assessment within the submission for funding. In the early stages of preparing this, a meeting of available team members on the topic of risk assessment should prove valuable. While the project team is assembled it is important to draw on as wide a set of experiences as possible.

It is also worth remembering the words of the American politician Donald Rumsfeld in this context. Although he was not specifically talking about risk assessment, it is possible to change Rumsfeld's 'things' to 'glitches' or 'issues' or' problems' and still have relevance to determining likely issues in risk assessment!

'*There are known knowns. These are things we know that we know. There are known unknowns. That is to say, there are things that we know we don't know. But there are also unknown unknowns. There are things we don't know we don't know.*'(*Donald Rumsfeld*).

It is the unknown unknowns that can sometimes unexpectedly occur in a project management

Some reasons why projects may break down.....................................

Symptoms	Potential causes
Project assumes lower importance	Changes in organisation priorities
Poor initial specification /lack of evidence of need	Inaccurate initial market analysis
Inadequate /poor communication	Lack of creation of clear channels of communication
Original project aims/objectives changed	Changes in project objectives
Problems through inadequate risk analysis	Risks not identified or defined fully
Inadequate cost estimates	Financial difficulties arising from poor costing at the proposal stage
Time slippage	Inaccurate time estimates, over ambitious forecasting
Human/material/capital equipment unavailable when needed	Poor resource planning
Lack of ability to predict potential change and react accordingly	Poor change management
Poor prediction of when specific resources will be required	Inadequate resource forecasting
Lack of necessary project management skills and knowledge	Inexperienced project management personnel and skills
Staff/volunteers management not achieving outcomes	Team member procrastination /staff absence/lack of direction
Key/pivotal tasks not on schedule or not accomplished	Inadequate forward planning
Reliance on IT project management software to drive the project	Loss of information volume/quality,
Lower or higher staff and/or revenue expenditure	Expenditure rates above or below forecast
Inadequate collection of monitoring data	Failure to set up appropriate systems
Loss of key staff through illness /casual/holidays vacancies.	Insufficient staff resources, Lack of contingency planning

PLANNING FOR THE FUTURE

At the commencement and after completion

Has the receiving organisation assessed the impact of the outcomes on its own activities?

Some outcomes are intended for direct use by the funding body. Here the funding body can claim the effectiveness and value of their financial intervention. In many cases the outcomes are available for exploitation by the receiving organisation. Where this is apparent, the receiving organisation should consider this opportunity at a sufficiently early stage to determine they may benefit from any of the project outcomes.

The need to exploit the outcomes of many of the projects is becoming an integral part of the approval funding. This may require the development of business, marketing and promotion plans. This is the phase that is less likely to be directly supported by the funding body. The post funding stage is often ignored until the end date is in view, thus delaying extended delivery of the project. To avoid delay it is necessary to think and plan ahead.

Can you identify appropriate marketing skills that you can use?

There is no reason why a project manager should possess marketing knowledge and skills but it is necessary either to identify someone who has or acquires the skills early in the life of the project. The outcomes of all projects (products and services) have a limited life span and it is vital that the benefits are promoted as quickly as is practicable.

Does the receiving organisation appreciate that the project has entered a new phase?

The final phase of the project could be beneficial to the receiving organisation and may generate positive cash flows or for example, increasing client numbers. Alternatively project outcomes may be to promote understanding and education to a wider public and share experiences with similar potential projects.

The final phase of a project will require a range of decisions particularly in securing and allocating resources for the future. This requires decisions to be taken before the end of the period of funding. Whether paid or voluntary, staff may be required to promote the outcomes of the project. The costs involved can be financial or may mean deploying volunteers from other tasks, and as such need to be worked through in detail. The inability to deliver this phase can reflect badly

Are any copyright issues fully appreciated?

Producing materials is a complex area Involving not only the outputs of the project, which should be spelt out in the contract, but also any materials you may adapt from other sources. You are strongly advised to seek legal advice if there are any doubts. There may be a requirement to pay royalties to a third party that can affect the price of publications produced and hence the business

PLANNING for the FUTURE

Benjamin Franklin

MISSION STATEMENT
AIMS AND OBJECTIVES

MISSION STATEMENT
Defines the business in which we are involved
Sometimes part of the statement of Aims

AIMS statement contains
- Changes you are seeking to achieve
- How you intend to achieve the aims ?
- Written so everyone is aware

OBJECTIVES specify how the aims will
be achieved. The objectives should be:

If you failing to plan, you are planning to fail

PLANNING AND MONITORING

PLANNING AND MONITORING
Planning is the process of defining how the project
moves from the current position to the desired future position

As defined by aims
and objectives

FUTURE PLANS - for (consideration)
• Aims
• Products/services
• Marketing
  Market Opportunities/appraisal
  Market Research
   Desk Research (secondary sources)
   Surveys questionnaires (primary)
  Marketing Plans
  Product/service development
  Price
  Packaging/delivery
   Promotion
• Competitor analysis
• Finance
  Financial expenditure
  Income generation
  Cash flow
   Staffing – volunteers?
• Management structure
• Activity Planning
 – objectives
 – timing/ key dates
 – Gannt charting & project management
•   Quality   management
•   Monitoring – data collection
•   Control information – required
•   Legal status

S.M.A.R.T.
     Specific
     Measurable
     Attainable
     Realistic

     Timely
      Objectives are always time limited
– to be accomplished over a specified period

CURRENT
POSITION

PLANS

FUTURE
POSITION

Present position audit –
tools to use, areas to
investigate –
SWOT
 • Strengths
 • Weaknesses
 • Opportunities
 • Threats

PEST
• Political
• Economic
• Social
• Technological

Adding

• Environment
• Legal

Becomes
PESTEL

•   Who are – the existing & potential
     clients?
•   Finance – available or currently borrowed?
     – current liquidity/access to other finance
     – control of overhead costs
•   Personnel – employed and/or volunteers
•   Overheads–rent, energy, cleaning,
     business rates,

ORGANISATION's POLICY ON :
 • Health and Safety
 • Equal Opportunities
 • Grievance Procedures
 • DisciplinaryProcedures
 • Personal
 • Environmental issues
 • Pay and pay scales

LEGAL REQUIREMENTS

Type of Organisation – charity, social
enterprise, unincorporated organisation,
sole trader, partnership, limited
company etc

Governance: Trustees, Directors

If you have partners – do you have
a formal agreement?

MONITORING
❖ Decide on what operational aspects
   will be monitored
❖ How will they be monitored?
❖ What level of achievement will be
   acceptable
❖ How will monitoring data be
   collected?
❖ Under what situations will
   remedial action need to be taken?

CONTROL INFORMATION
Determine the key indicators for success
May include:
▪ Progress against set objectives
▪ Cash flow – income and expenditure
▪ Level of activity – service take up
▪ Overhead costs

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HOW GOOD A PROJECT MANAGER ARE YOU?

The Project and —	The Passive Project Manager			The Active Project Manager	
	1	2	3	4	5
Monitors	reports				involves
Change	records				manages
Costs	monitors				forecasts
Resource budgets	works within				finds more when needed
Crises	waits				acts confidently with speed
Problems	monitors				proposes solutions
Staff (1)	tells				persuades
Staff (2)	buys in expertise outside				develops and trains
Post Project	ignores funding				seeks to create opportunities
Information about the project within the organisation	informs no one				communicates widely
Information about the project outside the organisation	sees the organisation as irrelevant				uses the project to promote the organisation

DO IT YOURSELF CONCEPT MAPPING

INTRODUCTION

This Guide we have used a number of concept maps to extend the the amount of material covered. The maps provide a different way of conveying key concepts and avoids an excessive amount of reading. The maps should not be confused with Mind Maps which is a process to promote thinking and developing ideas, often around a single original concept.

A Concept Map covers a topic area of knowledge at a level, depth and breadth which is appropriate for the reader. Concept mapping can be used as a tool to capture information which may be need to be passed around.

The techniques are not widely practised or used in the UK although used extensively across the world, for example by colleges and training organisations.

Originally hand drawn, the majority of the early concept maps were prepared using MacDraw Pro, a package consigned to the mists of history. Generally speaking any software package which is capable of producing diagrams so a simple drawing package can be used to draw a concept map.

We currently use a number of different drawing packages to prepare Concept Maps such as Microsoft Publisher, Serif Page Plus, Omnigraffle, but the drawing section of Open Office on a PC (called Neo Office on a Mac) is free and is acceptable.

GETTING STARTED

The software must be able to input text in blocks, draw straight and curved lines, and make boxes that can contain the text. Sometimes when putting text into a box you may need to bring the words to the front, and there will be a command to show you how to do this. When drawing lines there will be options to allow you to make curves in them, and to put arrow heads at one or both ends. Sometimes the default setting is for lines to automatically jump to the nearest box, which isn't always useful, but can be turned off. You also need to be able to change the typeface, but more of that later. Each software package will be different and unfortunately there is no other course than to learn the specific features that can be accessed through the menus

TYPE FACES

For some reason Concept Maps always seem to look better when there is handwritten typeface. We use Marydale, which may be free from some sources as a shareware Download, but there are others that could be quite suitable. What is important however is that the face is clear and not confusing to the eye. Some serif fonts are only suitable for fancy titles, not body text.

THE PROCESS

In principle, the process is fairly simple, but you do need to do some preparation. Mostly, maps have about 500 words, so you need to jot down the essence of the topic (back of an envelope job). If you have a set of slides they can form a useful starting point, and of course a concept map can form the basis of a set of slides if you haven't! Prepare lists and diagrams to chunks of text, and any text shouldn't ramble on - you have to be ruthless!

Colour text and backgrounds may present problems. We have always avoided colour, partly because in the earlier maps colour photocopiers just didn't exist, but also, in a series of maps readers might invent a colour hierarchy ('probably I only need to bother with the red text '). This might be worth revisiting.

Finally, it's worth selecting all and grouping the whole sheet. You should save a copy in the raw drawing package to allow future amendments, and then distribute as a pdf. Conversion into a pdf provides some limited protection from alteration and is essential if the ultimate objective is to publish and print. Some publishing software now facilitates importing pdfs back into text which allows a measure of insurance if the original is lost!

Then, decide on the shape of the text, and put it in a box if you are going to use one, lock the box and text together and move the whole thing to where you want it to be. Then go on to the next text/box. You may have to unlock and change the text and block shape to fit it all in! When you are happy with the structure, you

confusing. You may have to move the text boxes around so that the appearance is neat.

You should develop your own design criteria e.g. a scale of point sizes, 14pt for the main heading, 12pt for the next level down and so on. Much below 9pt becomes difficult to read on a printed page of A4 and is not advised. Use a similar approach with underlining by deciding what are the key headings. You should endeavour to carry the same house style across all your concept maps.

The six phases of managing a project

1. Enthusiasm for the project

2. Disillusionment – problems

3. Panic and hysteria –we need solutions

4. Hunt for the guilty - it is his or her fault

5. Punishment of the innocent,
   and then success   so....................

6. Reward for the uninvolved