Oxford Flood Alleviation Scheme
RESOURCE MANAGEMENT PLAN

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1 Document History

1.1 Location

This document is stored in the following location:

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1.2 Revision History

This document has been through the following revisions:

Version No.	Revision Date	Filename/Location stored:	Brief Summary of Changes
V0.1	30/11/2016	ENVIMSE500177_ResourceManagementPlan_V0.1	First draft
V0.2	13/12/2016	ENVIMSE500177_ResourceManagementPlan_V0.2	Updated with comments

1.3 Authorisation

This document requires the following approvals:

AUTHORISATION	Name	Signature	Date

1.4 Distribution

This document has been distributed to:

Name	Title	Version Issued	Date of Issue
Chris Savage	Assurance & Approvals Manager	V0.1	30/11/2016
Chris Savage	Assurance & Approvals Manager	V0.2	13/12/2016
Joanna Larmour	Project Director	V0.2	22/03/2017

Contents

1 Introduction

1.1 Purpose of Document

The Resource Management Plan describes the changes in resource levels, distribution and skills required throughout the project and how this will be realised. Having clear sight of where activities will be delivered and the skills required should help to identify where roles continue, where tasks end but an individual's skills can be re-used within the project, and where roles and skills end and new recruitment is required. The success of the project is highly dependent on the project team, and so the recruitment, retention, development and transition of high quality staff will also be considered.

Roles and responsibilities will evolve throughout the project life cycle, and the Resource Management Plan will have to be adaptable to ensure that the project makes best use of its resources. This plan sets out the detail of how we will manage resources over the next stage of the project (Outline Business Case to Full Business Case) and will be updated before submission of the Full Business Case to reflect the requirements of the subsequent phases in more detail.

1.2 Resource Management Approach

This Resource Management Plan provides a high level overview for the whole project and a detailed plan for the transition from Outline Business Case (OBC) to Full Business Case (FBC). It has been developed using the master programme to identify periods of high workload over the project lifecycle and how this will affect the resource requirement during these times. This initial resource profile has been further refined through discussion with the workstream leads.

The Plan is a living document and will be re-evaluated in dialogue with the workstream leads before each transition between project stages in order to assess in more detail the requirements of each workstream in the subsequent stage. This will allow a flexible approach to resource management, taking into account the developing needs of workstreams as the project unfolds.

2 High level plan

2.1 Outline Business Case

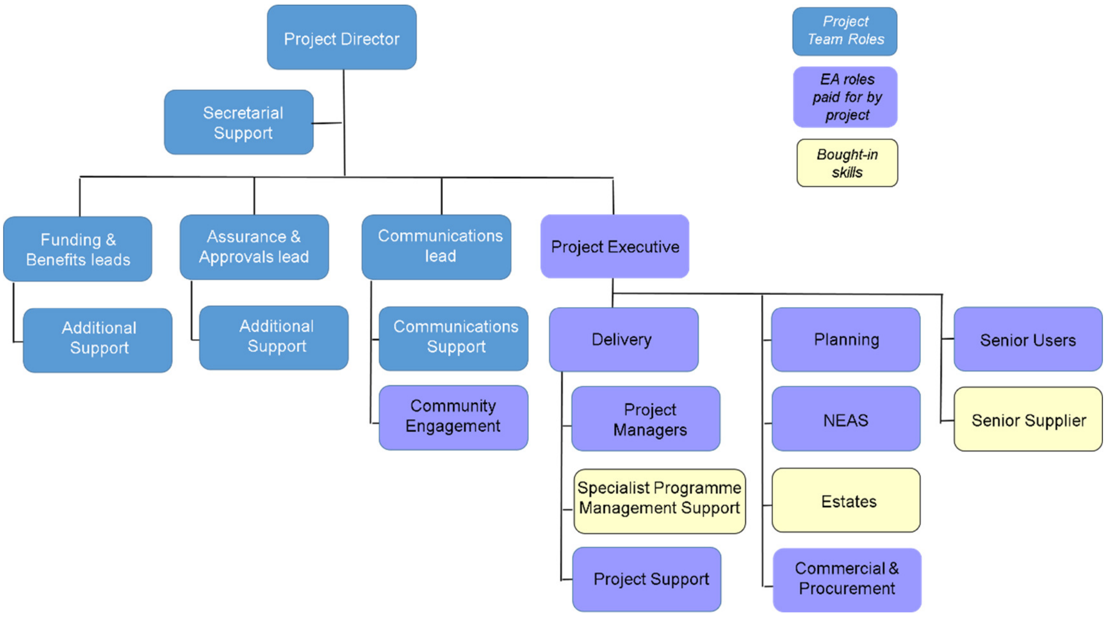
At OBC, the key project activities were appraisal, selection of the preferred option and securing funding contributions. The current team structure can be broadly grouped into 4 main workstreams:

- Funding and Benefits
- Assurance and Approvals
- Communications and Engagement
- Delivery

Each of these workstreams is headed by a grade 6 workstream lead who reports directly to the Project Director, as these are roles with significant people management responsibility. In addition, the following workstreams are closely tied to project delivery and so report to the Project Executive:

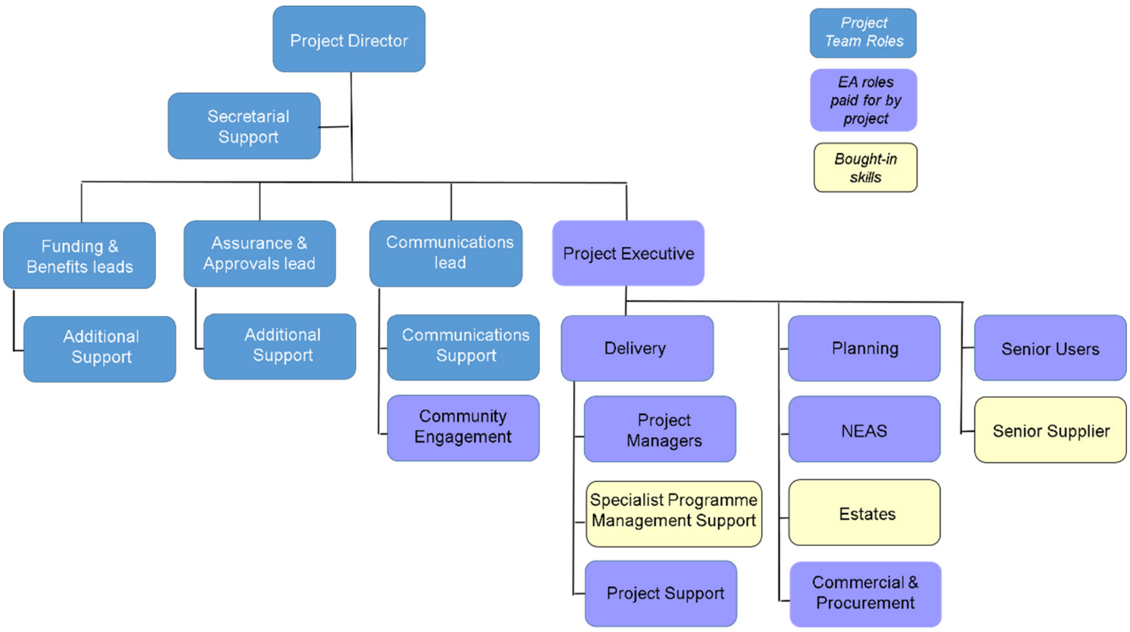
- Commercial & Procurement
- Planning
- Estates
- NEAS (National Environmental Assessment Service)

Some roles, including programming, cost consultant and estates management, are filled by bought-in resource, as these require specialist skills not widely available within the Environment Agency. The diagram below shows the structure of the project team during this stage, but is not proportional to the sizing of each workstream. The total full time equivalent (FTE) of the project team at OBC is 20 FTE.



2.2 Full Business Case

The project team structure for the Full Business Case will be broadly similar to that of the Outline Business Case. During this stage of the project the emphasis changes from option selection to early works delivery, detailed design, securing planning permission for the main engineering component, submission of the Compulsory Purchase Order (CPO), and carrying out the procurement exercise. Once all of the funding contributions have been secured there will no longer be a need for negotiating skills, and so the funding and benefits workstream may reduce in headcount at this point or shift in focus to the legal processes for funding agreements and benefits realisation. This stage is discussed in more detail in section 3. The project team will increase to a peak of 21.9 FTE during FBC.



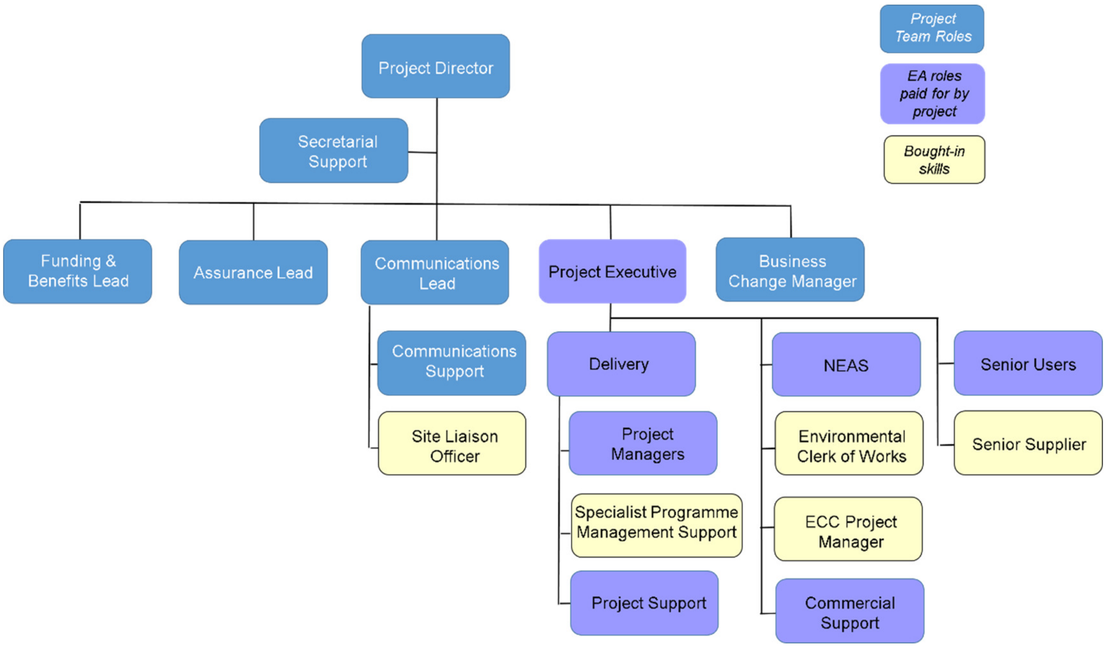
2.3 Delivery

After the Full Business Case is approved there will be a major shift in project requirements. At this stage, the contracts have been awarded and so the Commercial & Procurement workstream will end. As these roles are bought in from national teams in the Environment Agency, this will not require a formal exit strategy. The remaining commercial responsibilities will shift from the Procurement team to the ncpms (national capital programme management service) team. Contract management will be assigned to a full time ECC (Engineering and Construction Contract) project manager, which will be contracted due to the highly specialised skills required. Occasional commercial support will be necessary during compensation events and will be sourced from the Environment Agency ncpms team.

By this point, funding will have been secured and so the Funding and Benefits workstream will largely end. As these are project team roles, the exit strategy will require close management (see section 5.4). However, benefits management will continue and so this responsibility will pass to another role, which may be a Benefits Realisation Manager spending a low FTE on the project, a dedicated Benefits Realisation & Assurance role, or may sit with the Business Readiness Manager (see section 4.4). Equally, assurance responsibilities may continue with an Assurance Manager on a low FTE, or may be transferred to a dedicated Benefits Realisation & Assurance role. A decision will be made by the Project Director on the delivery structure and outlined in the updated Resource Management Plan by September 2017.

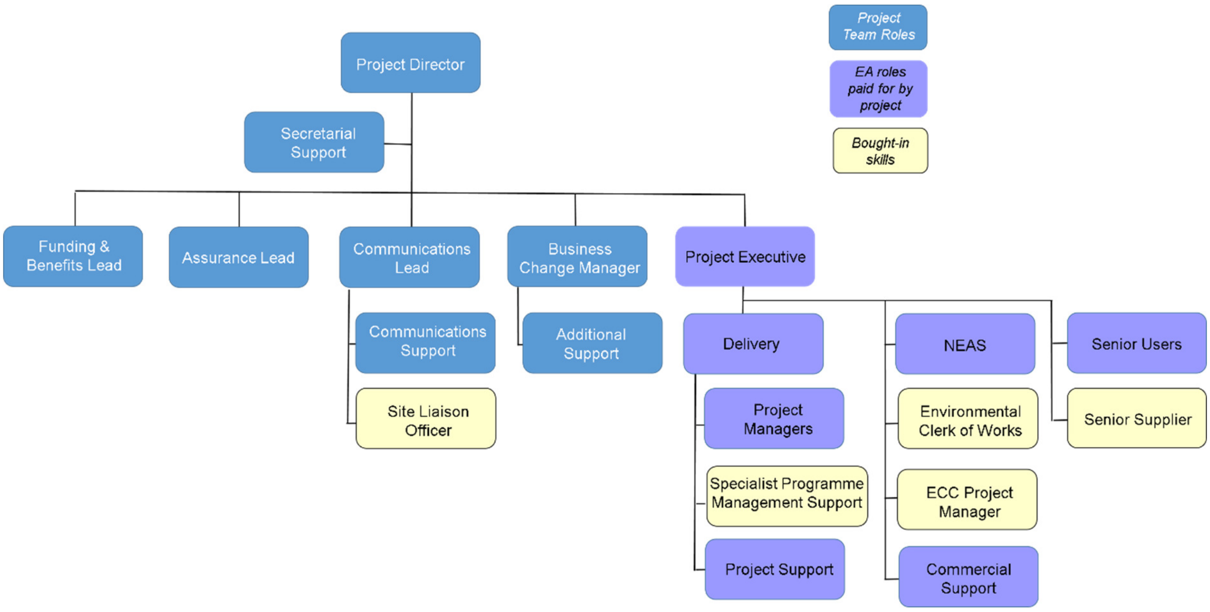
The project's partnership approach means that it is crucial to successfully integrate the scheme not only into the wider Environment Agency but also into partner organisations, and the responsibility for this will be held by the Business Readiness Manager. This will be a new role and so recruitment for this will need to begin well in advance of the transition to delivery (see section 5.1).

Due to the high profile nature of the scheme and the concerns of downstream communities, the Communications & Engagement workstream will not greatly reduce in size during the transition to delivery. A dedicated Site Liaison Officer role will be created, and this could be filled by a member of the project team or by a contractor. This decision will be made by the Project Executive and Strategic Engagement Manager prior to contract tender. An Environmental Clerk of Works will also be sourced from a contractor as this is a specialised role, and will ensure that environmental risks and issues are dealt with during delivery.



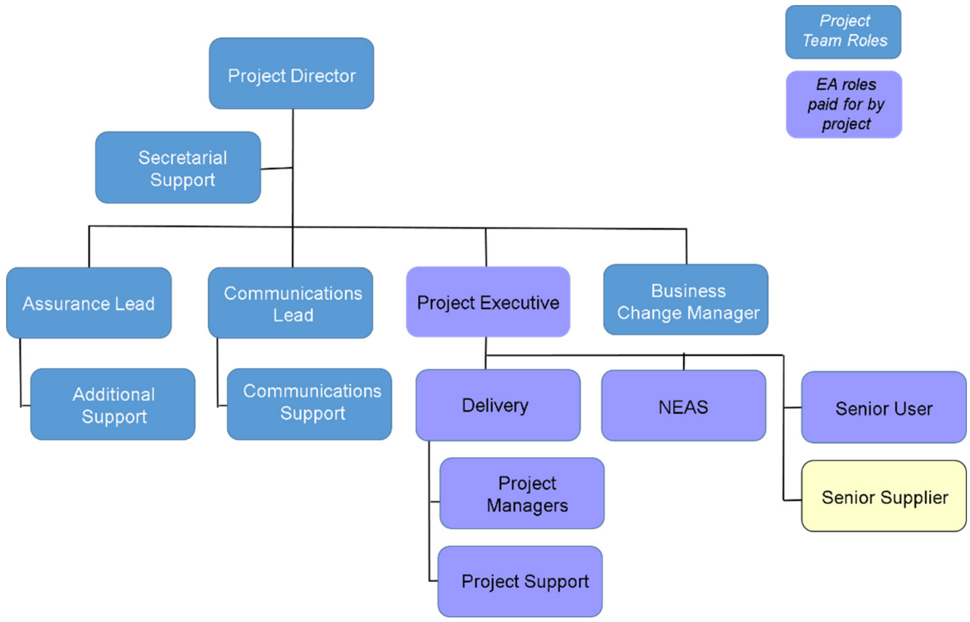
2.4 Preparing for Operational Service

This stage is defined as the 12 months preceding readiness for service. During this time the team structure will not greatly change, but the Business Readiness workstream will take greater prominence to embed the scheme into the wider business and partner organisations. Both internal and external communication will play an important role during this phase in order to ensure that the business is ready to accept the asset and stakeholders are aware of the imminent opening of the scheme.



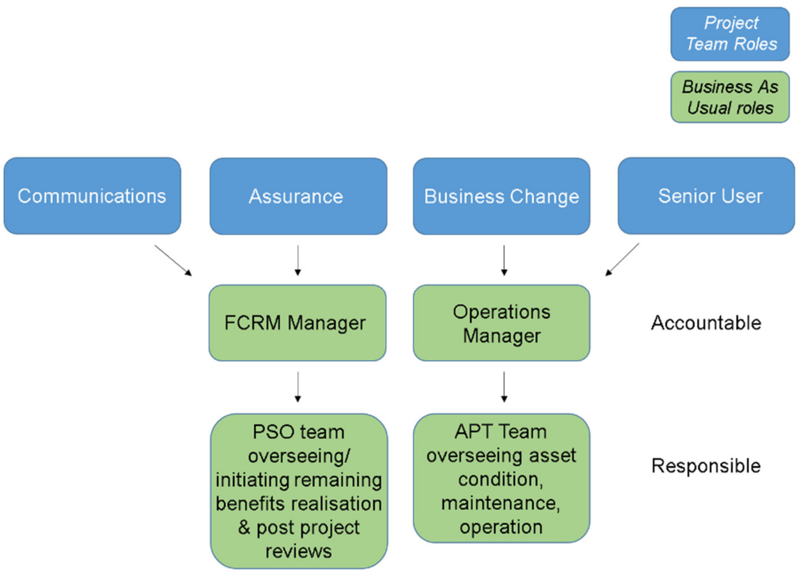
2.5 Closure

At project closure, all outputs will have been achieved. The Delivery workstream will reduce in headcount to archive all project documentation and achieve formal closure. The Business Readiness Manager will play an important role in overseeing the transfer of the scheme into business as usual operations. A communications team will still be required to handle post-implementation queries from partners and the public. Assurance will continue with a strong shift in focus to benefits realisation and coordinating post project reviews. Both workstreams will continue for approximately 12 months after project closure. This will require extra support in the assurance workstream, which may be sourced from an agency due to the short duration of the role.



2.6 Post-Closure

Post-closure of the project, the project team will have been disbanded and the remaining responsibilities will be integrated into business as usual operations. Communications will pass to the communications teams within the business. Monitoring of benefits realisation and further reviews will be handled by the Partnerships and Strategic Overview teams, with overall accountability held by the area FCRM (Flood and Coastal Risk Management) Manager. At this point in time it is envisaged that the asset will be retained by the Environment Agency, and accountability and responsibility for the future operation and delivery will sit with the Operations Manager and Asset Performance Teams respectively. The project workstreams will be transferred to these business as usual roles as described below:

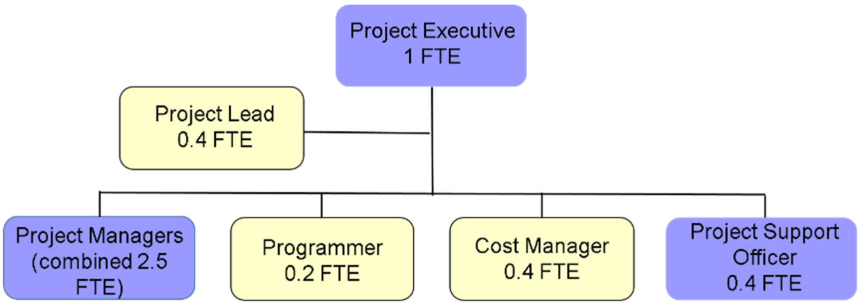


3 Detailed plan through to the end of FBC

During the Full Business Case stage of the project the focus shifts from selection of the preferred option and securing funding to delivery of early works, detailed design, planning application, CPO submission and procurement. This will cause some changes for each workstream in terms of work load, responsibilities and skills required, and these are set out in more detail below.

3.1 Delivery

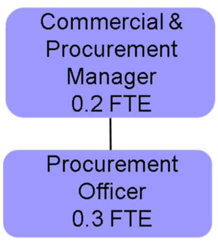
The delivery workstream is led by the Project Executive and composed of three Project Managers. They are employed by the national ncpms team but have been brought onto the project. Additional specialist project lead, cost management and programming support is provided by external contractors. Additional support is provided by a Project Support Officer who is brought in from a national team within the Environment Agency, and Project Support Officers are also available for ad-hoc support on administrative functions. The team structure will be as follows:



The responsibilities of this workstream will remain largely the same as for the Outline Business Case as the delivery workstream is responsible for many core tasks which must be carried out throughout the project lifecycle. Responsibilities such as the business case, risk and issue management, work packages, programme, costs, quality and performance evaluation will not change between OBC and FBC.

3.2 Commercial and Procurement

The commercial and procurement workstream is made up of a Procurement Lead and a Procurement Officer brought into the project from the national Procurement team within the Environment Agency. They will spend a baseline of a combined 0.5 FTE on the project during FBC. The workstream structure is described below:

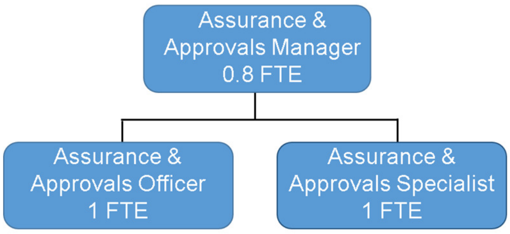


As the preparatory work for the procurement exercise has been underway since mid-OBC stage, the workload for this workstream is not expected to greatly alter during FBC. However, busy periods are anticipated with 1.5 FTE during the tender planning and drafting process between September and December 2017, 1 FTE during tender evaluation in April 2018, and 1 FTE during contract award in September 2018. The flexible nature of resourcing from national teams within the business means that during these periods the commercial and procurement team can increase their FTE on the project whilst their other roles are supported by members of that team.

The responsibilities of this workstream will shift from preparing for tender to tender planning, drafting and evaluation during FBC. They will remain responsible for writing the commercial business case.

3.3 Assurance and Approvals

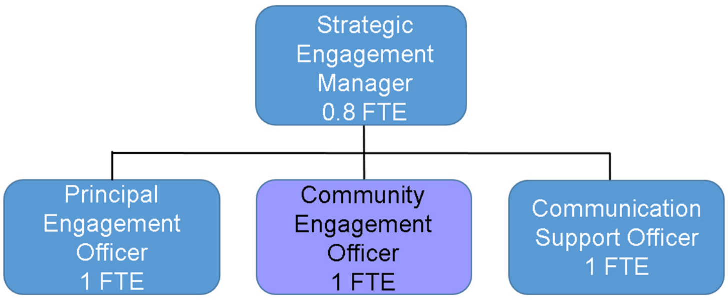
The assurance and approvals workstream is made up of permanent members of the project team. The workstream structure is described below:



The responsibilities of the assurance and approvals workstream will not greatly change at FBC, as the business case must go through a similar approvals process as at OBC. In addition, the OGC Gateway 2 review is planned to take place in March 2017 and this will require a significant input from this workstream. If necessary, the Assurance & Approvals Manager may need to buy in additional assurance specialist support on the project, and this will be decided by January 2017.

3.4 Communications and Engagement

The communications and engagement workstream is made up of project team members with some support bought in from the business. This is described below:

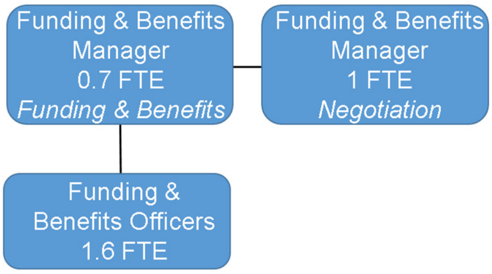


The role of this workstream from OBC in engaging and communicating with the public and downstream communities will continue during FBC, but several additional responsibilities will arise. One of the major risks on the project is that an inquiry during the planning application leads to delays in the project, which will incur significant cost. As such, the communications and engagement team are carrying out several exercises with the aim of informing the public and limiting sustained objections during planning. The pre-planning public consultation will take place from February to May

2017 to address stakeholder concerns early in the planning process. The preparation and running of this consultation will require significant communications input. In addition, work on downstream community engagement will continue to clearly communicate the impacts and scope of the scheme and to reassure worried communities, in order to reduce objections during the planning application. The majority of this work will be undertaken by the communications and engagement team, but several documents will be produced by the design contractors where the relevant skills or resources (eg. specialist software) are not available in the project team. This will include some graphic work, visualisations, and an updated stakeholder database.

3.5 Funding and Benefits

The funding and benefits workstream is made up of project team roles. These are described below for FBC:



At OBC the focus of the funding and benefits workstream was on negotiation with external organisations in order to secure contributions to the scheme, as well as planning the project finances, producing benefits management control documents, and writing the OBC financial case. During FBC, all of the partner contributions will be secured and so a key task is to develop and approve full legal agreements with contributors, which is likely to cause a high work load from OBC submission until August 2017, as well as implementing the Benefits Realisation Plan and writing the financial case for FBC. These tasks will require additional support for benefits management tasks, and additional permanent resource will be recruited starting in January 2017. Suitable training in benefits management will be provided after recruitment.

The development of legal agreements with contributors will require legal support, and this will be sourced from the in-house legal team. The relevant team leaders in the legal department have been notified that support will be required in order to ensure that resource will be available during this period.

At this stage there is less need for specialist negotiation skills and so one of the two Funding & Benefits Managers may leave the project team, depending on the progress made towards funding agreements. This decision will be made by the Project Director by September 2017.

3.6 Planning

The planning workstream is made up of a Planning Manager from the Sustainable Places team within the Environment Agency who spends 0.8 FTE on the project, with occasional support from others in the team.

The Planning Manager works to ensure that the scheme design is compliant with planning regulations and so will achieve planning permission. During FBC, two major project milestones relevant to planning will occur: submission of the planning application and submission of the Compulsory

Purchase Order (CPO). This will mean an increased workload for the Planning Manager during the pre-planning consultation, from February to May 2017, and during preparation of the CPO, from July to October 2017. During these periods the workstream FTE may increase with non-project responsibilities being supported by the Sustainable Places team, but it is not predicted that additional resource will be required.

3.7 NEAS

The NEAS (National Environmental Assessment Service) workstream is made up of a NEAS representative who spends 0.6 FTE on the project. They are responsible for ensuring that the environmental impacts of the scheme are successfully mitigated, that any environmental issues are resolved, and for consultation with environmental stakeholders.

During FBC, periods of high workload will occur due to design consultation until January 2017, design review and the environmental statement from May to October 2017, tender preparation from November to December 2017, and tender assessment from April to May 2018. During this time, extra support can be obtained from the national NEAS team on an ad-hoc basis.

3.8 Estates

The role of Estates Manager is held by an external contractor on behalf of the Environment Agency due to the specialised nature of the role, and currently spends 1 FTE on the project.

During OBC, the Estates workstream was largely responsible for consultation with landowners and valuation of the land of interest. The project team has aimed to form agreements with landowners via negotiation rather than compulsory purchase if possible, and so in advance of CPO submission close discussions with landowners will continue. As these discussions have already begun during OBC, the FTE of this workstream is likely to remain the same. However, the CPO programme will be run alongside discussions to avoid delays to the programme if negotiations are unsuccessful. This will include consultation with a specialist CPO lawyer, and this has been included in the project cost forecast.

4 Roles and Responsibilities

4.1 RACI chart

The major responsibilities and accountabilities of the project are summarised in the RACI (Responsible, Accountable, Consulted, Informed) chart below:

Responsible
Accountable
Consulted
Informed

	Project Director	Project Executive	Senior User	Senior Supplier	Funding & Benefits Manager	Assurance & Approvals Manager	Strategic Engagement Manager
Business Case	A	R	C	C	C	C	C
Commercial	C	A	C	C	I	I	I
Funding	A	C	C	I	R	I	I
Project plan	C	A/R	C	C	C	I	C
Project Organisation	A	C	I	I	C	I	C
Risk	C	A	C	C	I	C	I
Quality	A	A/R	C	C	I	C	I
Products & Data	I	A/R	C	C	I	I	I
Work Packages	C	A/R	C	C	I	I	I
Communication	A	C	C	C	C	C	R

Several other key project roles do not fall into the main workstreams and these are described in more detail here.

4.2 Senior User

The Senior User ensures that the needs of the end users of the scheme are met and reports to the Project Executive. The Senior Users are therefore closely involved throughout the project lifecycle. This role is split between two Senior Users who commit 0.4 FTE and 0.3 FTE to the project respectively. The first role represents the needs of the Partnership and Strategic Overview team (PSO) from FCRM whereas the second represents the operational and maintenance needs.

During FBC, the Senior User for PSO is likely to increase to 0.6 FTE due to the planning submission and CPO processes, but will decrease to 0.2 FTE during construction and this role will end at project closure.

The Senior User for operations and maintenance will remain at 0.4 FTE throughout FBC and construction, but will draw on resource in the Assets Performance and Operational Field teams in response to increased workload during the detailed design and construction processes. This role will continue after project closure in order to supervise integration of the scheme into the business.

The relevant team leaders are aware of this resource profile to allow resource management elsewhere in the business.

4.3 Senior Supplier

The role of Senior Supplier is to represent the interests of those designing, developing, facilitating, procuring and implementing the scheme, and reports to the Project Executive. The Senior Supplier is accountable for the quality of the scheme delivered by the contractors and is responsible for the technical integrity of the project.

During OBC and FBC, the Senior Supplier is a director level position from within the appraisal and detailed design contractors. The Senior Supplier is consulted by the contractors and Project Executive on an ad-hoc basis in order to fulfil their role. On award of the contract for construction, the Senior Supplier role will move to a senior member of the construction contractor team.

4.4 Business Readiness Manager

The role of Business Readiness Manager is to bridge between the project and the business operations. They are responsible, on behalf of the Senior Responsible Owner and the Sponsoring Group, for ensuring that the project outcomes will achieve the desired benefits when integrated into the organisation. The key responsibilities of this role will be:

- Establishing business readiness workstreams
- Preparation of business areas for receipt of the scheme
- Integration of the scheme into business as usual

They may also take over responsibility for benefits management from the Funding and Benefits Manager. This decision will depend on the progress towards benefits realisation and the experience of the candidate, as if issues have arisen it may be beneficial to retain the benefits management experience of the Funding and Benefits Manager within the project.

The specific requirements of the role will be explored by the Project Director in collaboration with an in-house Human Resources specialist by August 2017. This will establish the grade, responsibilities, scope and reporting structure of the role. As the Business Readiness Manager will consult with senior management, this role will be recruited at grade 6 or 7. Generic job roles for a staff member at these grades are available from the organisation and describe the standard competencies for a role at these grades. In addition, the Business Readiness Manager must be able to effectively communicate with staff at all levels of the Environment Agency and partner organisations to generate buy-in and encourage new ways of working.

In order to successfully integrate the scheme into the organisations, the Business Readiness Manager will require a detailed knowledge of the business and should be drawn from the relevant business area, so will be recruited from within the Environment Agency. This is a non-standard role within the Environment Agency, and so recruitment will be completed at least 3 months in advance of the first transition point in order to allow a thorough handover of responsibilities and induction. Further details of recruitment are described in section 5.1. Decisions as to the responsibilities and scope of the Business Readiness Manager role will be taken by the Project Director by August 2017, and recruitment will begin in January 2018. The Business Readiness Manager will be responsible for setting out the structure of the business readiness workstreams for inclusion in the updated Resource Management Plan by September 2018.

4.5 Rotation roles

The project supports rotation posts filled by people on internal and external development schemes. The current project team includes a Graduate Civil Engineer and a Civil Service Fast Streamer who are undertaking placements on the Oxford Flood Alleviation Scheme. The scheme provides on-the-job learning and knowledge sharing to support their development, and they provide additional resource to the project.

5 Resource Management Approaches

5.1 Recruitment

Later in the project there will arise a need to recruit new team members. This may be when new roles are created or when current staff leave and their role must be passed on. Several options will be considered when recruiting new staff to the project:

- Recruitment of new permanent staff via external-facing adverts
- Recruitment of new permanent staff from other areas of the Environment Agency
- Payment for staff from other areas of the Environment Agency to work temporarily on the project
- Recruitment of a contractor to fill a project role
- Recruitment of temporary staff from an agency

Some roles may require knowledge of the Environment Agency procedures and processes, and in this case it is more appropriate to recruit from within the organisation. In other cases, certain specialist skills are not widespread within the business and in this case the necessary experience is more likely to be found in a contractor or via external recruitment.

In some cases, resource in a particular workstream is only required for a relatively short period of time. In this situation, recruitment of a new team member is unfeasible due to the high costs associated with recruitment, and so recruitment of temporary staff either from national teams in the Environment Agency or from agencies may be more appropriate.

The recruitment process will follow Environment Agency guidance. Generic job roles are available that describe the fundamental requirements of a role at a specific grade, and job profiles used in previous recruitment efforts are also available as guidance. These include a capability matrix to ensure candidates have the necessary competencies for the role. For roles which are not commonly found in the business the project will make use of an Environment Agency specialist recruiter.

Recruitment will be started approximately 6 months in advance of the transition point in order to deliver successful transition. This allows sufficient time for the recruitment process, to complete the on-boarding process, provide continuity of cover, and face to face handovers. This gives the project the best chance of transitioning to its next phase without delaying the schedule or losing momentum. Temporary staff can be recruited in a shorter time frame, but this decision will be made well in advance of the position becoming vacant and must still allow sufficient time for handovers.

5.2 Retention

The project aims to encourage staff to remain in their roles until the role ends or until an appropriate time in the project. Staff leaving at a difficult time could mean that there is insufficient time to fill vacant roles. As such, it is vital to provide staff with motivation to stay in their current roles. The Environment Agency provides various support functions for its staff in order to aid retention, such as flexible working, and the project utilises colocation days and team social and development events to strengthen the team atmosphere.

Other potential methods to aid retention that have been generated at this time are as follows:

- Providing development opportunities to allow promotion at the end of the project role.
- Extension of staff notice period, with associated financial reimbursement for the change in contract.
- Team celebration of key project milestones integrated into the project plan to aid motivation.

These options have not been fully considered in time for OBC, but will be outlined in the updated Resource Management Plan by September 2017. The Assurance & Approvals Manager is responsible for the development of the retention strategy and any ideas for retention will be consulted on between management and staff.

5.3 Transitions

Resource transitions are defined as the time period covering significant changes in both the project team structure and task focus. We have identified two transition points within the Oxford Flood Alleviation Scheme that will require more detailed planning to ensure that the project does not lose delivery momentum.

The first of these is after the Full Business Case is approved and the transition to delivering the construction contract. The second is at project closure, handing over any remaining duties to the client team and deploying project team members onto their next scheme.

Exiting roles will have a planned overrun into the subsequent phase to ensure people are not looking for alternative employment when we are trying to achieve a critical milestone. Exit strategies for individual roles will be explored 6 months prior to the transition date. By actively managing leavers we will be able to give certainty over their future and help to retain their skills on other major projects.

The high level resource plan has identified the need for a Business Readiness Manager role to oversee and establish the business readiness workstreams (see section 4.4). There is the potential that this Business Readiness Manager role could be used as the transition manager as their key work is focussed in the middle of the two transition points.

The Assurance and Approvals Manager is responsible for developing and agreeing the first detailed transition management approach with the Project Director by September 2017.

Localised workstream changes in between these transition points can be planned for and managed by the project leadership team without requiring specific transition management arrangements.

5.4 Learning & Development

The project leadership team aim to encourage staff learning and development to increase the skills available to the project and to aid retention of skilled staff within the business. The development options available to staff can be divided into three categories:

- Skills training, which is provided at the discretion of line managers to increase the specific skills available in their workstream and to develop staff for promotion within the business.
- Development programmes, which are recommended for high potential staff by their line manager to encourage personal development, aid retention, and develop staff for promotion within the business.
- Team development, which takes place during team days to develop transferable skills across the whole team such as creativity, efficiency and effective communication.

These options are used by project leadership to ensure that all staff on the project have the opportunity to develop, that the necessary skills are available to the project, and that staff are motivated to remain in their roles until suitable transition periods.

By September 2017, each member of the project team will undertake a skills assessment to highlight any gaps against the ideal skills profile as defined by the Environment Agency Technical Development Roles Templates. This will allow development activities to be tailored to support staff in meeting this profile. Guidance on development can be found in Environment Agency Technical Development Frameworks, which indicate the specific development options available to increase capability in a particular competency. The full skills assessment will also be used by the leadership team to undertake an analysis of the strengths, weaknesses and risks associated with the project team so that these can be addressed.

5.5 Further Steps

The Assurance and Approvals Manager will be responsible for updating the Resource Management Plan by September 2017. This will include a detailed plan for resource management through to the end of Delivery, developed through use of the master programme and discussion with workstream leads. The updated Plan will include updated strategies for the retention of staff and transition management, and an analysis of the outputs of the skills assessment.