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Health Education and  
Improvement Wales (HEIW)

## 5 Step Approach to Managing Projects / Task and Finish Groups to Support Workforce Planning

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## 1. Introduction

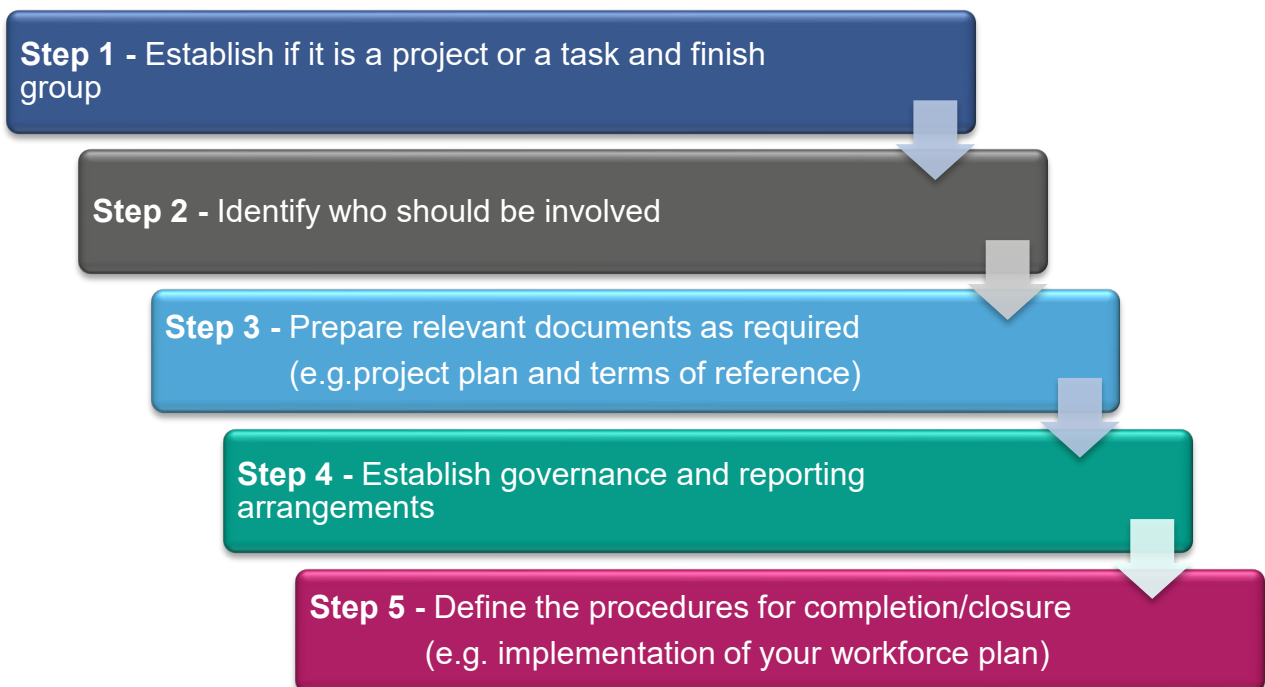
This guide has been developed to support the workforce planning toolkit, you may find it useful if your organisation does not have in place a structured approach to planning and project management. The guide has been designed to help specifically with setting up and managing your workforce planning project and/or task and finish groups.

Key considerations for your workforce planning project:-

- It is important that all project and task and finish group activity is driven by your project plan, and all activity should have a clear link to your project plan objectives, this link will help you when you chart your progress.
- You will need to establish your organisations approval and reporting processes to ensure your project is approved, this will be important for ensuring your workforce plan is properly supported during implementation.

The five step guide has been developed to provide both the guidance and useful template documents to support you in managing your workforce plan project and/or task and finish groups. The useful documents can all be found in the Appendix.

The five step approach:-



## 2. Running a Project/Task and Finish Group

### Step 1 - Establishing if it is a project or a task and finish group

For the purposes of this guide definitions are:-

A **Project** requires some effort in terms of planning and implementation and usually results in something new or different e.g. developing a strategic workforce plan to support service changes.

A **Task and Finish Group** usually focuses on an existing operation, routine or a piece of work within a project, e.g. a review of an existing practice for a service improvement.

The main reason we need to define what the activity is, is to ensure that you are utilising resources in the most efficient way, for example in a task and finish group it is unlikely there would be a formal plan in terms of managing the work or a requirement to provide a formal/written update on progress. It is more likely that activities would be allocated to individuals e.g. undertaking research or gathering information and then the group would come together on a few occasions to discuss findings, draft recommendations and prepare a report on what action may need to be taken, this would generally be accomplished over a short period of time, maybe just a few weeks or months.

Whereas a project will usually require a project initiation document (a PID) and a project plan with detailed activity, timescales and project deliverables/outputs with regular project update reports. You will find some templates for a Project Initiation Document (PID) and project plan that you may find useful to support your workforce planning project in Appendix 1.

Both projects and groups may require a Terms of Reference to define the work the group is required to complete, there is a template for a Terms of Reference you might find useful in Appendix 1.

### Step 2 - Identify who should be involved

There are a number of specific roles within projects or task and finish groups. It may not be that all the roles are needed, however as a minimum, there will need to be a lead and for projects there should also be a nominated project manager. The usual roles are:-

- **Lead**

This is the decision maker for the project or task and finish group, the person who will manage; communicate and implement the project plan. The lead holds responsibility to run the project/task and finish group on a day to day basis.

- **Project Manager**

The Project Manager provides the project planning, reporting, risk management and coordination of activities, though not essential for a task and finish group, often they can be included to help with coordination of tasks and report development, particularly for multi-disciplinary task and finish groups.

- **Subject Matter Expert**

Subject Matter Experts (SME) provide the expertise for a specific area, for example a Profession representative. SME's provide the sense checking and advise on development of proposed models. Depending on the requirements of the specific project or task and finish group, an SME may form part of the core project/task and finish group (they are often also the Lead), or they may just be involved for a short period to contribute to/advise on a specific subject or to undertake research.

- **Representative**

Representatives can be part of the core group or can be included for specific activities, representatives may form part of the core project/task and finish group or may just be involved for a short period to contribute to/advise on a specific subject for example Profession representative; HR; Finance; IT/Digital; Partnerships; Stakeholders; Patient or Service User Groups.

These roles and the type of tasks/responsibilities each role may be required to undertake in your workforce planning project can be found in Appendix 2, this information will help you identify who needs to be involved in your workforce planning project/task and finish group.

### Step 3 - Prepare relevant documents (e.g. PID and Project Plan)

All projects/task and finish groups will likely be required to provide some documentation, the table below gives an indication of the documents you may need to prepare and who should be responsible.

The documents are described in the table below. There are templates for all of these documents included in the Appendix

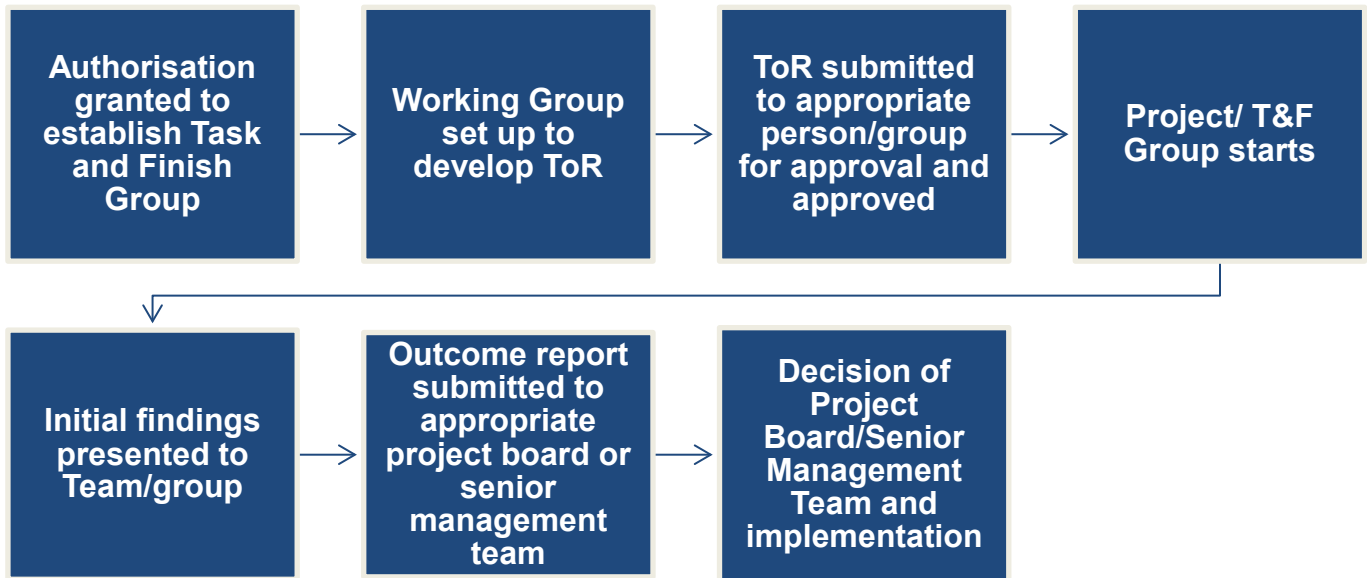
#### Document Description Table

<p><b>Project Initiation Document</b></p>	<p>The Project Initiation Document (PID) is usually only completed for a project and describes in full detail the purpose and structure of the workforce planning project, the work involved including the project deliverables, objectives and the arrangements for managing the project.</p>	<p>The owner of this document is the <b>Lead</b>, though the project will usually be sponsored by a senior manager.</p>
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<p><b>Terms of Reference</b></p>	<p>The Terms of Reference (ToR) describes in detail the purpose and structure of the Project/Task and Finish Group, the groups objectives and how the group will work to achieve them.</p> <p>A ToR is often required for both Project and Task and Finish Groups</p>	<p>The owner of this document is the <b>Lead</b>, but <b>all</b> Group Members will contribute to the development of the ToR</p>
<p><b>Project Plan</b></p>	<p>The project plan provides details of the key activities, milestones and timescales, responsibilities and accountability of the Project Group.</p> <p>Whilst a Project Plan is not essential for a Task and Finish Group, the template may be used to help coordinate work, particularly for multi-disciplinary groups</p>	<p>The project plan is usually prepared as a supporting document to the ToR, it is developed by <b>all</b> members in consultation with details of project activity, the member nominated to complete the task and key dates.</p> <p>The <b>Project Manager</b> will monitor progress against the plan</p>
<p><b>Progress Report</b></p>	<p>The format of the progress report is a highlight/exception report which provides detail on progress for the project, including what is going well, what is not going well and any barriers/risks to the project.</p> <p>The requirement for progress reports for Task and Finish Groups will be determined by the Lead and Governance arrangements, for example a short task and finish group may only need a ToR and Closure Report.</p>	<p>The <b>Lead</b> will usually present the report (or submit if presence is not required) to the relevant Board/Management Meeting.</p> <p>The <b>Project Manager</b> will usually coordinate the completion of the report</p>
<p><b>Outcome/ Closure Report</b></p>	<p>The Outcome/ Closure Report is the final document produced for a project or task and finish group at its end. The report details the level of success and outcome(s) and any issues that have prevented successful completion (i.e. premature closure or partial completion). The report may also contain recommendations for future development; identify lessons learned and good practice for future projects.</p>	<p>The <b>Lead</b> will usually present the outcome/closure report to the relevant Board/Management Meeting.</p> <p>The <b>Project Manager</b> will usually coordinate the completion of the report</p>

#### Step 4 - Establish governance and reporting arrangements

The governance and reporting arrangements for your workforce planning project will depend on the nature and length of the project or task and finish group and will generally follow established lines of reporting within your own organisation. For example a task and finish group established to review a team based process may follow these reporting lines:-



For longer time scale task and finish groups or projects, there may be a need for additional progress reporting, usually in line with your organisations regular/standing meetings. This may also be supported by adhoc arrangements for dealing with risk escalation or significant issues affecting progress.

#### Step 5 - Procedures for project completion and implementation of your workforce plan

The Outcome/Closure Report is the final document produced by the group and is used by senior management to assess the overall success of the project through review of:-

- The objectives and success of the Project/Task and Finish Group.
- Consider any outstanding issues, risks, and recommendations
- Make decision on implementation of your workforce plan
- Identify highlights and good practice for future projects

The final report should contain details relating to the achievement of the objectives, deliverables, benefits realised, whilst detailing any continuing risks/issues, recommendations and opportunities. It should also contain details of implementation, ongoing monitoring and review procedures.

### 3. Templates

It is much easier to manage projects/task and finish groups if you have a structured approach, this guidance includes a set of easy to use templates that support this approach. These documents can be adapted to suit the requirements of your project/task and finish group and governance arrangements.

The following template documents can be found in the Appendix and have been developed for use for both Projects and Task and Finish Groups as required:-

- Project Initiation Document
- Terms of Reference (ToR)
- Project Planner (Includes risk and issues log)
- Progress Report
- Outcome/Closure Report

## Appendix 1 – PID Template

### PROJECT INITIATION DOCUMENT (PID) TEMPLATE

#### 1 Purpose of this document

The purpose of this Project Initiation Document (PID) is to define the (insert project name) project, outline the basis for its management, the work involved and for the assessment of its overall success.

##### 1.1 Introduction

Introduce your project, high level context e.g. within a strategy why was the project established?

##### 1.2 Background

Detail the background to your project, include issues, problems, what is the problem you are trying to solve?

##### 1.3 Objectives

What are your project objectives?

##### 1.4 Project Ownership

Who owns the project?

#### 2 Project Scope

##### 2.1 Scope

What is in scope and what is out of scope for your project?

##### 2.2 Constraints

What are the constraints on your project? e.g. budget?

##### 2.3 Assumptions

What assumptions have been made for your project e.g. predicted increase in service demands

##### 2.4 Interfaces

Are there any other linked projects (e.g. is your workforce plan part of a wider programme of work or cross cutting work? Or linked to new national standards or operating principles

##### 2.5 Dependencies

Does your project have any dependencies e.g. introduction of new technology?

### 3 Project Organisation Structure

#### 3.1 Senior Responsible Owner

The Senior Responsible Owner for the project is ...

#### 3.2 Project Manager

The Project Manager is ...

#### 3.3 Roles and Responsibilities

Senior Responsible Owner - The Senior Responsible Owner (SRO) is the individual responsible for ensuring that the project meets its objectives and delivers the projected benefits.

Project Manager is responsible for the day-to-day management of the project.

#### 3.4 Project Structure

This is usually represented as a hierarchy of how your project fits in line with local arrangements e.g. is it part of a wider programme of work and how it fits in.

### 4 Governance

How will your project be governed, who does it report to? E.g. Management Team, Project Board etc.

### 5 Approach and Management

What will be your approach to project management e.g. Prince II principles. Include the team structure and identify if you need external support.

What type of progress reports will you produce and how often? How will you manage changes to the project (you may have local arrangements in place to do this e.g. change control process). How will you manage risks?

### 6 Communications

Include your stakeholder mapping and communication and engagement plans.

### 7 Project Deliverables

What are your project deliverables, what is your project timeline, include your key milestones.

## Appendix 2 – Project Terms of Reference Template

<b>Name of Project/Task and Finish Group:</b>	
<b>Remit/Purpose of group:</b>	
<b>Objectives:</b>	
<b>Reporting to:</b>	
<b>Communicates with:</b>	
<b>Commissioned by:</b>	
<b>Group Membership:</b>	
<b>Project/Task &amp; Finish Group Key Timescales and Duration:</b>	
<b>Supporting Documents and Outputs:</b>	
<b>Scope of work (detail work areas in scope and out of scope):</b>	
<b>Constraints:</b>	
<b>Expected Benefits:</b>	

<b>Key Stakeholders and Engagement Process:</b>	
<b>Outcomes:</b>	
<b>Approval:</b>	
<b>Name</b>	
<b>Job Role</b>	
<b>Date</b>	

## Appendix 3 – Project Plan Template

### Project Plan

High level Activities/Milestones/Decision Points	Who	Start	End
<b>Detail what needs to be done</b> (Examples only, this list should be adapted to suit your project)	Lead		
<b>Development Activity and Approval</b> e.g. Complete the PID; Prepare a Business Plan			
<b>Pathway</b> e.g. Develop a Patient/Service User Pathway through service			
<b>Finance</b> e.g. Confirm Budget; Funding Arrangements			
<b>Planning &amp; Performance</b> e.g. Implementation dates			
<b>Patient/ Service User Experience</b> i.e. Engage and get feedback; patient/service user group involvement			
<b>Partners/Stakeholders</b> e.g. engage, communicate and get feedback			
<b>Communications</b> e.g. Leaflets, internal and external communication activity			

### Risk and Issue Log

Risk/Issue	Lead/ Responsible Person	Date Identified	Implications for Project	Action Taken	Review Date	Risk Score	Risk Rating
<b>Detail the issue</b>							

Risk Score	Risk Level	Risk Rating
	Score	Risk Rating
	1-3	Low
	4-6	Moderate
	8-12	Significant
	15-25	Critical

## Appendix 4 – Project Progress Report

<b>Project/Task and Finish Group Name:</b>	
<b>Date:</b>	
<b>Report to (Meeting/Board):</b>	
<b>Project Lead:</b>	
<b>Project Start Date:</b>	
<b>Project End Date:</b>	
<b>Project Objectives:</b>	

### 1. Introduction

Project remit....

This report provides an update and highlights on .....

### 2. Timing

Activity undertaken in the period ?? to ??

### 3. Description

Highlights from the Project/Group:-

3.1 What went well

3.2 What isn't going well

3.3 What can we do better

3.3 Risk/Issues to be escalated

#### **4. Financial**

Any financial impact

#### **5. Quality, Equality, Safety and Patient Experience**

Any stakeholder engagement

#### **6. Considerations for Board / Committee:**

Options for decision

#### **7. Next Steps:**

Next steps for project

## Appendix 5 – Project Closure Report

<b>Project/Task and Finish Group Name:</b>	
<b>Date:</b>	
<b>Report to (Meeting/Board):</b>	
<b>Project Lead:</b>	
<b>Project Start Date:</b>	
<b>Project End Date:</b>	
<b>Project Objectives:</b>	

### 1. Introduction

Project remit....

This report provides final outcome of the project.....

### 2. Timing

Period covered.....

### 3. Description

3.1 Key findings and outcomes:-

3.1.1. Objective 1

3.1.2. Objective 2

Highlights from the Project/Group:-

3.2 What went well

3.3 What didn't go well

3.4 What could we do better next time

**4. Financial**

Any financial impact, benefits realised

**5. Quality, Equality, Safety and Patient Experience**

Any stakeholder engagement, benefits realised

**6. Considerations for Board / Committee:**

Options for decision

**7. Next Steps:**

Next steps and recommendations

## **Appendix 6 – Project Role Activity Descriptions**

### **Lead**

The Lead holds overall responsibility for running the project/task and finish group on a day to day basis. Responsibilities and activities associated with this role include:-

- Production and management of Project/Task and Finish Group Documents
- Identify Group Members
- Communicate Project/Task and Finish Group Activities with relevant parties
- Liaise with Stakeholders
- Takes overall responsibility for group progress and use of resources, initiating corrective action where necessary, ensuring that the work meets all requirements
- Manages a risk register, escalating as appropriate
- Prepares and presents progress reports
- Produces Outcome/Closure Report including all arrangements for transfer into business as usual where required

### **Subject Matter Expert**

Subject Matter Experts (SME) provide the expertise for a specific area, providing sense checking, undertaking research and advising on development of proposed models.

Responsibilities and activities associated with this role include:-

- Research
- Quality Assurance
- Contribute to completion of reports
- Risk Analysis
- Application of National Standards

### **Project Manager**

The Project Manager provides expertise in project planning and management, including coordination of activities. Responsibilities and activities include:-

- Coordination of Project Document Completion
- Support Governance Arrangements
- Manage the Project Plan
- Coordinate Communications

### **Representatives**

Representatives may be asked to join the Project or Task and Finish Group either as full members or on a temporary basis, responsibilities and tasks will vary depending upon the project requirements, but may include:-

- Research
- Quality Assurance
- Contribute to completion of reports
- Provide feedback (Patients; Service Users; Staff; Internal Services; Stakeholders)
- Provide insight and support from specific areas e.g. Professions, HR; Finance