Report to Business & Transformation Scrutiny Panel

Meeting Date:	7th October 2021
Portfolio:	Finance, Governance & Resources
Key Decision:	Not Applicable:
Policy and Budget Framework	No
Public / Private	Public

Title:	SQUAD WORKING
Report of:	Deputy Chief Executive
Report Number:	CS 40/21

Purpose / Summary:

The purpose of this report is to acquaint members of the Business and Transformation Scrutiny Panel with the Council's approach to Squad Working and to seek feedback on the validity and potential of this new part of our Project Managers toolbox.

Recommendations:

That members of the Business and Transformation Scrutiny Panel review this report and Appendix, note the progress made to date and form a view on the future involvement of the Panel in monitoring the progress of Squad Working.

Tracking

Executive:	-
Scrutiny:	**7th October 2021**
Council:	-

1. BACKGROUND

1.1. As part of the Council's workforce development plan and feedback from peer group sessions officers have identified an opportunity for improved agile working across the Council.

1.2. Agile working such as squad working will bring more autonomous, accountable working to employees of the council, a programme of learning, deployment and change in project and working practices has been scoped, procured and budget agreed. This report provides members of the Business and Transformation Scrutiny Panel with an overview of the work currently being undertaken and the progress made to date.

1.3. Squad Working Definition

Squad working is a relatively new approach to improving services and delivering efficiency in local government. The origins of this management approach can be traced back to methods implemented at Toyota and Fuji during the 1970's and 80's.

The central idea of this approach is to empower squad team members to work on practical solutions to service improvement in timely and efficiency manner. The following 10 points outline the method.

1. Understanding the flow, form and approaches of work using Agile Squads to deliver solutions, products and services and create new ways of collaborative engagement and application within that.

2. The flow and form are adapted to the circumstances and governance the organisation must comply with alongside projects and protocols that continue to drive performance but also compliance.

3. The method revolves around clear roles in a project team of
   a. a **Product Owner** (who will be responsible for deploying the changed system, service, or solution).
   b. a **Squad Coach** - who is not a project manager per se, but someone who holds the team's performance and application together, helps remove obstacles to their progress, keeps the accountability for performance within that team and links to the Product Owner to keep them appraised of progress and any adaptations.
   c. an **Agile Squad** - 7 or less people who are coached into performing using iterative, planned cycles (Sprints) of design and development of a new product, service, or solution. Normally from across multiple teams but not always. Opted into or encouraged to participate in the work.

4. The Squad will work in **Sprints**. Using a series of staged activities, the plans are set to work towards a solution/service/product with vision and some definition (budget and deadlines mainly) for the work. The rest is up to the Squad to decide upon and apply.

5. After working up the Vision into a **Product Story** the Squad sets about estimating the tasks and the timings, effort and resourcing/expertise needed at that time. From this list of tasks, a **Roadmap** is created showing how the work (as they know it at that point) can be set out. The Squad will also consider the **Users** - people who need the solution/product and people involved who will have input to it or have interest in it are also mapped and turned into stories that demonstrate their needs. These stories also reveal tasks added to the backlog.

6. Once the project is then underway in Sprints, the backlog of tasks - mapped to the Roadmap are tackled through **Stand-Up Meetings** which are short orientation, prioritisation and issue raising forums about the work done on a day or small period.

7. The work is then selected by each Squad member and progressed - in full view of all the Squad using a project management tool, spreadsheet, or other approach - via a **Scrum or Kanban Board**. This openly plots who is working on what and what progress is being made. Micro-level tasks are regularly moved across the 3 columns of
   a. **To-Do** (the backlog)
   b. **Doing** (in progress one person with one task at a time) and
   c. **Done** (tasks complete)

8. Planning and adjusting as they go, each week the Squad hosts a **retrospective** to review progress and plan for the week ahead.

9. **Plans are therefore iterative and backlogs adjust** as more tasks become apparent and/or others are deemed irrelevant.

10. Overall, this approach has made work in non-digital projects quicker, more inclusive (mostly people opt-in to work on a Squad project), more open ways of working, grow confidence and accountability and better use expert resources who are not grafted to the entire project but optimised when they are needed. They are lighter touch on documentation, meetings, reports, bureaucracy and treat their governance seriously and comply with any reporting that may be necessary as part of their work.

2. PROGRAMME

2.1. Having identified the benefits of adopting this method for some of the Council's transformation activity an Agile Squads – Development and Delivery Roadmap has been produced in tandem with our squad training provider. This is attached at Appendix A.

2.2. This implementation on this roadmap has already begun with Sprints 1 and 2 now complete. These early sessions have helped explain the methods to our Managers Briefing audience and identify key opportunities for improvement in our Project Managers Handbook.

2.3. The Project Managers Handbook has been a key text for guiding our Transformation Board and Project leads over the past few years. It has now been updated to bring the method of squad working into our considerations and working practise. An updated version of the Project Managers Handbook is attached at Appendix B.

2.4. Officers are now moving into Sprint 3 where we expect to identify and secure the support of an initial squad of Agile Coaches who will help steward and support future working squads.

2.5. A training programme for Agile Coaches and Product Owners is also planned to enable the formation of a range of new squads over this initial period.

2.6. Finally, at the time of writing, ideas for our first squad projects are being sought from staff and managers. It is anticipated these squads will commence in November. Consideration of the impact of Local Government Reorganisation will also be factored into his work.

3. RISKS

3.1. A range of risks have been considered in the development of this project management method. The approach to risk management using the discipline of squad working is documented in the Project Managers Handbook.

3.2. Further thought has also been given to ensuring that any risks associated with embedding the method itself are mitigated via good communication, training, recording of progress and any challenges. These areas will be monitored during this next key period of implementation.

4. CONSULTATION

4.1. Engagement with key stakeholders has been delivered during the development of this work. Open sessions have been conducted with our managers and project management staff during this phase.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1. It is intended that this fresh approach to project management and agile working will assist officers and members to deliver on a range of the Carlisle Plan projects and priorities and ensure a more efficient use of resources within the Council.

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Appendices   **A - Agile Squads – Development and Delivery Roadmap**
attached to report: **B - Project Managers Handbook**

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

• **None**

CORPORATE IMPLICATIONS:
LEGAL –
PROPERTY SERVICES -
FINANCE –
EQUALITY –
INFORMATION GOVERNANCE –

Project and Programme Management at Carlisle City Council

Project Managers Handbook V2

CARLISLE
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Contents

Part 1: Introduction

Purpose of this handbook

The purpose of this handbook is to advise project managers at the City Council of project management processes to be followed in progressing projects.

It is designed for both new and experienced project managers and also as a reference to project management processes and tools at the City Council.

It contains key questions to ask yourself as project manager when setting up and delivering a project. Templates to use are also available.

The City Council uses an adapted version of the Association of Project Management (APM) approach and some of our colleagues are qualified and accredited in APM's range of accredited learning. We may also have colleagues who are PRINCE2 (Projects in Controlled Environments v2) trained/qualified and a range of additional project management-related tasks, skills and approaches have been developed over time.

The City Council encourages and support professional development in projects, but it is not mandatory that you acquire any accreditation to work on a project at the City Council.

In July of 2021, the City Council also introduced its own version of Agile Projects, using Project Squads and Agile Coaches to provide a responsive and rapid approach to complement the more formalised and traditional projects featured throughout this handbook. Projects using Agile Squads is a substantial addition to this handbook.

Definitions

A **project** as a 'temporary organisation that is created for the purpose of delivering one or more business products according to an agreed business case'.

Project management as the 'planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks'.

Programme management as the 'temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives'.

Source: The Cabinet Office

The benefits of project management

The obvious benefit of using project management principles is the delivery of a successful project.   But there are other benefits -

Reducing risk - All projects usually contain a great deal of risk, uncertainty, and complexity that needs to be managed.

Capturing knowledge - Project management techniques can help capture the knowledge that's gained every time a project is completed, enabling you to learn from it.

Scrutiny and audit - Using project management techniques means that your project will stand up to scrutiny and audit.

Peace of mind - As a project manager or Agile Coach you have a lot to think of and do. A way of keeping track of everything is needed and this differentiates it from other activities.

Creativity, innovation and inclusion are also the impact of working on a project. Additional skills, experiences and confidence can come from a temporary departure from your core role into a project environment. Getting to know more about the wide-ranging responsibilities of a City Council can be enhanced by working with colleagues from different aspect of the work we do, and this can strengthen your understanding of the impact and work the City Council does for its citizens and environment.

With the addition of our Agile Squads, you will also learn some of the more progressive and dynamic approaches to how work can be done. This new approach of working in Sprints, using more self-managed and self-directed ways of working has taken the software engineering world by storm, and is now crossing into more complex human operations.

Planning is a hallmark of good projects. Too much planning can become wasted effort, and too little planning can result in failed outcomes and again, wasted effort. This handbook therefore helps people involved in projects get that right balance.

Scoring a project

The City Council uses a risk based approach to assess the level of project management required to run a project.

This is shown in the table below and can be downloaded from the Intranet.

All projects will go through a basic lifecycle and project management process.

All project managers will be required to score their project/initiative against each of the criteria on the following page to ascertain the level of project management required.

In introducing our Agile Squads approach, we are maintaining the scoring element to Projects to help us understand the links between creative and less formalised ways of working on projects, with more formalised existing project management methods.

We anticpate that most projects deemed fit for using Agile Squads will score 1 (certainly no more than 2) in the criteria below and definitely a 1 in the contracts area.

There may be an exception in the Process Complexity area, as we could – for example – deploy an Agile Squad to research and analyse an area that is new to us, but not actually develop the project itself. Thay may score a 3 or even 4 but is de-risked as it is merely a phase in a wider project that will need later formalisation with a board structure and more complex arrangements. The Agile Squad, commissioned to research, will be making deductions and recommendations for the more formal set-up so a 3 score in this area does not necessarily mean an Agile Squad is inappropriate, so long as the mandate and vision are clear for those people and their output/outcome.

Criteria	Score 1	Score 2	Score 3	Score 4	Project score
Cost £	<10,000	10,000 – 50,000	50,000 – 250,000	>250,000	
Timescale in months	<6	6 – 12	12 – 18	>18	
Integration with corporate objectives	No dependency	Contributing to other work that is linked	Direct contribution to a corporate objective	Direct contribution to more than one corporate objective	
Impact on City Council including organisational culture	None or very minimal	Some new business processes and possibly some re-training	Significant re-structure of processes and work areas	Transfer of staff or outsourcing	
Project visibility / Council reputation	Minimal eg. one ward	Wider eg. more than one ward	Authority wide visibility and high reputational risk	County wide visibility and high reputational risk	
Stakeholders	Internal and within single service area	Internal across more than one service area	Mainly external	Internal and external	
Contract complexity	No contracts required	Single contract with known supplier	Multiple contracts with known supplier	Contract(s) with new supplier(s)	
Process complexity	Have done this type of project before many times	Have done this type of project before once or twice	Have done a similar type of project before but not exactly the same	Have not done anything like this before	
				Project total score	

Project Manager to notify the Transformation Board (TB) through the Chief Executive's Office Manager.

Project to be managed at service manager level.

Project requires the appropriate level of approval to proceed.

Use of project management principles (application tailored to size of project).

Agile Squads Variation

The Project will normally be conceived by someone with leadership accountability and will be based on a problem to solve or opportunity to capitalise upon. It could be contained with one are of the City Council's business (e.g. a Customer Call Handling improvement that may require Contact Centre leadership and Information Technology input/procurement).

When using Agile Squads, there is no need to submit your request to work up a project using the Transformation Board process. But you **will** required to report progress at the start (out of courtesy not seeking their approval to proceed) middle (part way through and progress is made) and end (once you've completed and delivered the project and started to realise the value and beneits it creates and estimated value it will create over time).

Documentation

  ➢ How the project is contributing to Council priorities
  ➢ Justification of project (for an Agile Squad Projcet: A vision)
  ➢ List of benefits
  ➢ Details of the budget (or for an Agile Squad Project, estimated resourcing)
  ➢ Analysis of risks (only a very short summary for an Agile Squads Project)
  ➢ Data Protection Impact Assessment (DPIA) if appropriate (privacy impact assessment)
  ➢ Key stage dates on Gantt chart (for an Agile Squads Project: A Roadmap)

Use of capital monitoring and project management for monitoring performance (unlikely for an Agile Squads Project)

Major issues raised to Transformation Board (by exception)

Notify Transformation Board on completion of project.

Business Continuity considerations will be made as part of all new projects

Each project to have it's own project board

Project sponsor is a member of the Senior Management Team

Project requires the appropriate level of approval to proceed

Use of project management principles

Documentation: Detailed planning is required in the form of a detailed business case and PID. The documentation will be reviewed by the Transformation Board.

Project to be closely monitored by Transformation Board through monthly highlight RAG reports through project management.

Clearly defined management stages on Gantt chart.

Project manager to present benefits realisation to Transformation Board at the appropriate time.

Data Protection Impact Assessment (DPIA) if appropriate (privacy impact assessment)

Business Continuity considerations will be made as part of all new projects

Project Organisation

Always define responsibilities and accountabilities.

Project planning and resourcing is administrated through line management and DMTs.

Project monitoring and assurance for projects scoring below 15 will be the responsibility of the relevant Economic Growth, Health & Wellbeing and Business & Management Boards. Smaller projects may not require a formal project board.

Projects scoring 15 or above will also be reported to Transformation Board for project assurance. These projects will form the basis for the reporting of corporate programme to O&S and Audit Cttee.

Project Board

Individual project boards are set up for significant projects. A project board will generally consist of the project sponsor and representatives of those delivering the

project and those who will eventually use the project 'product'. The project board will provide direction, approve the plans, authorise the project budget and provide approval for change.

Project sponsor

The project sponsor is responsible for the business case and success of the project. This role is usually performed by a member of the Senior Management Team.

Project manager

The project manager focuses on the day to day management of the project.   They will run the project within the constraints of the business case. It is the project manager's role to ensure that the Portfolio Holder is briefed on the progress of the project.

Part 2 Project Life Cycle

Carlisle City Council Project Lifecycle

Pre-Project Stage	◆	Approval Stage	◆	Initiation Stage	◆	Delivery Stage	◆	Closure Stage

Pre-Project Stage

Proposal from Members or Directorates.

Develop Business Case:
Proj Score <15 Light BC
Proj Score >15 Detailed BC

Consideration by SMT/JMT, TBB

Project sponsor to approve project

Approval Stage

Project to be approved by
- SMT?
- Executive?
- Full Council?

Financial approval

Approve project

Initiation Stage

Planning process:
- Project plan for light BC
- PID for detailed BC
- Prioritisation of project
- Link to Resource Pool and Master Programme Plan

Agree project plan

Delivery Stage

Delivery of project
Agreed project monitoring

Agree closure

Closure Stage

Project review
Lessons learned

Finance Management

Quality Management

Risk Management

Issue and Change Management

Dependency Management

Benefits Management

Stakeholder Management

Carlisle City Council

Agile Squads approach for Projects

☐ : Output/Milestone

Sprint Zero

1.Product Owner	OUTPUT:	2.Agile	3.Agile Coach
Who will own the product (and who may have identified/defined the problem).	The Vision	Team/Squad Who will come together to solve the problem.	Who will coach the team through the work

Kick-off

4.Product Story	5.User Stories	6. Product Backlog	7. Product Roadmap	OUTPUT: Product Canvas
What the product/solution will look like (an iteration on the vision)	Who will use it, who might influence its use.	What work needs to be done	How the work will be broken up over weekly/2 weekly/monthly intervals	

REPEAT X NO. SPRINTS NEEDED

Sprint 1 - X

8.Sprint Backlog	9.Stand Up	10.Product Review	11.Team Retrospective	OUTPUT: Implementation
What tasks need to be completed for this Sprint	Regular Project Team Meetings to check progress	Does the product still on trach to solve the problem?	How well the Product Team worked & what could be done better	The finished solution is 'shipped' to the Product Owner

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Project stages

A project will be broken down into stages as described below. Each stage has a specific aim and can be broken down into further, particularly in the case of larger projects.

The first 2 stages involve getting the project right before it starts.

Pre-project stage

This is the start up stage - the initial idea formulation.

- Starting a project
- Having an idea
- Meeting Council objectives
- Delivering the Carlisle Plan
- Identify sustainable funding solutions (Funding Strategy)

At Carlisle City Council there are a number of different projects

Projects that will deliver the objectives on the Carlisle Plan (The Carlisle Plan is available to view on the Intranet)

Projects to deliver transformation of the Council eg. Smarter Service Delivery

Other projects eg. some IT projects

Day to day tasks involved in running operational services are not projects.

- ❖ Does the proposal help to deliver the Council's key objectives?
- ❖ Transform the idea into a business case
- ❖ Score the project – what level of project management is needed?

Business case (light and detailed)

The business case defines the project.

It's the what, why and when of the project

and is the written document against which the project can be gauged.

It focuses on what the objectives of the project are.

It defines the deliverables in quantified terms.

A business case template is available (see the Appendix) and can be downloaded from the Council's Intranet. The level of detail required will depend on the significance of the project (project score). For projects that score less than 15, a light business case is usually sufficient. For projects scoring 15 or over, more detailed information is required (detailed business case template).

Notify the Transformation Board of the project.

The content of the business case includes the following:

- a detailed account of the project objectives
- an appraisal of the options
- the expected benefits of the project
- the impact on corporate priorities and service standards
- the impact on data protection and privacy
- the proposed timetable
- the input required from other teams/external parties
- a financial appraisal
- a risk assessment
- a summary investment appraisal

For an Agile Squads Project, the process is similar but less formalised.

Start-up is normally someone identifies a problem to solve or something to create that will bring about improvements such as refining a process or new way to use our technologies.

If this is a leader with the problem or opportunity within their span of control, then they are likely to invite people together to tackle that.

If it is identified by someone in the course of their work and it's not their area of control, they will find out who has ownership and approach them about this issue and early ideas for change and improvement.

With the scale of change and a vision for what would create the idealised solution, that owner can set up the process for an **Agile Squad to be formed**. From this, and identifying not a Project Manager but an **Agile Coach**, the process outlined in the diagram will start to take shape.

With the estimates of the work involved informed by the early assembly of the Agile Squad. So commitment is initially to this "**sizing**" work and any related complexities, urgency and timelines.

Once that scale of the task ahead has been set, the Agile Squad begin the process of identifying what is being built, set out in development **Sprints** and following that iterative approach until there is something of significance to report to the Transformation Board. Note any links to other projects in motion or larger, more organisational-wide elements would be useful to bring to the Transformation Board's attention. So within the scope of works, there are parameters needed for that: *When do we escalate and/or share with the Transformation Board?*

Agile Squads are legitimate *task and finish* groups and projects in their own right, but are not necessarily needing the heavier framework of a more formalised project. Unless the emergent work reveals this, and then it pivots into a Project and will be ideally placed to follow the project protocols for perhaps a 15 point or more Project.

Project approval

Who needs to approve the project?

For projects NOT within the Budget and Policy Framework

A Director can approve a maximum of £35,000 from any one budget head per annum without the approval of the Executive or Council.

Executive can approve a project in excess of £35,000.

Full Council approval is required for projects in excess of £70,000 and for any additional use of reserves (regardless of the value)

Note that the Council's scheme of virement needs to be adhered to.

For projects within the Budget and Policy Framework (Budget approved)

This will depend on the delegation when the budget was approved.

Officer Decision Notices

Once a project has been formally approved, an officer may have delegated authority to make a decision. In this instance, an Officer Decision Notice must be completed. The delegated authority would be set out in a separate document signed by the officer sub-delegating the authority. This may just be a memo or note.

Initiation stage for Projects

Develop all the relevant information to get the project off the ground.

> ➢ Project Initiation Documentation for a detailed project or project plan for a light project.

This phase of the project should define the specific requirements and actions to complete the project including defining tasks, resources and team members.

Refine the scope of the project to meet the required result.

Identify the needs of resources and timescale to meet the required result.

List the tasks and activities that are required to achieve the project goals.

Group the tasks in the best manner to "break the project down" into manageable elements (workstreams).

Sequence the tasks so that they occur in the required relationship and are also phased to complete the project in the best time.

Develop a workable schedule with an associated plan that can be used by the team (on Gantt Chart).

Assign 'staff' resources to the relevant tasks.

Obtain approval from all resources or their managers that they will be available at the required times to carry out the tasks.

Develop a budget for the project.

Get the plan and the associated budget approved and signed off by all appropriate stakeholders.

Get sign up to the plan by the project team.

PID and Project Plan

The Project Initiation Documentation (PID) is the how and when (in detail) and who of the project.

It is the practical solution and contains the detail needed to run the project, providing more detailed information of the Who, When and How of the project.

The PID contains the following:

- outline business case
- project definition
- project plan
- organisation - roles and responsibilities
- project tolerances
- project controls
- resource requirements
- project costs
- project quality
- communication plan
- risk management - this should use the standard risk register template
- Data Protection Impact Assessment

This information does not necessarily need to be provided in one document. It can be contained in a number of documents.

Using a project plan template

Structure the project plan as on the template. This can be varied as appropriate. Some of these tasks can be set as milestones eg. Naming the project manager and project sponsor. The majority of tasks require a duration.

Stage / Task
Project Name
Pre-project
Project lifecycle and handbook
Named project sponsor
Named project manager
Score project
Business case preparation
Project approval
Initiation
Full project plan / PID
Delivery
Dummy stage
Dummy task
Dummy stage
Dummy task
Dummy stage
Dummy task
Dummy stage
Dummy task
Dummy stage
Dummy task
Dummy stage
Dummy task
Closure
Planned closure
Lessons learned report

Delivery stage

Delivery of the project to the agreed project plan.

During this phase the project manager should monitor progress to the plan. It will be up to the project manager to initiate corrective actions within agreed tolerance levels to bring the project back onto plan if and when slippage occurs.   Any issues outside of the agreed tolerances will need escalating to the Project Sponsor or as initially agreed.

Any problems need to be identified at the earliest stage possible. This way contingencies can be put in place to minimise the effect of any issues that arise.

During the life of the project frequent and timely reviews need to be built in to monitor progress.

Highlight reports

This is a report used to communicate key pieces of project information, providing at-a-glance status of the project.

Red / Amber / Green (RAG) or traffic lights system immediately signals the current status

Green status – no issues, project is progressing to project plan

Amber status – some issues

Red status – significant issues

Highlight reports can be communicated by varying means depending on the size and significance of the project. How progress is to be reported is decided at the planning stage.

For projects that score below 15 highlight reports may not be required.   Any issues would be reported by exception and project progress assumed to be progressing to schedule and budget.

For projects that score 15 or over closer monitoring is required through monthly highlight reports sent to the project sponsor, team manager and Transformation Board. This can be communicated by email. This will provide a summary of the key achievements in that reporting period, RAG rating, any issues and how these are being progressed, emerging risks and any requests for change. Information on how to use the template can be found on the Council's Intranet E-library under Project and Risk Management.

Highlight report is also available in MS Word format (in the appendix). This can be downloaded from the Council's Intranet.

Project closure and lessons learnt report

Closing a project ensures that the project has a distinct endpoint rather than drifting into operational management.

Project closure is when the project's outputs are formally handed over to the support organisation or business-as-usual. The project outputs enable the organisation to realise the benefits that were the reason the project was undertaken in the first place. The process of transforming business-as-usual or implementing the new capability is when the benefits can be realised. The responsibility for benefit realisation should be allocated to those who can actually make the change happen.

Complete a Lessons Learned Report describing the lessons learned (good and bad) during the project

Records management and retention schedule

The records of a project and retention schedule will be managed in accordance with the Records Management Policy. The Chief Executive's Office will advise the Project Manager on the templates available and good practice.

Initiation stage for Agile Squads-based Projects

An issue, problem, opportunity is identified which will create an improvement to the way people work at the City Council.

If that is identified within a span of control (i.e. a manager or team leader identifies something in their own team that needs more than a simple fix) that manager or leader can become the **Product Owner** for the eventual solution.

They should produce a **vision** – the idealised solution – which can then be used to call out to someone to be an Agile Coach (steer the Agile Squad) and for Agile Squad members. Dependent on the size and complexity of this, **up to 8 people can be called into the Agile Squad** but 4-8 is fine dependent on the initial analysis of the issue/opportunity.

Subject matter expertise is not necessary so anyone with the **intent** to solve the problem or build something that exploits and opporutnity is welcome to declare their interest.

The **Agile Coach** is normally allocated the responsibility to form the Agile Squad and to set up the initial **Kick Off** meeting to ascertain scope and scale. In order to this, the vision is then analysed and built on into a **Product Story**. This is documented and captured and shared with the Product Owner to ensure there is alignment and potential additional innovation or opportunities from this story.

There are tools such as the use of *Problem Statements* or *How Might We?* questioning that will arrive at the Product Story. These tools are contained within the materials we have produced for working in Agile Squads and our training module that support this way of working on projects.

During this Product Story formulation, the Agile Squad will then consider those people most impacted by this solution or product. In Agile Squads they are called **Users** and the Squad creates **User Stories** to further identify the possibilities with producing their solution.

From the Product and User Stories the Agile Squad can start to identify the tasks we need to undertake to build the solution. This variety of activities forms into the **Product Backlog**. This shows our initial scale of the task ahead.

Once the Agile Squad is happy they have identified as much as they can about likely tasks and actions, they are **sized**. Measured in hours of work (using a formula that helps us estimate and plan resources). At this point, we are more aware of the scale of the whole project.

The Agile Squad can then map that backlog into a timeline to form our **Roadmap**. This shows how we can work on things initially, sequentially and in parallel to optimise the time we have to deliver this solution. Which is why sizing is important.

From this the Agile Squad can then aggregate our work thus far into a **Product Canvas** which we can is then shared by the Agile Coach with the Product Owner and the work can be ratified and start.

This also allows people who signed up to the Agile Squad to have a clearer idea of the commitment needed for this work and adapt their working schedules in conjunction with their team and team leader if they are keen to continue working on this project.

Design and Development stage

Depending on the nature of the project, there could be research, evidence-revealing insight to gather, or simply design work into the actual solution. This is managed in **Sprints** where the Agile Coach will help make sure we are tackling the workload in line with our expectations and adjusting plans accordingly.

There are no *RAG* reviews in Agile Squads. But the work is available in an open format of a **Scrum or Kanban Board** (normally on a software application or platform or even a Spreadsheet) showing work **to do** (in each sprint) **doing** (in progress) and **done**.

There are some rules which help progress the work.

1. The backlog in **To Do** pertains to that particular Sprint but there may be more to do in future sprints stored for future utilisation.
2. The idea is to move tasks along one at a time per person. So each member of the Agile Squad selects the task they are working on and move it to the second column **Doing**. Only one allowed per person.
3. If they are able to complete the task it moves to the **Done** column.
4. If it gets stuck or is waiting on a response, that task can be put back into To Do with an update and the Agile Squad member can take another task to work on and move it to Doing.
5. And so on, until the tasks are complete.

During the course of the sprint the Agile Coach will call on the Agile Squad to attend 2 very short meetings – in Agile Squads they are called **Stand Ups**. Deliberately short and concise updates on progress.

Sometimes this is per day – at the beginning of the day – what we plan to do. Sometimes it is per week – Monday, and reviewed later on Thursday or Friday.

There is also a short **Retrospective** meeting again, at the end of the day or week, which reviews how much progress has been made on the Backlog and what is intended to clear blockages, speed up and repriorities or similar. It's a short and open exchange where there is no attribution of blame of guilt, but honest and helpful exchanges on progress and adaptive planning to keep things on track.

The Agile Coach facilitates and the Agile Squad make decisions as a team about escalation, reprioritisation and adjustments to the plan.

During this process further sprints or extension to sprints can be planned or indeed, bring things forward due to good progress being made. It's this adaptive planning that makes Agile Squads, Agile. **Responsive, incremental and iterative**.

During the course of developing the solution, the Agile Coach will update the Product Owner at either key milestones, issues that need resolving, a major or minor suggested departure or adaptation of the vision/Product Story (perhaps revealed by User Feedback as part of a solution testing session) and when the final product is ready to "ship" or be delivered to the Product Owner.

During the course of the solution being developed, the Agile Squad can arrange for **Show and Tell** sessions, which reveal current thinking, prototypes or sets of features and elements of the proposed solution. The Product Owner can be invited to those presentation sessions, along with potential users and the rest of the Agile Squad.

Once the work identified, updated and added to has been completed, we have a final product to return to the Product Owner.

The Agile Coach then arranges for a **Project Retrospective** reviewing the entire process, what was learned and what the Squad can take into their next project, whenever that may be.

Just as a lesson learned log is produced, shared, stored and retrievable for others to use, so should Project Retrospectives form a library of content for any future Squad. It is suggested this is held by the City Council's Project and Programme office.

Part 3: Project management processes

Part 3 of the handbook focusses on project management processes that apply to all projects. Use of these should be tailored according to the scale, nature and complexity of the project.

Finance Management

Quality Management

Risk Management

Issue and Change Management

Dependency Management

Benefits Management

Stakeholder Management

Finance Management

Prior to the commencment of any project, the following financial areas should be addressed:

- The purchase/implementation costs of the project should be determined including the split between capital and revenue expenditure.
- Any ongoing revenue implications e.g. additional recurring expenditure requirements or additional income generation should be identified.
- Identify sustainable solutions for the project (Funding Strategy)

Identification of the above will enable the budget requirements to be established for the project initially, and any recurring requirements going forward. This will allow the sources and amount of funding required to be identified and sourced.

To establish the budgets for the project, the Council's scheme of virement will need to be adhered to:

- A maximum of £35,000 from any one budget head per annum can be vired without the approval of the Executive or Council.
- A report to Executive is required where virement in excess of £35,000 is required, or to Council for sums in excess of £70,000.
- Any additional use of reserves (regardless of the value) will require approval by Council.
- For any grant funding, procedures should be set up to ensure the terms and conditions of the grant award can be met, and the Council's Grants and External Funding Procedures should be adhered to.

The financial performance of the project will be monitored on a monthly basis as part of the overall budget monitoring of the Council. It is important that accurate expenditure and income profiles are communicated to Finance to ensure that the monitoring information is relevant and accurate.

Other financial areas to consider:

- VAT implications e.g. will this affect the Council's partial exemption calculation?
- Insurance implications e.g. will the project require additional insurance cover?
- Options analysis e.g. have all other options been exhausted and it is proven that this project & method of financing is the best value for the Council?
- External funding procedures are adhered to

For any queries about finance please contact Financial Services.

Quality Management

The Office of Government Commerce (OGC) defines quality as the totality of features and characteristics of the project products. A project product can also be a person, process, service and / or system. So the focus is on producing products fit for purpose.

Identify the products (the 'outputs') and their purpose.

Create a description for each product with quality criteria and expectations.

Define quality checks and acceptance criteria for each product.

Include tasks to create the products in the project plan (including the resource requirements and quality responsibilities).

Include quality check and review tasks in the project plan.

Manage the timely delivery of products.

Manage quality check and review tasks in the project plan.

Review progress of quality and include in highlight reports.

Obtain customer acceptance of each product with customer sign off.

For Agile Squads, quality checks are part of the process of test-adapt-learn in developing the solution in the iterative Sprint format.

Risk Management

Every project, regardless of size, will have risks and issues associated with doing the project. It is vital that these are recognised and managed to minimise disasters and maximise the chances of success.

Risk is described by the OGC as an uncertain event, or set of events which, should it occur, will have an effect on the achievement of objectives.

The outcome will be either negative or positive, depending on the actions and events that happen.

Risks are classified by two factors:

the likelihood of something happening

and

the impact on the project if the risk should happen.

Have the risks involved in the project been identified and clarified?

Risks associated with the project should be recorded and managed in line with the Council's Risk Management Policy, this is available on the intranet.

Risks may change as the project progresses. So the assessment will need to be updated regularly and any significant changes to these risks or significant new risks should be communicated to the project sponsor and escalated to the Transformation Board.

For Agile Squads, Risk Management can be logged and use the formal structure of other projects. Risks can also become recurring tasks to focus on as part of some or all **Sprint Backlogs.**

Issue and Change Management

A project issue is anything that is currently happening that could have an affect on the project. For example, an issue might be a problem or query raised by someone connected with the project, or a request for something to be changed or done differently. Issues are very often the results of risks that were considered earlier, but have now occurred.

- Keeping control of issues and ensuring they are quickly and appropriately dealt with is an important part of managing any project. Similarly to risks, issues should not simply be ignored. Decide at project initiation stage how issues will be logged / what constitutes an issue in that project / how issues will be dealt with / when an issue would need escalating to the project sponsor / project board and Transformation Board.

Types of issues

- Request for change – this is a request for a significant change to the project baseline eg. for something that wasn't planned to be delivered

- Off-specification – something that should be provided by the project and currently isn't eg. something that's missing or not meeting it's specification

- Problem / concern – this is any other issue that needs to be resolved or escalated.

If the change can be accommodated within tolerance levels, and will add value to the project, the project manager should plan for the change to be accommodated.

Resolving issues

Capture the issue

Examine the issue and assess the impact on the project

Identify options to deal with the issue

Decide what to do about the issue – this may include escalating the issue to the project sponsor / sub SMT boards/ project board (if appropriate) and / or Transformation Board.

Implement corrective action and update plans update relevant project information to reflect the change, for example, the business case, the PID or other information such as the risk register.

A template is available to record and manage issues.

In Agile Squads issues are often identified and again, form part of some or all **Sprint Backlogs.** Often the Agile Coach takes responsibility for resolving issues, particularly if the issue resides outside of the Squad in another Business Division or postholder.

Dependency Management

Dependencies can be:

Between projects reflecting how the projects depend on each other.

Dependencies external to the project / programme but still within the Council.

Dependencies external to the organisation. These are much harder to control.

In Agile Squads, dependencies (when identified as part of the Product or User Stories or during development in Sprints) form tasks that are added to the Backlog (in some or all Sprints).

Benefits Management

Benefits management is all about ensuring that the hard work and investment that's gone into the project gives the greatest possible business return. Projects tend to change over their lifecycles, and even small shifts can produce different results. That's why it's important to focus on the project's benefits, and not just it's timely completion.

Benefits management helps focus to be maintained on why the project was started. And it doesn't stop after the project ends, like traditional project management – it continues until all the benefits are clearly achieved. The same project planning framework can be used as the rest of the project, building in benefit-specific milestones, as well as establishing accountabilities clearly, and setting up appropriate communications systems.

The Cabinet Office describes a benefit as 'the measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objective(s)'.

So, while the success of project management is to deliver on time and on budget, the success of benefits management takes it one step further – to ensure that the initiative delivers the expected results.

Here are the main phases of benefits management:

Identifying the benefits

Identify the likely benefits, aligning with the Council's corporate objectives. This will be carried out early in the project cycle and involve engaging with key stakeholders.

What precisely is the benefit? Benefits are best titled with a change term at the beginning (such as 'increased', 'faster', 'lower', 'cheaper', 'bigger') accompanied by a measurement (such as percent, monetary value etc). Generic terms like 'better' or 'improved' without further details are best avoided, as these terms are not specific enough for further analysis.

When can the benefits be achieved?

How will the benefit be measured?

Plan the benefit realisation

This is a complete view of all the benefits to track the realisation of benefits and set review controls. This could be incorporated into the project and programme plan. The schedule will show when each benefit (and disbenefit) is to be realised, show milestones for benefits reviews and the reporting schedule.

Deliver the benefits

Delivering the benefits involves the transition from the project outcome/s into the realising the benefits. The key focus is the measurement of these benefits. Benefits should always be quantifiable and measurable. Make sure that a baseline measurement of the performance is taking

before the project commences so that the baseline is known against which the performance changes are measured.

Review the benefits

Benefits reviews may be time- or event-driven and may occur after the project has finished to ensure that:

Benefits remain achievable

Check benefits remain aligned to Council objectives

Report progress of benefits realisation

Measure performance

In Agile Squads, benefits management becomes part of the Backlog of Tasks in certain Sprints . Often at the beginning or even Kick-off sprint. Benefits identification and reporting certainly becomes part of the **Final Sprint** and/or the very end of the Agile cycle, the **Project Retrospective.**

Stakeholder Management

A stakeholder is any individual, group or organisation that

- ✓ Can affect
- ✓ Be affected by
- ✓ Perceive to be affected by the project.

Identify and categorise stakeholders

Define commnunication strategy for each stakeholder

Face to face? Highlight reports? Review meetings? Email?
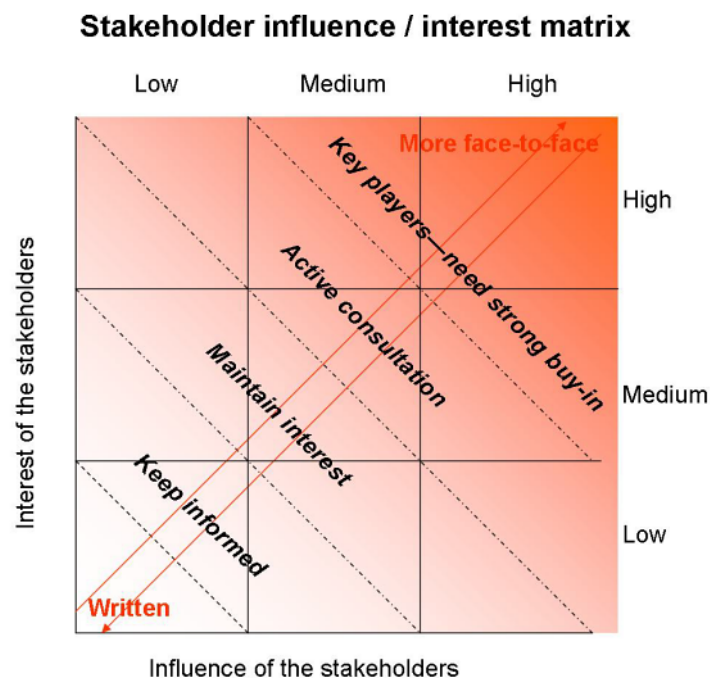

Diagram from Managing Successful Programmes – Best Management Practice

Advise stakeholder of communication strategy.

Include communication tasks in the project plan.

Manage the stakeholder engagement tasks in the project plan.

In Agile Squads User Stories often surface key stakeholders. Use of the matrix and a stakeholder management approach forms into tasks (specific or recurring) **in Sprint Backlogs. Agile Coaches** spend some of their time (as part of the Squad) managing Stakeholder relationships and interactions. Stakeholders may also find themselves engaged with the Squad as a **Subject Matter Expert (SME)** and/or **Reviewer/Tester in Show and Tells/Protoype** feedback sessions.

Part 4: Programme Management

Transformation

Chief Executive's Office

Managing programmes

The Transformation (TB) will make decisions regarding the rescheduling / prioritising of projects where bottlenecks are evident and be able to model the impact of new projects on the programme of work. Transformation Board meets 6-8 weekly, is chaired by the Chief Executive, and composed of representatives from each Directorate and supporting services.

The Chief Executive's Office facilitates:

➢ Support and training to project managers
➢ Regular reports on progress and project issues TB and Business and Transformation Scrutiny Panel

For Agile Squads, there is less formality in reporting and thereby interaction with the Progrmame Office. Programme Office does hold all the version controlled support materials for working in Agile Squads.

For more information on Project and Programme Management at the City Council or have any queries, please contact Tracey Crilley, Chief Executive's Office Manager on 01228 817117 or tracey.crilley@carlisle.gov.uk

For more information on Project and Programme Management training opportunities including Microsoft Project, please contact Organisational Development.

Appendix: Templates

Template scoring matrix

Light Business Case

Detailed Business Case

Project Initation Document

Issue Report

Highlight Report

Criteria	Score 1	Score 2	Score 3	Score 4	Project score
Cost £	<10,000	10,000 – 50,000	50,000 – 250,000	>250,000	
Timescale in months	<6	6 – 12	12 – 18	>18	
Integration with corporate objectives	No dependency	Contributing to other work that is linked	Direct contribution to a corporate objective	Direct contribution to more than one corporate objective	
Impact on City Council including organisational culture	None or very minimal	Some new business processes and possibly some re-training	Significant re-structure of processes and work areas	Transfer of staff or outsourcing	
Project visibility / Council reputation	Minimal eg. one ward	Wider eg. more than one ward	Authority wide visibility and high reputational risk	County wide visibility and high reputational risk	
Stakeholders	Internal and within single service area	Internal across more than one service area	Mainly external	Internal and external	
Contract complexity	No contracts required	Single contract with known supplier	Multiple contracts with known supplier	Contract(s) with new supplier(s)	
Process complexity	Have done this type of project before many times	Have done this type of project before once or twice	Have done a similar type of project before but not exactly the same	Have not done anything like this before	
				Project total score	

LIGHT BUSINESS CASE (for projects that score under 15)

[This document is used to inform the Director/SMT and the Transformation Board about the benefits of the project, budget details and analysis of risk. Please attach project score sheet]

Project Name	[What is the name of the project?]
Project Manager	[Who is the Project Manager?]
Directorate / Project Sponsor	[Name of Directorate and Project Sponsor]
Scope of Project	[What are the aims of the project? What will it deliver?]
Justification for the project	[Describe why the project is required/how is it justified?]
How does the project contribute to the Council's key priorities	[Explain how the project enables the achievement of the Council's key objectives?]
Impact on Privacy	[Say whether the project involves information about individuals or would have an impact on their privacy. If so, a Privacy Impact Assessment will be required]
List of benefits	[What are the key benefits of the project? When do you expect them to be realised? How will the benefits be measured?]
Reference to any reports	[Have any reports been circulated regarding this project? Please give report reference number or date of the report]
Proposed Timetable	[Start date, any key stages and anticipated finish date]
Anticipated Budget Required and Funding Source including any grant applications	**Capital** [What are the costs of the project? When are these costs expected to be made? When are invoices expected to be paid? Has Finance been informed?]
	Revenue [Are there any revenue costs in the project?]
	Income generation [Does the project expect to generate income? If so, how much and when is this expected?]
	VAT implications [Are there any VAT implications?
	Grant and external funding [Has the Council's grant and external funding procedures been adhered to? Specify the Grant/External funding reference number]
Details of possible impact on Council operations or on other project	[Does this project have any impact on the daily operations of the Council or have any implications regarding staff resources? Are there any links/dependencies with any other project that the Council is running?]
Summary of Known Risks	[Give a summary of the key risks associated with the project together with the likely impact and plans should they occur]

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Detailed Business Case (for
projects that score 15 or over)

The Business Case documents the justification for the undertaking of the project, based on the estimated costs against the anticipated benefits to be gained and offset by any associated risks.

Please delete the text in [...] using the information for guidance on completing the form

Project Name	[Insert project name]
Author of Business Case	
Project Sponsor (Director)	
Project Manager	
Portfolio Holder	
Document/Version Number	Date

Approvals

Individual or Group	Report number	Date Approved	Comments [Attach additional sheets if necessary]
Service Manager			
Director			
Transformation Board			
SMT			
Executive			
Council			

Executive summary
[Highlight the key points in the Business Case, which should include the benefits and whether the project will be provided by external providers or through in-house arrangements]

Reasons
[Describe the background to the project here. Include any history of events and a brief summary of any current system that is to be replaced. Define the reasons for undertaking the project and explain how the project will enable the achievement of corporate objectives, plans of programmes]

Options	
[Provide an analysis of each option considered. Include - Do nothing Do the minimum Do something Explain why the option being presented was chosen]	

Expected benefits
[Be specific about the benefits to be gained. When will the benefits be realised? How will they be measured?]

Expected dis-benefits
[What outcomes are perceived as negative?]

Timescale [Indicative timetable for project milestones/ approvals]	Estimated Date & Comments
Earliest/latest feasible start date	
Earliest/latest feasible completion date	
Key dates in implementation programme	
When can Council expect to accrue benefits	

Details of input required from other teams in the Council to deliver the project	
	Involvement Required
Property Services	
Finance	
Procurement	
HR	
ICT	
Legal Services	
Resource Planning	
Other	
Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners	

Impact on Council operations or other project
[Does this project have any impact on the daily operations of the Council or have any implications regarding staff resources? Are there any links/dependencies with any other project that the Council is running?]

Major Risks
[Give a summary of the key risks associated with the project together with the likely impact and plans should they occur]

Impact on Privacy

[Say whether the project involves information about individuals or would have an impact on their privacy. If so a Privacy Impact Assessment will be required]

Investment appraisal
[This part of the business case needs to demonstrate a 'return on investment'. Compare the development, operations and maintenance costs with the value of the benefits over a period of time]

Costs
[Provide a summary of the project costs, the ongoing operations and maintenance costs and their funding arrangements. Add details in columns below]

Grant and external funding
[Has the Council's grant and external funding procedures been adhered to? Specify the Grant/External funding reference number]

VAT implications
[Are there any VAT implications?

Capital Payments	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Total/Gross Capital Cost [A]					
Capital Grants & Contributions					
Total Grants & Contributions [B]					
NET COST TO BE MET FROM CARLISLE RESOURCES [A] – [B]					
Revenue Costs					
Total/Gross Revenue Cost [C]	0 0	0 0			
Income					
Total Revenue Income [D]	0 0	0 0			
NET REVENUE COST TO BE INCLUDED in the BUDGET [C] – [D]					

The purpose of the PID is to define the project, in order to form the basis for its management and an assessment of its overall success. The PID gives the direction and scope of the project.

[The content of the PID can be maintained as separate documents (eg Project Plan can be held separately to enable information to be easily updated during course of project]
[Information provided in the PID can be tailored according to the significance of the project. The minimum requirement for smaller projects is a project plan with agreed tolerances, budget profile, reporting lines and reporting schedule, and risk register]
Please delete the text in […] using the information in red for guidance on completing the form.

[PROJECT NAME]

Project Initiation DOCUMENTATION

(PID)

Version:[…eg. Draft, v1.0]
Author: […..]
Project Manager: […..]
Project Sponsor: […..]

Project definition

[Explain what the project needs to achieve. This should include
Background
Project objectives and desired outcomes
Project scope and exclusions
Constraints and assumptions
The user (s) and any other known interested parties
Interfaces]

Project approach

[Define the choice of solution that will be used in the project to deliver the business option selected from the Business Case]

Business Case
[Describe the justification for the project based on estimated costs, risks and benefits]

Project management team structure
[Chart showing who will be involved in the project.
What are the roles of the team members]

Quality Management

[What are the quality expectations of the users of the end product of the project?
Define any standards or ways of working that need to be met (e.g. ISO standards, quality systems)
Who is responsible for delivering and achieving the required quality levels? Who will sign off quality at the end of the project?]

Risk Management

Communication
[Define the parties interested in the project and the means and frequency of communication between them and the project]

Project controls
[Summarise the project-level controls such as stage boundaries, agreed tolerances, monitoring and reporting]

Project costs
[Please provide a detailed breakdown and description of costs with profile of expenditure – see chart below]
[This should reflect the month or quarter invoices are expected to be paid]
[The breakdown should be realistic and make allowances for agreed time tolerances such as adverse weather conditions]

Description/ Cost code	YEAR	**Anticipated Expenditure by Month or Quarter** **(show multiple years if applicable)**											
		Mnth	Mnth	Mnth	Mnth	Mnth	Mnth	Mnth	Mnth	Mnth	Mnth	Mnth	Mnth
		April – June			July – Sept			Oct – Dec			Jan - Mar		

Project plan
[Describe how and when the project's objectives are to be achieved, by showing the major products, activities and resources required on the project. It will provide a baseline against which to monitor the project's progress stage by stage.
The project plan should ideally be kept as a Microsoft Project document]

Issue Report

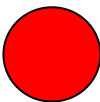|	
Project Name	
Author	
Date of Report	
Issue type	*What is the type of issue?*
Request for change	
Off-specification	
Problem / concern	
Issue description	*Describe the issue in terms of its cause and details of the impact of the issue on the project / service delivery / resources*
Recommendation	*How should the issue be resolved?* *What are the options?* *What is the preferred option and why?*
Escalation	*Who needs to know about the issue?* *Who is required to make a decision on the issue?*
Issue approved by	*Who made the decision?*
Decision date	*When was the decision made?*

![Carlisle City Council logo](www.carlisle.gov.uk)

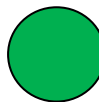**Highlight Report**

Please send a copy of report to Project Sponsor, Director and Transformation Board representative.

Project Title			
Project Manager			
Author of Report			
Date of Report			
Reporting period	From		To

Expenditure Code	
Original Budget	
Remaining Budget	

Key achievements in this period	
Key activities for next period	

RAG rating (to indicate overall status of project) Red (serious issues) Amber (some issues) Green (no issues)	☐ ☐ ☐ Double click on the box and select Checked or Not checked to select rating
What issues, if any, are affecting the project? What options are available / are being taken to progress the project? This includes issues relating to Health and Safety, quality, timescales and finance	
Emerging risks to project success	
Requests for change: Raised, approved / rejected and pending	

Agile Squads- Development and Delivery Roadmap

CARLISLE CITY COUNCIL

PTHR

Sprints 1 & 2 - DONE	Sprint 3 - October	Sprint 4 - October and November	Sprints 5 & 6 - December 2021 and January 2022	Sprint 7 January 2022 and beyond

Sprints 1 & 2 - DONE

Set up Agile Squads Programme logistics and guiding structures; agree outline plans, reporting etc.

CCC share with PTHR any existing Project and Work protocols and communication mechanisms and channels.

Prepare paper for Transformation Board showing rationale, expected outcomes, milestones and seek commitment to that more specific plan.

Sprint 3 - October

Identify and secure the involvement of the initial "Squad" of Agile Coaches who will help steward, facilitate and enable Agile Squads.

Set up all elements of the Agile infrastructure - tools, channels, platforms, processes, guidance and communication approaches.

Train Agile Coaches and Product Owners via 2x Agile Labs (Foundation and Advanced levels of Agile Squad Working).

Sprint 4 - October and November

Identify area(s) of work to commence Agile Squad Working with Agile Coaches either acting as an entire Squad or Coaching others

Skill additional people in Agile Squad working.

Kick-off Agile Squads projects and communicate and engage across the Council.

Skill Product Owners (Leaders) in readiness for more Agile Project approaches

Sprints 5 & 6 - December 2021 and January 2022

Review early Agile Project progress and readiness for skilling others.

Other projects and work streams commenced led by the Agile Coaches and with Business / Programme Leaders.

Initial evaluation of the value created by initial projects (gains in resource, time, finances, morale, skills etc).

Sprint 7 January 2022 and beyond

Reviews of progress against Strategy and key corporate prioritised plans of action.

Continued adaptation of Agile ways of working and enhanced engagement with teams to develop more effective ways of operating.

Refine and sharpen Agile Programme Management to keep a high-level review of deployed resources, programmes of change, new and adapted products and services, work and resource allocation, team morale, well-being, inclusion and sustainable high-performance.

Plot and measure impact and benefit realisation through efficiencies gained, services enhanced, resources allocated and overall value being created through Transformation Programmes.

Continued support and enablement of the Squad of Agile Coaches - learning, sharing and supporting each other modelling cohesive, collaborative leadership with decentralised, trusted approaches to teams giving their best to deliver in complex circumstances.

Agile Squads is enshrined in the Carlisle City Council Staff Handbook as a key practice and courses, programmes of mentoring and learning and experiential activities are part of the L&D portfolio.