*[Programme/ Project Name]*

Project/Programme Brief Template

[Month YYYY]

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# Purpose

The Project or Programme Brief is an outline definition of what a project or programme is expected to achieve in terms of benefits, capabilities, outcomes, scope and objectives. The contents of the Brief, once approved by the project or programme’s sponsoring group, will be the basis for developing the detailed programme definition, benefits profiles, business case, plans and governance arrangements. It should also be used to assess whether the programme is viable and achievable.

*The purpose of this Project Brief is to provide an outline definition of what the [insert project name] project is expected to deliver in terms of benefits, capabilities, outcomes, scope and objectives.*

*(All text in italics should be deleted)*

# References

*List any references to any associated documents, mandate, minutes or products.*

# Vision Statement

*The outline Vision statement for the programme, contains a clear statement of the end goal of the programme.*

*The Vision statement should describe the new services, improvements and innovative ways of working with stakeholders, or any combination.* *Where the vision is less defined then an outline of the business problem with a description of the activity to define the vision should be included.*

Start text here.

## Background

*Explain why the project is needed and the business option selected. Reference to any funding routes currently identified should also be included.*

Start text here.

# Scope

*This describes the scope of the project or programme. Note this should clearly explain who will be impacted by the project and anything that is excluded.*

Start text here.

## In Scope

*State the scope of the project – what it includes. Describe the major dependencies (which impact on the project during its life) and interdependencies, which will exist after implementation.*

*Used in conjunction with the exclusions below ensures everyone should know the boundaries.*

Start text here.

## Out of Scope / Exclusions

*List anything noteworthy that will be excluded from the project*

# Benefits

*Outline description of the benefits or types of benefits that should be delivered by the new capability, an estimate of when they are likely to be achieved, and an indication of how they will be measured (also including significant* *dis-benefit**s). This could take the form of a benefits map.*

*See* [*Benefits Management*](https://horizon.fcos.gsi.gov.uk/section/work-tools-and-guides/topic/project-delivery/starting-project/benefits-management-projects) *for further information.*

*See HM Treasury “*[*THE GREEN BOOK*](https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent)*” for further advice on options analysis*

Start text here.

# Project Delivery

## Options

*Options for delivery that are known about at this stage, including the potential impact of ‘do nothing’.*

*Generating a long-list of options at the start of the appraisal process ensures that a full range of possibilities are considered. This should be informed by stakeholder consultation or engagement, lessons learned from previous interventions, international best practice and the wider evidence base. Starting out with a narrow set of options or a pre-determined solution may miss the opportunity to explore more novel, innovative solutions that might offer better social value.*

*Once a long-list is developed it can then be filtered down to a set of viable short-list options ahead of detailed economic analysis. Viability can be assessed from the perspectives of strategic fit to wider policy objectives, potential Value for Money, affordability and achievability. Dependencies and constraints (e.g. legal frameworks) should also be considered.*

*If you have a recommended option this should be outlined here, along with your reasons for suggesting discounting any other options.*

Start text here.

## Approach

*This should outline the suggested approach to meeting the objectives and the reasons why this approach was selected.*

Start text here.

## Governance and Stakeholders

*Describe the proposed governance arrangement including where this sits within the organisation and which boards it will report to.*

*Stakeholder analysis is a required activity of any project engagement. stakeholder analysis is the process of identifying the individuals or groups that are likely to affect or be affected by a proposed action, and sorting them according to their impact on the action and the impact the action will have on them. A RACI categorisation is often used for clarifying what stakeholder's roles and responsibilities are in a context of a specific task or process. This should probably be a RACI grid.*

Start text here.

### Programme Structure

*(applicable to Programmes only)*

*A list of candidate projects, workstreams and activities with an indication of their sequence and timing. This should include a description of any existing projects that it might be sensible to bring under the management control of the programme.*

Start text here.

## Risks and issues

*Risks to the programme that can be recognised at this point in time, any current issues that may affect the programme, and any known constraints, assumptions or conflicts that may potentially affect the programme. These should also reflect levels of stakeholder support and engagement*

*See Home Office Project Delivery Risk Management Strategy for further information.*

Start text here.

## Constraints and Dependencies

*All known constraints (e.g. time, budget, regulation, process, resource) and any known dependencies so far.*

## Lessons Learned

*Make reference to any lessons learned that have been undertaken so far. This should include project, programme or department details. What lessons have been considered. How the lessons learned might be applied to your project or programme.*

# Estimated Costs, Timescales, Resources and Assumptions

*Estimated costs, timescales, resources required to set up, manage and run the programme from initiation through to delivery and realisation of the benefits. Any assumptions made in the estimation of the:*

## Cost

*For help in developing cost please contact Financial Planning Unit. Where multiple options are described in the Project Delivery section include reference to these options.*

Start text here.

## Timescales

*High level estimated timescale for delivery. Where multiple options are described in the Project Delivery section include reference to these options.*

Start text here.

## Resources

*List the resources required to deliver the next phase of the project. Where multiple options are described in the Project Delivery section include reference to these options.*

Start text here.

## Assumptions

*Document a list of assumptions that underpin the costs, timescales and resource requirements. Where multiple options are described in the Project Delivery section include reference to these options.*

Start text here.