

# Project Initiation Document



**Recruitment and Retention**

**Recruitment and Retention National Portal Service**

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Approved by:

## Document History

This document is only valid on the day it was printed.

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## Revision History

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## Approvals

This document requires the following approvals.

Signed approval forms are filed in the Management section of the Programme file.

Name	Signature	Title	Date of Issue	Version
Andrew Kerr		Sponsor		

## Distribution

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NOTE – ensure Mandate/Key Facts Document is used:

<https://sp1.northeastiep.gov.uk/RR/Shared%20Documents/RR002%20National%20Recruitment%20Port al%20Mandate%20and%20Brief%201da.doc>

# 1 Summary

From April 2009 Communities and Local Government has made £1.5M available to the North East RIEP to manage and deliver a recruitment portal available to other regions and other public sector partners. This will build on an existing portal (Phase 1) operating in the North East, [northeastjobs.org](http://northeastjobs.org), serving every local authority and fire and rescue service. Costing £300k to build and deliver it expects to realise annual cost savings of £350k per top tier authority.

This next phase for the Online Recruitment Portal consists of four development workstreams, bringing projected efficiency savings of at least £10M (assuming a minimum of 20 new client authorities joining the partnership):

	Budget	Tolerance
1. Making the core service available to a wider range of local authorities across other regions	£550,000	+/- 10%
2. Building new functions to meet the rising expectations of a wider client base	£450,000	+/- 10%
3. Federating information with other public sector partners locally and across regions	£350,000	+/- 10%
4. Management and internal communications /marketing	£150,000	+/- 10%
<u>Total costs</u>	<u>£1,500,000</u>	<u>+/- 0%</u>
<u>Typical ROI Year One (c.30 partners)</u>	<u>£5,091,405.60</u>	

## 2 Context

Most if not all local authorities now advertise their vacancies through websites and a considerable number use automated systems to process applications and make appointments. In some regions and sub regions there are portals which offer various recruitment and retention services, although the basic service is usually vacancy advertisement.

For online vacancy advertising local authorities use a variety of media – their own websites, paid for advertisements on external websites, and with a range of associated process services.

In the wider context of media advertising a revolution is taking place as advertisers move from the print media to online. The more subtle distinction is a shift from paid-for online advertising to social network and “viral” promotion, which makes use of ostensibly free media such as Facebook, Twitter and Youtube.

Digital advertising of vacancies offers significant advantages over traditional print media due to the follow up processes that are associated with a job advert. Local authorities have generally not yet taken advantage of the full potential this offers, instead relying on separate processes joined in sequence.

Models of ownership are also in transition. With traditional print media the recruiter rents space within a newspaper or magazine. Alternatively an agency service will place adverts on a recruiter’s behalf. With the migration of publication to the internet recruiters have continued to rent space, this time with the online newspaper or magazine or an affiliate. Agencies have continued to extract value from recruiters and resell to these online hosts. Into this market have come bespoke online recruitment services whose home is the internet and have lead in offering more sophisticated application processes. Another set of players in the market are aggregator websites that scrape content from recruitment services, syndicated content and from individual recruiters.

There is now an opportunity for public sector recruiters to collectively remove the agencies that profit from the value chain, and to take control of the entire process and own the assets.

This project is a significant development to a previous project funded by the Improvement Partnership and delivered by North East Connects. Northeastjobs.org is a regional recruitment portal for the North East offering a very affordable and effective vacancy advertising and application processing website. It has largely succeeded in its initial aim to publish all north east local authority and fire and rescue services job vacancies in one place. It has also allowed authorities to introduce and improve on their methods for receiving and processing applications, and simplified the application process for job seekers by allowing them to store their personal information online.

Northeastjobs.org has been developed as other initiatives and services have meanwhile been progressing within the local government sector around the country. Other regions and sub regions have come together to create portals which offer varying services from full end- to – end recruitment to straightforward vacancy bulletin boards.

*Examples:*

Regional Portals: [Northeastjobs.org](#) [West Midlands Jobs](#)

Sub Regional Portals: [Surrey Jobs](#), [Greater Manchester Employment Partnership](#),  
[www.devonjobs.gov.uk](http://www.devonjobs.gov.uk)

National Portals: [LGJobs.org](#)

Vacancy advertising forms a significant part of broader websites with wider remits. Local authorities and other bodies have powers and responsibilities around employment creation, regeneration and wellbeing. The northeastjobs.org portal features within the websites of its client local authorities as seamlessly as possible (Example: [Newcastle City Council](#)).

There are also a number of national initiatives, either purely directed towards the publication of vacancies, or, more likely, as part of wider propositions and strategic investments. Basic information about vacancies can be represented elsewhere by appropriate sharing and federation of content. [LocalDirectGov](#) and Job Centre Plus take information from other websites. Making the process of

finding the right vacancy easier improves opportunity. Making the information about vacancies more widely available in resources, websites, bulletins and portals that the public sector owns also reduced the costs of recruitment.

Taking federation and sharing to the next stage in the public sector is still in its infancy. The sharing of information about job opportunities has been recognised, and is being implemented. The sharing of sufficient information about jobseekers to allow them to apply online without multiple registrations has not yet been addressed. Whilst the Government's Transformation strategy recognises the need to reduce bureaucracy and for services to be designed around the needs of citizens, the public sector has been slow to respond when working across organisational boundaries for recruitment. With skills shortages, recruitment drives and recruitment freezes there are many apparent reasons not to pursue an approach where one public sector organisation may lose good candidates to another public sector employer. Conversely a stagnant public sector labour market does little to enhance the quality of services offered. However, projects such as this, where jobseekers are potential stakeholders, should consider candidate sharing and talent pools as incentives.

Talent management strategies can also benefit from online and shared services. The potential for portal services where external and internal jobseekers are managed in talent pools has yet to be fully explored. It is likely that in the more dynamic and flexible employment scenarios increasingly on offer that job seekers and employers will need talent pool tools such as matching of short term contracts, time management for flexible workers and secondments.

### 3 Objectives

Based on the benefits being realised in the North East, portal services will be made available to other regions resulting in:

- A better offer to job seekers in regions
- Process Improvement
- Cost Savings
- Efficiency Gains
- Learning about models for business change in recruitment and retention

The portal service will offer wider benefits than traditional recruitment websites:

#### **Cost saving**

- A replacement and enhancement of expensive print media for the public sector
- A shared procurement route to avoid single purchases of e-recruitment systems, 3rd party job search web-site systems,

#### **Efficiency**

- Converged, simplified and automated back-office processes for client authorities, including work-flow for recruiters, modular application forms and processes
- Reduced costs of application packs and other paperwork

#### **Improvement**

- Online search, notification and alerts that jobseekers have begun to expect, including candidate focused job search
- Application tracking, qualification screening, CRB pre-processing
- Workforce development tools such as induction programmes, skills and employability testing.

#### **Improvement**

- Helpful processes for job seekers who register, such as pre-populated application forms, interview self booking, qualification advisor, online assessment centre.

#### **Efficiency/ Improvement**

- Talent pool / Agency for job seekers, tailored to each partner's needs, and published either in common or exclusively to selected employers, depending on a job seeker's wishes

## 4 Project Deliverables

No.	Project Phase or Stage	Description	Completion/Delivery Date
RR002A	RR002	Making the core service available to a wider range of local authorities across other regions Recruitment of new partners to northeastjobs.org and the establishment of new regional partnerships with their own portal site which will use the northeastjobs.org recruitment engine	December 2010
RR002B	RR002	Building new functions to meet the rising expectations of a wider client base Specification and delivery of new functions for the portals to delivery increased efficiencies to the partner organisations.	December 2010
RR002C	RR002	Federating information with other public sector partners locally and across regions Delivery of standard schemas for job seeker and vacancy information which can be shared nationally. Implementation of federation and sharing to support the strategy delivered through RR002D	December 2010
RR002D	RR002	Communication and Marketing to Job Seekers Design, delivery and implementation of a marketing and communications strategy for all jobs portals hosted under the project. Engagement with job seekers through social networking, mobile and web 2.0 platforms.	June 2010
RR002E	RR002	Benefits realisation, business model and project management Management of the portal roll out to other regions. Delivery and implementation of a sustainable business model for the portal platform which will operate after the closure of the project. Delivery of a benefits measurement plan to measure the benefits that are scheduled to be delivered after the closure of the project.	December 2010

## 5 Project Benefits

Benefit (description)	Link to project deliverables stated in section 4 (enter ref number)	Measure and Target ( e.g. 50 qualified coached by 31/12/11 , £1.5m savings by 31/12/10)
Reduction in printing costs per application pack. Reduced waste material	RR002E	80% reduction in application pack printing costs by December 2010
Reduction in the advertising expenditure for recruitment through savings on vacancy advertising online and in print and running recruitment campaigns using features built into the portal	RR002E, RR002D	20% reduction in printed advertising costs by December 2010
Cost Savings on recruitment processing through a shared service	RR002E, RR002A	Deployment of 2 additional portals by June 2010. Quantify reduction in capital cost produced by moving to portal service compared to cost of either: (a) previous incumbent system; or (b) estimated cost of procuring and operating a new system. Measure by December 2010
Efficiency savings in recruitment processing through improvements in recruitment processes through automation, workflow simplification etc	RR002E, RR002B	Average reduction in processing cost for applications utilising backoffice workflow of £43 per application by March 2011
Cost savings from avoiding agency costs by using the Talent Pool to support temporary staff recruitment	RR002B	50% reduction in the use of agencies to recruit temporary or bank staff by December 2010
Ability for partners to manage the profile of the portal and focus on agreed strategies.	RR002E	By March 2010: All partners updating CMS pages quarterly. Northeastjobs.org content/editorial updated quarterly
Federation and sharing of information nationally and regionally to reduce marketing and integration costs	RR002C	Agreement of common schemas for national sharing of vacancy and candidate information by June 2010. Implementation of 4 national federation arrangements for sharing vacancy information by December 2010
Contribution to NI179 – Value for money. Reduction in expenditure on recruitment services and cost avoidance.	RR002A, B, C, D and E	
Implementation of a sustainable operating model for the recruitment and retention portal	RR002E	Business model implemented by April 2010

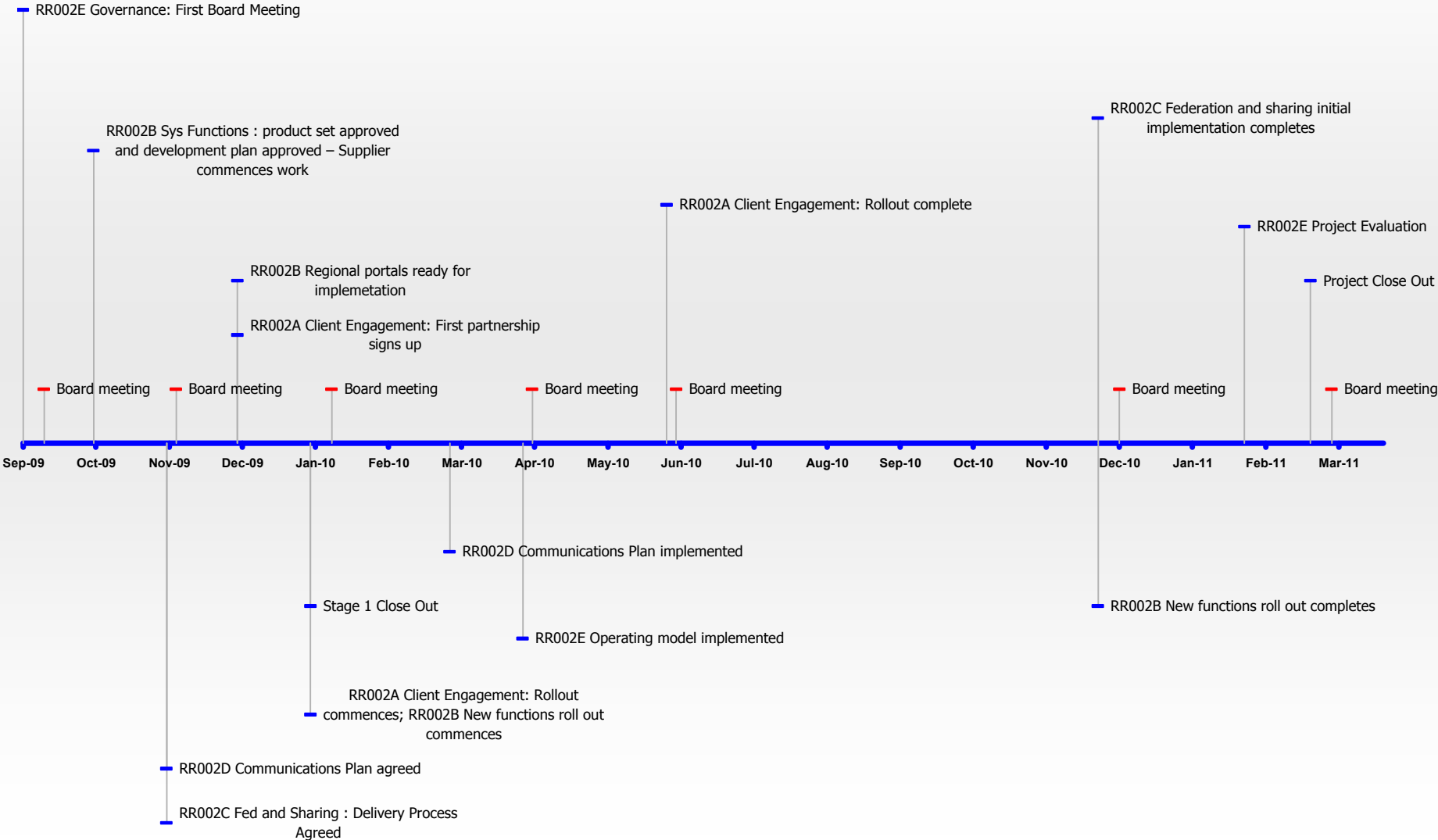


## 6 Project Milestones

The key milestones for the project are identified in the table below.

Project Stage or Phase	Milestone	Completion/ Delivery Date
Start Up	RR002E Governance: First Board Meeting	09/09
Stage 1	RR002B Sys Functions : product set approved and development plan approved – Supplier commences work	10/09
Stage 1	RR002C Fed and Sharing : Delivery Process Agreed	11/09
Stage 1	RR002D Communications Plan agreed	11/09
Stage 1	RR002B Regional portals ready for implemetation	12/09
Stage 1	RR002A Client Engagement: First partnership signs up	12/09
Stage 1	Stage 1 Close Out	1/10
Stage 2	RR002A Client Engagement: Rollout commences; RR002B New functions roll out commences	01/10
Stage 2	RR002D Communications Plan implemented	3/10
Stage 2	RR002E Operating model implemented	04/10
Stage 2	RR002A Client Engagement: Rollout complete	06/10
Stage 2	RR002B New functions roll out completes	12/10
Stage 2	RR002C Federation and sharing initial implementation completes	12/10
Stage 2	RR002E Project Evaluation	2/11
Stage 2	Project Close Out	3/11

# National roll out of recruitment portal



## 7 Project Approach

The project is split into 5 deliverables, each of which is managed as its own work stream.

RR002A - Making the core service available to a wider range of local authorities across other regions

RR002B - Building new functions to meet the rising expectations of a wider client base

RR002C - Federating information with other public sector partners locally and across regions

RR002D - Communication and Marketing to Job Seekers

RR002E - Benefits realisation, business model and project management

3 main delivery methods:

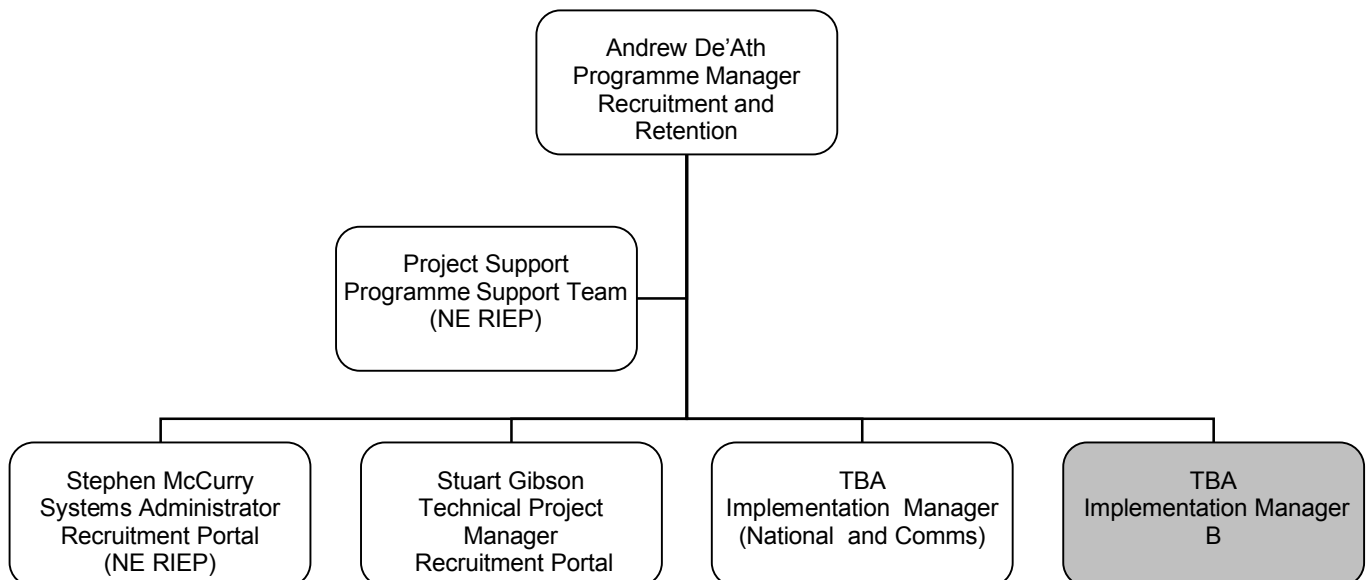
RR200E – Benefits realisation, business model and project management; RR002A – Making the portal available to other regions; will be delivered by the North East RIEP RR project team.

RR200B – Building new functions and RR002D – Communication and Marketing will be delivered by third party suppliers under contract to the portal partnership. These contracts will be managed through NEPO.

RR002C – Federating will be delivered through a third party supplier in partnership with other organisations including Jobcentre Plus and LGJobs.org. The project team will manage the relationship to the partner organisations and Tribal will provide the technical interface to the third party systems.

### 7.1 Project Team

Project Management will be provided by the North East RIEP with project team members employed by RIEP or seconded from the partner organisations. The project team will have 4 members plus support from the Programme Support team at the North East RIEP. The team may expand further if the number of partnerships taking part in the national roll out produces a requirement for additional Implementation Managers.



## **7.2 Roles and Responsibilities**

Detailed job descriptions are attached in the Appendix.

### **7.2.1 Programme Manager**

The programme manager is responsible for the overall delivery of the programme and ensuring that the programme achieves its defined objectives.

### **7.2.2 Systems Administrator**

Responsible for the technical management of the jobs portal, day to day management of the portal supplier, delivery of training to partner organisations. Acts as first point of escalation within the project team for all portal issues.

### **7.2.3 Technical Project Manager**

Lead the technical development of the project. Building on partnership projects already underway within regions to define the requirements of the partners, control external suppliers, and manage the overall delivery of the project.

### **7.2.4 Implementation Managers**

Act as key point of engagement for regional and national partners to roll out and manage the portal service. Responsible for the development of close working relationships with key stakeholders and for managing those relationships as the project moves forward including the development of the user groups. Develop a communications and engagement strategy for marketing the recruitment portals to job seekers.

### **7.2.5 Project Support**

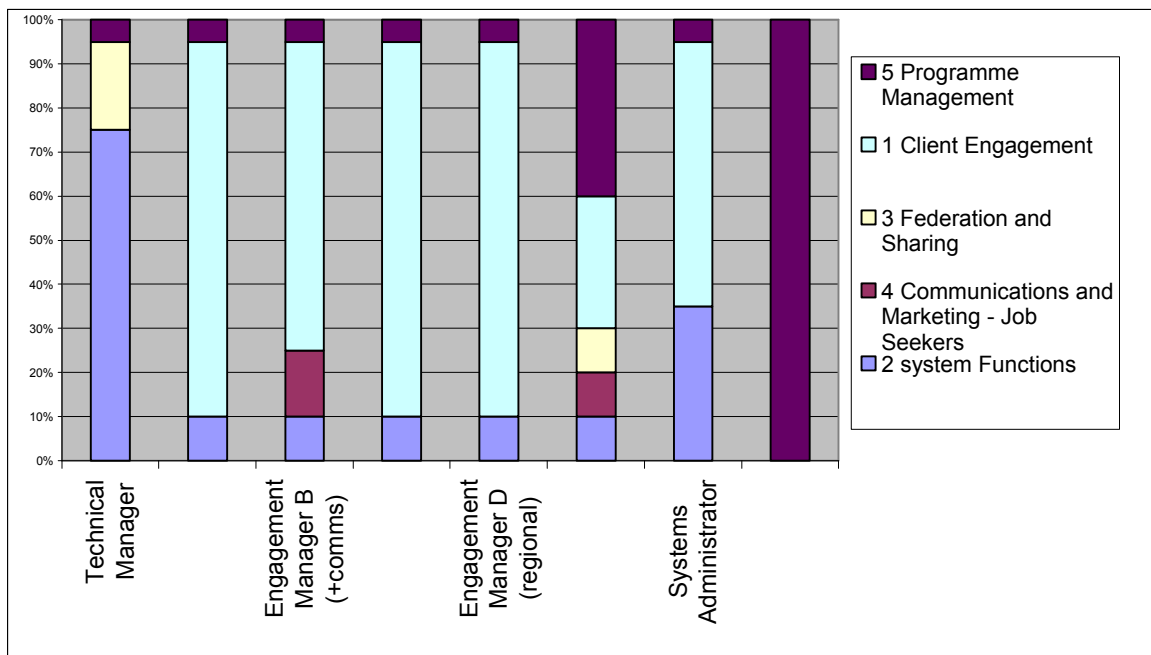
Programme support from NEIEP will provide Quality Assurance for the project and administrative support for the project team.

### 7.3 Funding and Resources

Funding of £1.5m has been secured from CLG to the end of 2010. This is broken down as follows:

Workstream	Nominal Budget	Staff Allocation	Percent of total
1 Client Engagement	£ 550,000	£ 276,667	50%
2 system Functions	£ 450,000	£ 112,941	25%
3 Federation and Sharing	£ 350,000	£ 20,179	6%
4 Communications and Marketing - Job Seekers	£ 100,000	£ 14,604	15%
5 Programme Management	£ 50,000	£ 39,277	79%
	£ 1,500,000	£ 463,668	31%

Staff	FTE	Life costs	FTE salary
Technical Manager	100%	£81,239	£40,338
Engagement Manager A (+National)	100%	£10,673	£35,000
Engagement Manager B (+comms)	100%	£21,345	£35,000
Engagement Manager C (regional)	100%	£10,673	£35,000
Engagement Manager D (regional)	100%	£10,673	£35,000
Programme Manager	40%	£27,518	£52,000
Systems Administrator	100%	£22,424	£27,016
programme support	5%	£2,457	£26,000



See <https://sp1.northeastiep.gov.uk/RR/Shared%20Documents/resourcing%20breakdown%201dd.xls>

At the conclusion of the project the jobs portal will move to a subscription base, with the partner organisations paying a fee based upon the business model developed under RR002E.

The following table shows a breakdown of the forecast benefits based on 37 partners using the portal across 3 regions with an assumed 20% reduction in recruitment advertising costs measured against the 06/07 baseline used for RR001.

Activity Description	Cashable or Non Cashable	Estimated Financial Benefit Profile			
		2008-09	2009-10	2010-11	2011-12
20% reduction in printed advertising costs	Cashable	£164,267.80	£1,008,987.00	£2,347,189.60	£2,347,189.60
Process time	Non cashable	£19,520.00	£146,612.00	£2,111,240.00	£3,053,600.00
Application packs	Non Cashable	£2,864.00	£43,400.00	£632,976.00	£885,296.00
Talent pool/Agency savings	Cashable	TBC	TBC	TBC	TBC
<b>Gross Savings 'Cashable'</b>		£164,267.80	£1,008,987.00	£2,347,189.60	£2,347,189.60
<b>Gross Savings 'Non Cashable'</b>		£22,384.00	£190,012.00	£2,744,216.00	£3,938,896.00
<b>Total Efficiency Savings</b>		£186,651.80	£1,198,999.00	£5,091,405.60	£6,286,085.60

- With the full recruitment module in place, the processing costs would be reduced by at £43.79 per applicant due to less paper handling and increased times savings.
- Agency savings will be quantified as part of the benefits collection exercise which is being conducted under RR002E.

## 7.4 Key Stakeholders

Key Stakeholders	Main Interests and responsibility	How to engage and include
Department for Communities and Local Government	Project funding. Delivery of national productivities for recruitment and retention across LG	Liaison through Sponsor and Programme Manager
North East Region (managing partnership)	Member of management partnership. Achievement of recruitment productivities.	Project Sponsor, Andrew Kerr, Chief Executive North Tyneside Council. Representation through user groups and ANEC. Appointment of Engagement manager. Representation on Project Board.
Other regional portal partnerships	Service users	Establish regional user group. Appoint engagement manager. Representation on project board.
LGJobs.org	National federation and sharing for LG sector	Liaison through Programme Manager. NEIEP presence on LG Jobs Board.
Regional Improvement and Efficiency Partnerships	Delivery of efficiency and improvement programmes within regions.	Liaison through Andrew De'Ath, Programme Manager and Martin Ryan, NE RIEP Director
Employers Organisations	Advocates for their member organisations with an interest in recruitment and retention	Focus groups and organisation membership of user groups and project board.
ANEC	Project management and ownership.	Programme Manager and Sponsor. Project Management team.

## 8 Project Management Approach

Phase 1 of the project implemented a regional recruitment portal for the public sector recruitment in the north east of England. The project board for phase 1 of the project had 12 members.

With a relatively small number of partners, the project board served a dual purpose of providing project governance and acting as a user forum. As phase 2 of the project is rolled out nationally, the number of potential partner organisations would make this approach untenable. To support this, the Project Board has been reconstituted with a membership of 10, drawn from the key stakeholders in the national roll out. Regional and national user groups will be convened to provide the user forums.

### 8.1 Governance

The contact details of all named below are attached at Appendix A.

#### 8.1.1 Sponsor

Andrew Kerr, Chief Executive of North Tyneside Council will continue in the role of Project Sponsor and chair of the Project Board

#### 8.1.2 Project Manager

Stuart Gibson, Technical Project Manager, NE RIEP

#### 8.1.3 Project Board Members

Andrew Kerr, Chief Executive, North Tyneside Council

Supplier representative

Accountable body representative (Gateshead Council)

Andrew De'Ath, NE RIEP, Programme Manager

Senior User representative from North East partnership x3

Senior User representative from other regional partnerships x3

The Technical Project Manager, a representative from project support and a representative from project assurance will attend project board meetings. Additional attendees will be invited as required by the agenda.

#### 8.1.4 Project Assurance

Newcastle City Council provided Project Assurance during phase 1 and will continue to provide this for phase 2. **To be confirmed**

#### 8.1.5 Quality Assurance

Quality assurance is provided by the NE IEP Programme Support team.  
RIEP@northeastcouncils.gov.uk

#### 8.1.6 User Groups

A national user group be set up comprising the existing partners in the North East portal. Once sufficient partners from other regions join the project, regional user groups will be established who will nominate representative to the national user group. The user groups will be supported by the Implementation Managers. User Group meetings will be held quarterly with special meetings of the groups convened to coincide with key milestones and events during the life of the project.

## **8.2 Reporting Controls and Performance Management**

### **8.2.1 Project Board Meeting Frequency**

Meetings will be held at key points defined by the project plan or more frequently at the discretion of the Project Sponsor. The project manager, programme manager and project sponsor will schedule initial meetings of the board to approve the outline project plan.

### **8.2.2 Informal Checkpoint Meetings**

Weekly and ad hoc as required

### **8.2.3 Highlight Reporting**

The project or programme manager will (as a minimum) compile a monthly project highlight report using the standard Project Highlight Report Template

### **8.2.4 Escalation**

Escalation will be through exception reports in accordance with the roles and responsibilities and Escalation process in section 4 and section 3.5.2 respectively of the NEIEP Programme Management Handbook.

<https://sp1.northeastiep.gov.uk/po/Shared%20Documents/Programme%20management/Programme%20Management%20Handbook%20and%20Appendices%20i1.pdf>

Workstreams have a cost tolerance of +/-10% while the overall project has no cost tolerance. Tolerances for each workstream are shown in the table in section 1 of this document. Actual variances within the defined tolerances will be reported to the project board through the highlight reports. Variances outside of the tolerances will be escalated to the project board in the first instance through an exception report.

## **8.3 Relationship to other projects and programmes**

Communications processes to support these relationships are detailed in the Communications Plan.

### **8.3.1 Organisational Development and Workforce Planning Programme**

Enabling BPI Project - The back office system and system enhancements delivered by the project provide a toolset which can be used to underpin process improvements in recruitment and retention. RR002 will support BPI projects by assisting in the implementation of the toolset to support new processes.

### **8.3.2 21<sup>st</sup> Century Services Programme**

The back office suite and portal front end provide tools which enhance the service received by job seekers when applying for a vacancy via the portal. RR002 is related directly to the Customer Channels and Customer Service Excellence projects.

## 8.4 Risk

The following table shows the principle anticipated risks that may impede delivery of the project.

Risk	Mitigating Action
If the speed of portal is too slow for authorities to use then full functionality will not be implemented and savings not achieved	Benchmark portal performance under controlled conditions and define acceptable user experience. Compare to performance perceived by authorities. Identify cause of any detected performance problems and resolve or produce recommendation to mitigate
If there is insufficient engagement from other regions then there may not be enough critical mass to support a national roll out	Define minimum take up level required for national roll out to be feasible. Define benefits achieved and expected. Generate interest in portal by building relationships with regions.  Appoint implementation managers
Challenge from competitor supplies disputing the release of CLG grant to a project dependent on a previously appointed contract.	Ongoing advise and assurance from NEPO. Clarity of purpose following meeting with current supplier 15/7/09
Other regions and individual authorities being uncomfortable with our supplier due to their own or other experiences, and using this as a reason not to come on board.	Clarity in our specification, our contract, and the level of satisfaction of current users, and robustness in our project management and system support.

A summary Risk Log can be found at Appendix B which provides an assessment of the effects and mitigating actions. This will be monitored throughout the project.

The Risk Log is a controlled document and the controlled copy can be found at <https://sp1.northeastiep.gov.uk/RR/Shared%20Documents/> The file name for the risk log is Risk Register – RR002 – iAb.doc where A is the version number and b is the revision letter (e.g. Risk Register – RR002 – i1a.doc)

## 8.5 Change Control

The Programme Office will act as the librarian for the RIEP and will own the configuration management and change control processes. Change requests will be raised as project issues and logged as RFCs in the Issues Log. The project manager will evaluate each RFC and refer it to the appropriate place for review and if necessary action. The Project Issues log is held on the RR Sharepoint site at <https://sp1.northeastiep.gov.uk/RR/Pages%20Library/Issues%20log.aspx>

## 8.6 Communications Plan

Interested Parties	Info Required	Info Provider	Frequency	Method
Project Board	Progress on delivery	Project and Programme Manager	Monthly	Highlight Report Emailed Portal or sharepoint hosted
Client Organisations	Progress on delivery	Project Team	Bi-Monthly	Email Bulletin Portal hosted
Regional and Sub regional partnerships	Progress on delivery	Project Team	Bi-Monthly	Email Portal hosted
User Groups	Progress on delivery	Project Manager	Bi monthly or more frequently if required	Meetings and bulletins
RIEP Programmes and Projects	Progress on delivery	Project Team	When required	Email Portal or Sharepoint hosted
21 <sup>st</sup> Century Services	Progress on delivery	Project Team	Monthly	Programme Manager Email Portal or sharepoint hosted
OD and Workforce Planning	Progress on delivery	Project Team	When required	Email Portal or Sharepoint hosted

## **9 Forward strategy**

On close out of the project there will be recruitment and retention portals in place within a number of regions, connected through a management framework, a subscription model. The portals will also very likely be connected through a common infrastructure. Ownership of the assets created by the portal will be vested with a trusted third party organisation (for example a local authority or a special purpose vehicle created for the portal to continue).

The intention of the project is to create something owned and controlled on a not for profit (or similar) basis by the public sector which continues to benefit employers and job seekers.