

Applied Leadership and Management in the Workplace

Module Assignment Submission

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Statement of Confirmation of Authenticity

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Codi Community Hub

A Project Proposal to Reduce Social Isolation and Promote Community Inclusion.

PROJECT PROPOSAL

CODI COMMUNITY HUB

Reducing Social Isolation and Improving Community Inclusion for Adults with Learning Disabilities Supported by Codi

A welcoming space for adults with learning disabilities to build friendships, develop skills and feel part of their community.

CONNECT	LEARN	TAKE PART	WELLBEING	COMMUNITY
Make new friends and enjoy meaningful conversations.	Take part in life skills sessions and fun, educational activities.	Enjoy creative activities, games, gardening, cooking and more.	Improve wellbeing, confidence and independence.	Be part of a supportive community where everyone belongs.

COMMUNITY CAFÉ
Join us for tea, coffee and tasty treats. Prepared and served by our hub volunteers. Everyone welcome!
Donations welcome.

EVERY WEDNESDAY
10:00am – 2:00pm

CODI COMMUNITY HUB
Swansea
All are welcome!

CONNECT Building relationships and friendships	SUPPORT Providing help and understanding	INCLUDE Creating a welcoming and accessible community	EMPOWER Encouraging independence and personal growth
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Together we can build a stronger, more inclusive community.

CODI
Supporting Independence Every Day

Prepared for Codi – Community Development Initiatives

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1.0 Introduction

Project management provides a structured approach to planning, coordinating and controlling resources to achieve defined objectives with established constraints. Successful project delivery requires consideration of key factors including time, cost and quality, while also responding to stakeholder expectations and changing project requirements. Pollack et al. (2018) highlight the continuing relevance of these interconnected project restraints, while Mirza et al. (2013) emphasise the importance of clearly defining project scope in supporting successful outcomes.

This report presents the planning, implementation and evaluation of the proposed Codi Community Hub, applying relevant project management tools and an Agile methodology to support the development of a sustainable and responsive community-based service.

1.1 Background

Codi provides community-based support to adults with learning disabilities, enabling individuals to maintain independence and participate within their local communities. However, opportunities for regular social interaction and meaningful community engagement can sometimes be limited. Howarth et al. (2016) highlight that adults with learning disabilities can experience significant social exclusion and emphasise the importance of interventions that promote social participation and opportunities to develop social relationships. Rawal (2008) further identifies social inclusion as a multidimensional concept involving participation and access to opportunities within society. This provides a strong rationale for the proposed Codi Community Hub, which aims to provide an accessible environment where service users can participate in meaningful activities, develop relationships and become more actively involved within their local community.

The proposed Community Hub has therefore been developed as an ongoing initiative providing a consistent and accessible environment where service users can participate in social activities, develop skills, build relationships and engage more actively within the community. The Hub will utilise existing organisational resources alongside volunteers and community partnerships, supporting a sustainable approach to service development. Rather than delivering a fixed service model, the project will incorporate regular feedback from service users, staff and other stakeholders, allowing activities and delivery arrangements to evolve according to identified needs. This provides the organisational rationale for adopting a flexible and person-centred approach to project implementation.

1.2 Project Aim, SMART Objective and Scope

The project aims to establish a sustainable, ongoing Community Hub that enhances social participation, independence and meaningful community engagement for service users. The project will provide a structured framework for developing the Hub from initial planning through to implementation and ongoing delivery.

To provide a measurable framework for achieving this aim, a SMART objective has been established. Doran (1981) introduced the SMART approach for developing measurable management objectives.

The project will establish the launch of the Community Hub within 20 weeks, delivering a minimum of one community-based session per week and achieving an average of at least ten service users within the first three months of operation, with regular participant feedback used to inform ongoing improvement. Progress against this objective will be monitored throughout implementation and subsequently used as a measure of project success during evaluation.

Establishing clear boundaries is also necessary to ensure that project activities remain aligned with the intended aim and available resources. Mirza et al. (2013) emphasises the importance of clearly defined project objectives and scope in providing direction and contributing to successful project outcomes. The scope will therefore include venue arrangements, financial and resource planning, staff redeployment, volunteer involvement, stakeholder engagement, communication and risk management and the coordination of the weekly Hub activities. Although the Agile approach allows activities to evolve in response to stakeholder feedback, these defined boundaries will help prevent uncontrolled expansion of the project scope.

2.0 Project Planning and Management

Project planning and management provide a structured framework for determining how resources, activities and responsibilities will be coordinated to achieve defined project objectives. White and Fortune (2002) highlight the importance of project management methods, tools and techniques in supporting successful project delivery. For the Codi Community Hub, careful planning will establish the justification, resources, responsibilities and management processes required to progress the project from concept through to implementation. This section considers the business case, project methodology, stakeholder management, communication, financial planning and risk management to underpin the proposed project.

2.1 Business Case

A business case provides justification for undertaking a project by considering the anticipated benefits, required resources and feasibility of the proposed investment. For the Codi Community Hub, the case for implementation is based on the opportunity to enhance social participation and community engagement whilst making efficient use of existing organisational resources. Howarth et al. (2016) identify the importance of opportunities to promote social participation for adults with learning disabilities, providing further justification for developing an accessible community-based initiative.

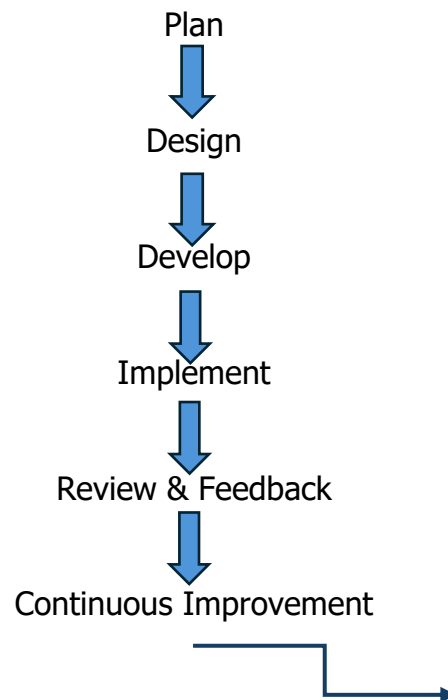
The proposed Hub offers both service-user and organisational benefits. Anticipated outcomes include increased social interaction, greater independence and opportunities to develop meaningful relationships, alongside strengthened community partnerships and enhanced service provision. Financial feasibility is supported through redeployment of staff with an estimated budget of £4246, reducing the requirement for substantial additional staffing expenditure. The financial implications and anticipated social and organisational benefits are considered further through the Budget Summary and detailed Cost-Benefit Analysis presented in Appendix B.

Although the project presents potential risks relating to attendance, staffing, volunteer availability and financial control, these have been identified alongside appropriate mitigation strategies within the Risk Register and Risk Matrix found in Appendix C. Overall, the combination of manageable financial investment, utilisation of existing resources and anticipated long-term social and organisational benefits provides a reasonable justification for progressing the Codi Community Hub to implementation.

2.2 Project Management Methodology (Agile)

Selecting an appropriate project management methodology is essential to ensure that activities are planned, implemented and monitored effectively. Different methodologies offer varying levels of flexibility, structure and stakeholder involvement depending on the nature of the project. While traditional methodologies provide a structured sequential approach, Agile project management promotes continuous planning, stakeholder collaboration and iterative improvement throughout the project lifecycle as suggested by Salameh (2014). Fernandez and Fernandez (2008) further suggest that Agile methodologies are particularly effective where projects require flexibility, regular feedback and the ability to respond to changing stakeholder needs.

As the Community Hub is intended to evolve in response to participant feedback and community engagement, Agile has been selected as the most appropriate methodology for this project. Pinto and Prescott (1988) identify that the relative importance of project success factors can vary across stages of the project lifecycle, highlighting the need for management priorities to adapt as a project progresses. The lifecycle developed for the Community Hub therefore provides a structured progression through planning, design, development and implementation, while incorporating review, feedback and continuous improvement throughout delivery. Below is an outline of the Codi Community Hub project lifecycle.



Although traditional project management methodologies provide detailed planning and structured governance, they can be less adaptable when project requirements evolve during implementation. In contrast, Agile promotes flexibility, regular stakeholder engagement and continuous evaluation, making it particularly suitable for community-based projects where participant needs and feedback may change over time.

2.3 Stakeholder Analysis

Stakeholder management plays a vital role in achieving successful project delivery, as projects often involve individuals and groups with varying levels of influence, interests and expectations. Stakeholder analysis enables project managers to identify key stakeholders, understand their potential impact on project outcomes and develop appropriate engagement strategies to support successful implementation as stated by Riahi (2017). Additionally, Mitchell et al. (1997) propose that stakeholder importance should be assessed according to their level of influence and the significance of their contribution to project success. For the Hub project, stakeholder analysis has been undertaken to ensure that communication and engagement activities are proportionate to stakeholder needs and responsibilities throughout the implementation period.

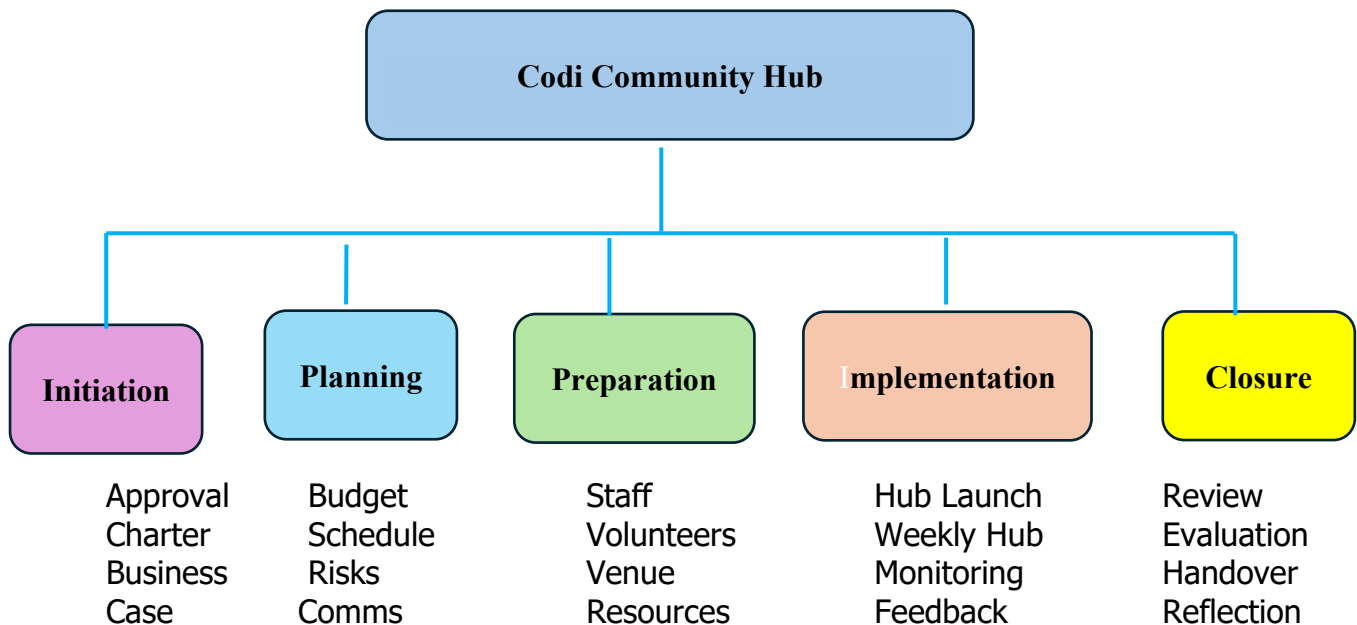
P O W E R	High	<u>KEEP SATISFIED</u>	<u>MANAGE CLOSELY</u>	
		• Venue Provider • Local Authority	• Codi Management • Service Users	
		<u>MONITOR</u>	<u>KEEP INFORMED</u>	
		• Local Community Organisations • Local Businesses	• Support Workers • Families/Carers • Volunteers	
	Low	INTEREST		High

The above grid illustrates the level of influence and interest of the principal stakeholders involved. The analysis identifies Codi Management and service users as the key stakeholders requiring close management due to their high levels of influence and interest in the project's outcomes. Community support workers, volunteers and their families/carers are positioned in the keep informed quadrant because they play essential roles in supporting project delivery and participant engagement. The stakeholder prioritisation presented within the power vs interest grid is further supported by the Stakeholder Salience Model which considers stakeholder power, legitimacy and urgency, found in Appendix C1. Neville et al. (2011) state that these tools collectively support effective stakeholder engagement and contribute to successful project implementation by ensuring that communication and management strategies are tailored to the needs of each stakeholder group.

2.4 Work Breakdown Structure (WBS)

The work breakdown structure (WBS) is a key project management tool that supports the organisation and management of complex projects by dividing the overall project into smaller, manageable phases and activities. Helmeid (2021) suggests that by breaking the project into clearly defined work packages, the WBS enables project managers to allocate resources effectively, establish responsibilities and monitor progress throughout the implementation process. For the Hub project, the WBS provides a structured framework that outlines major phases required to successfully establish the service, from the project initiation to implementation and closure.

Below is a WBS diagram showing the project phases.



The figure above shows the five principal phases of the Codi Community Hub project, initiation, planning, preparation, implementation and closure. Each phase contains a series of activities that contribute towards the successful delivery of the Hub, ensuring that project tasks are completed in a logical sequence. The WBS also provides the foundation for the Gantt Chart and Critical Path Analysis presented in Appendix A, supporting effective scheduling, resource management and project control throughout the implementation period.

2.5 Communication and Stakeholder Engagement

Effective communication is recognised as one of the most important factors influencing project success. Čulo and Skendrović (2010) suggest that ensuring stakeholders remain informed, engaged and able to contribute to project decision-making throughout implementation is key to promoting collaboration. This also reduces misunderstandings and supports timely exchange of information between project participants enabling issues to be identified and addressed. As the Hub project involves a range of internal and external stakeholders, a clear communication strategy is essential.

Stakeholder	Information to be Communicated	Method	Frequency	Responsibility	Purpose
Codi Management	Project Progress Budget updates Risks	Progress meetings Email	Monthly	Project Manager	Decision making and governance
Community Support Workers	Session plans Staffing Safeguarding updates	Team meetings & Microsoft Teams	Fortnightly	Project Manager	Ensure staff are informed and prepared
Service Users	Activities, dates, changes to sessions	Easy read leaflets and face-to-face	Weekly	Support Workers	Encourage attendance and participation
Family/Carers	Hub updates, upcoming events, feedback opportunities	Email and telephone	Monthly	Project Manager	Maintain engagement and reassurance
Volunteers	Rotas, training responsibilities	WhatsApp and email	Weekly	Volunteer coordinator	Coordinate volunteer support
Community Partners	Partnership opportunities and events	Emails and meetings	As required	Project Manager	Build collaborative relationships

The communication plan above identifies the key stakeholders involved in the project, the information they require, the communication methods that will be used and the frequency of communication throughout the project. Regular updates, meetings and stakeholder engagement activities will promote transparency, encourage collaboration and ensure that project objectives remain aligned with stakeholder expectations.

Clearly defined roles and responsibilities are essential to ensure project governance and minimise confusion during implementation. A Responsibility Assignment Matrix (RACI) has therefore been developed to clarify accountability for the principal project activities and establish the level of involvement required from each stakeholder group. Costello (2012) explains that the RACI framework provides clarity over roles and responsibilities, reducing duplication of effort and supporting effective project coordination. By identifying who is responsible, accountable, consulted and informed for each activity, the RACI Matrix supports effective communication, decision-making

and collaboration throughout the implementation of the Codi Community Hub. The complete RACI Matrix is presented in Appendix C3.

2.6 Financial Documentation

Careful budget planning is a fundamental component of project management, providing a framework for allocating resources, estimating costs and monitoring expenditure throughout the project lifecycle. Lichtenberg (2016) suggests that a well-developed budget enables project managers to make informed financial decisions, minimise risk of overspending and ensure that project objectives can be achieved within available resources. The table below presents a summary of the estimated budget for the implementation of the Codi Community Hub, while a more detailed financial breakdown is provided in Appendix B1.

Budget Category	Estimated Cost (£)
Venue hire	£1000
Activity resources	£1000
Refreshments	£660
Volunteer training	£500
Marketing	£300
Administration	£400
Contingency (10%)	£386
Total Additional Cost	£4246

The table above demonstrates that most of the project expenditure relates to venue hire, activity resources and volunteer support. Staffing costs have not been included as additional expenditure because existing Codi employees will be redeployed to deliver the Hub as part of their current operational roles. This approach maximises the efficient use of organisational resources while minimising additional financial investment. Regular budget monitoring throughout the implementation will ensure that expenditure remains within agreed limits and enables corrective action where necessary.

While financial planning considers the resources required to deliver a project, Cost-Benefit Analysis (CBA) evaluates whether the anticipated benefits justify the investment. Diewert (1983) argues that CBA provides a structured framework for comparing project costs with expected financial, social and organisational benefits, enabling informed decision-making and supporting project justification. Below is a table that summarises expected costs and benefits associated with implementing the Hub with the detailed analysis presented in Appendix B2.

Project Costs	Project Benefits
Venue hire	Reduced social isolation
Activity resources	Improved wellbeing
Refreshments	Increased community participation
Volunteer training	Greater independence
Administration	Enhanced organisational reputation

The analysis suggests that although the project requires modest financial investment, the anticipated long-term benefits outweigh the associated costs. In addition to improving opportunities for the social inclusion and wellbeing for adults with learning disabilities, the project is expected to strengthen community partnerships, enhance Codi's organisational reputation and create opportunities for future funding and volunteer engagement. Therefore, these outcomes demonstrate that the project represents both financial and social value, supporting its long-term sustainability.

2.7 Risk Management

Successful project delivery depends upon the ability to identify, assess and manage potential risks throughout the project lifecycle. Williams (1994) explains that maintaining a risk register supports proactive project management by documenting identified risks, assigning ownership and establishing appropriate mitigation strategies. Peace (2017) further suggests that assessing risks according to their likelihood and potential impact enables project managers to prioritise resources and focus management attention on the most significant threats to project success. For the Codi Community Hub project, risk management will form an ongoing part of project governance throughout the implementation period.

Potential risks including low participant attendance, staff availability, volunteer recruitment, venue availability, budget control, safeguarding and health and safety have been identified and assessed. Appropriate mitigation strategies have been developed to reduce the likelihood of these risks occurring and minimise their impact should they arise. In keeping with the Agile methodology adopted for this project, identified risks will be reviewed regularly to ensure that new risks are recognised promptly and that mitigation strategies remain appropriate as the project progresses. The complete Risk Register and Risk Matrix are provided in Appendix C4.

3.0 Project Implementation, Monitoring and Control

Project implementation represents the transition from planning into delivery, requiring activities, resources and responsibilities to be coordinated while project performance is continually reviewed. Pollack et al. (2018) emphasise the interconnected nature of time, cost and quality within project management, demonstrating the importance of maintaining oversight of these constraints throughout project delivery. For the Codi Community Hub, implementation will involve progressing planned activities while monitoring timescales, expenditure, risks, stakeholder engagement and participation. This will enable emerging issues to be identified, and appropriate adjustments made to ensure that delivery remains aligned with the agreed project aim, scope, SMART objective and intended outcomes.

3.1 Project Delivery

Project delivery will translate the planning activities established in Section 2 into practical implementation of the Codi Community Hub. Delivery will follow the sequence of activities established within the project schedule, progressing from final approval and preparation through to venue arrangements, resource coordination, staff and volunteer readiness and the launch of the weekly Hub sessions. Geraldi and Lechter (2012) recognise the continued value of Gantt charts in supporting the planning and coordination of project activities, providing a careful mechanism for maintaining visibility of scheduled tasks and key milestones. The Gantt chart presented in Appendix A2 will therefore guide delivery against the planned 20-week timeframe, while the Critical Path Analysis in Appendix A3 identifies activities where delays could affect the overall project completion.

Throughout delivery, the Agile methodology will enable the Hub to develop in response to experience rather than operating as a fixed service model from launch. Initial sessions will provide opportunities to assess participation, activity suitability and stakeholder feedback, with findings informing subsequent delivery decisions. Activities that demonstrate positive engagement can be continued or developed, while areas requiring improvement can be adapted in response to identified needs. This iterative approach will support progression towards the SMART objective while allowing participation and activities to expand where evaluation demonstrates demand and sufficient capacity is available. Responsibility for delivery will remain aligned with the governance and communication arrangements established during project planning, supporting accountability and coordinated decision-making throughout implementation.

3.2 Monitoring and Control

Monitoring and control provide an ongoing process for comparing actual project performance against planned objectives and identifying where corrective action may be required. White and Fortune (2002) identify monitoring and control as important

aspects of project management practice, supported by the appropriate use of project management tools and techniques. For the Codi Community Hub, progress will be reviewed against agreed milestones, timescales and expenditure, alongside attendance, feedback and emerging risks. This will provide a balanced assessment of whether the project remains on schedule, within available resources and aligned with its intended outcomes.

Monitoring will also consider the effectiveness of the Hub following implementation rather than focusing solely on whether activities have been completed on time. Attendance will be reviewed against the initial 10 participants, while feedback from service users, staff and relevant stakeholders will help identify strengths, barriers and opportunities for improvement. Variances in expenditure, delays to key activities or changes in identified risks will be reviewed to determine whether intervention is required. Where performance differs from expectations, corrective action may include adjusting timescales, reallocating resources or modifying delivery arrangements within the agreed project scope.

This process will complement the Agile approach by enabling evidence gathered during delivery to inform controlled improvements. Changes will therefore be based on monitoring and feedback rather than being introduced without consideration of their effect on cost, time, quality and scope. Regular reviews will support accountability and provide evidence of progress towards the SMART objective, while information gathered throughout implementation will subsequently contribute to the formal evaluation and closure of the project.

4.0 Project Closure and Evaluation

Project closure and evaluation provide an opportunity to determine whether the intended project objectives and outcomes have been achieved and to identify learning that can inform future practice. For the Community Hub, closure will not represent the end of the Hub provision but rather the completion of the project established to plan, develop and execute the service. Evaluation will consider progress against objectives, feedback and financial performance.

4.1 Project Closure

Formal closure of the Community Hub project will involve reviewing the performance, confirming completion of agreed deliverables and documenting lessons and insights. Juarez Cornelio et al. (2026) emphasise that closure extends beyond completing project tasks, incorporating formal acceptance and consideration of long-term outcomes. A final review will assess performance data and stakeholder feedback to identify achievements and areas of improvement. Recommendations arising from the review will inform subsequent development, enabling activities and resource requirements to evolve in response to demonstrated needs.

4.2 Reflection Gibbs' Reflective Cycle

Reflective practice provides an opportunity to critically consider experiences, recognise learning and identify areas for future development. Gibbs (1988) provides a structured reflective cycle to analyse and critique experiences. More recently, Praveena et al. (2025) demonstrate the application of Gibbs' reflective approach within project-based learning, supporting its relevance as a framework for evaluation. Therefore, Gibbs' Reflective Cycle has been used to reflect upon my experience of planning and managing the Codi Community Hub.

At the beginning of the project, I had some practical understanding of planning and coordinating activities through my professional experience, however, my knowledge of formal project management processes and tools was limited. Developing the Hub required me to consider the project from initial justification and planning through to implementation, monitoring and eventually closure. Initially, I found some areas challenging, particularly financial planning, CBA and understanding how individual project management tools connected with one another. As the project developed, I became more confident in applying these tools to a realistic organisational context rather than viewing them as separate theoretical concepts.

A positive aspect of this experience was developing a greater understanding of how structured project management can support decision-making. Creating the stakeholder analysis, communication plan and RACI Matrix demonstrated how responsibilities and communication can be planned more systematically, while the Gantt chart and Critical Path Analysis increased my understanding of how individual activities and delays can influence the wider project. Financial planning was initially more difficult, particularly estimating costs and considering benefits that could not easily be expressed financially. However, completing the budget summary and CBA improved my confidence in considering both financial implications and wider organisational and social value.

Reflecting on the overall process, I recognise that effective project management requires more than completing individual planning tools. The greatest learning came from understanding how these elements interact. For example, a change to staffing or resources may affect the budget, timescale and ability to achieve the intended outcomes. Similarly, stakeholder communication can influence participation and provide information that supports improvements to delivery. Developing the project has therefore strengthened my understanding of the need to consider decisions from several perspectives rather than individual project areas.

The agile approach also influenced my understanding of leadership and decision-making. I recognise that having a structured plan does not mean that delivery should remain unchanged when evidence indicates that improvement is required. Feedback and monitoring provide opportunities to adapt delivery while maintaining control of the agreed scope and objectives. This highlighted an area for my continued development as I would like to become more confident in using evidence to make decisions, delegating responsibilities appropriately and evaluating whether changes have achieved the intended improvement.

Overall, the project has increased my understanding of project management and demonstrated how theoretical tools can be applied within health and social care environments. I have developed greater confidence in project planning, stakeholder management and structured decision-making while recognising that financial management, delegation and project evaluation remain areas in which further practical experience would be beneficial.

In future practice, I intend to build upon these experiences by seeking opportunities to participate in workplace projects. Attention will be given to developing my confidence in financial planning, monitoring and evaluation. I will use feedback from colleagues and management alongside practical experience to review my progress. These identified development needs will be presented within the Personal Development Plan found in Section 4.3, which establishes specific actions, timescales and measures of achievement to support my continued professional development.

4.3 Personal Development Plan

Personal development planning enables learning from experience to be translated into actions for continued professional growth. Bullock and Jamieson (1998) highlight the value of personal development planning in encouraging individuals to take greater responsibility for their learning and development. Reflection on the Codi Community Hub project has identified three key areas for continued development, outlined within the following Personal Development Plan.

Development Area	Development Objective	Actions	Timescale	Evidence of Achievement
Project and financial management.	Increased confidence in managing projects and associated financial responsibilities.	Seek opportunities to contribute to workplace projects, including budget preparation, cost monitoring and resource planning.	Within 6-12 months	Increased ability to plan projects, manage resources and monitor expenditure with greater independence.
Leadership and stakeholder communications.	Strengthen leadership, delegation and communication across different stakeholder groups.	Take greater responsibility for coordinating activities, delegating appropriate tasks and gathering feedback from stakeholders.	Ongoing reviewed every 6 months	Feedback from management and colleagues and increased confidence in coordinating responsibilities and stakeholder engagement.
Monitoring and evaluation	Develop confidence in evaluating performance and using evidence to inform improvement.	Use feedback and performance information to identify areas for improvement and support decision-making.	Within 6-12 months	Ability to evaluate outcomes and make evidence-informed recommendations for future service development.

5.0 Conclusion

The CODI Community Hub project demonstrates how structured project management can support the development of a sustainable initiative that responds to identified service-user and organisational needs. Through the application of Agile methodology and appropriate planning, financial, stakeholder and risk management tools, the project provides a structured approach to progressing from initial concept through to implementation and evaluation. Monitoring attendance, expenditure, stakeholder feedback and project performance will support informed decision-making and enable delivery to adapt while remaining aligned with the agreed scope and objectives.

Overall, the project demonstrates the potential to enhance social participation and meaningful community engagement while making effective use of available organisational resources. Continued evaluation and stakeholder involvement will be important in determining longer-term effectiveness and informing future development. Learning gained through the project has also identified opportunities for continued professional development in project management, leadership and evaluation.

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7.0 Project Management Documentation - Appendices

Appendix A - Project Planning

A1 Project Charter

Project Information	Details
Project Title	CODI Community Hub
Project Sponsor	Codi Senior Management Team
Project Manager	Emma Davies
Organisation	Codi Group
Location	Swansea (SA1 & SA2)
Methodology	Agile
Implementation Period	20 Weeks
Status	Proposed

Project Summary

Implementation of an ongoing community hub providing weekly wellbeing and social activities for adults with learning disabilities. The project will establish the service over a 20-week implementation period before transferring responsibility to operational management.

Key Deliverables

- Community Hub established
- Venue secured
- Weekly activity programme operational
- Volunteers recruited
- Staff prepared
- Communication strategy implemented
- Project handed over to operational management

Project Constraints

- Existing staffing levels
- Budget limitations
- Venue availability
- Volunteer availability
- Transport arrangements

- Safeguarding requirements

Success Measures

- Project delivered within 20 weeks
- Delivered within budget
- Weekly sessions operational
- Positive stakeholder feedback
- Successful transition into routine service delivery

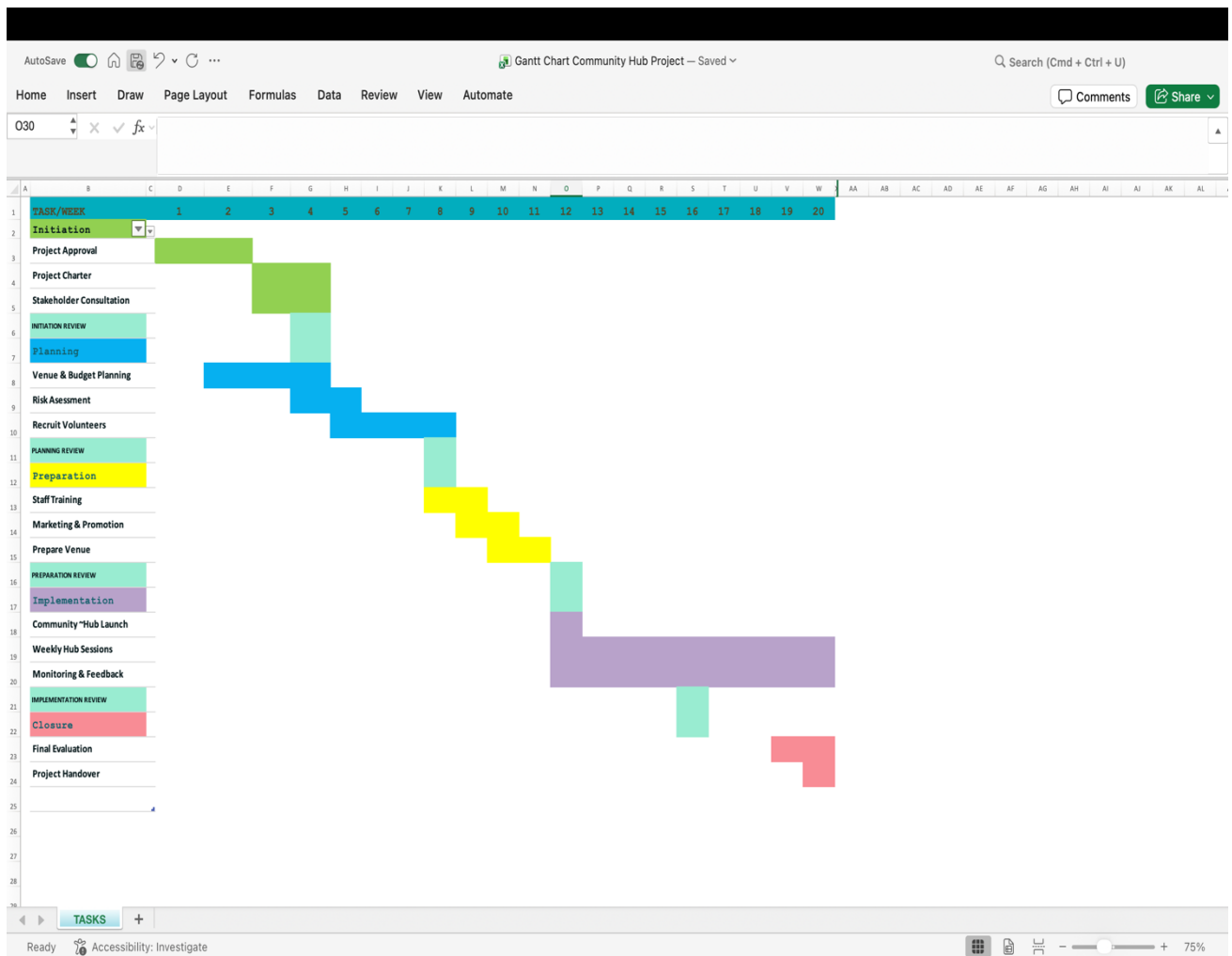
Key Stakeholders

- Codi Management
- Project Manager
- Support Workers
- Service Users
- Families
- Volunteers
- Community Partners
- Venue Provider

Approval

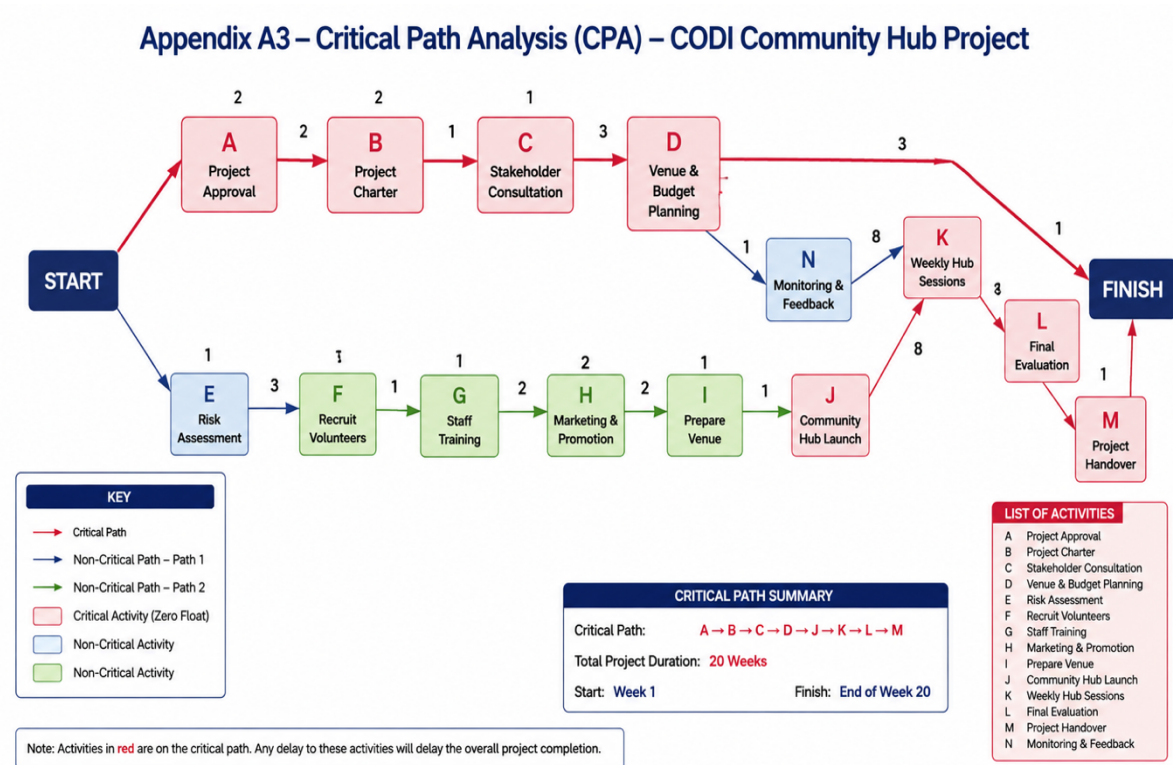
Role	Signature	Date
Project Sponsor		
Project Manager		

A2 Gantt Chart



Appendix A2 presents the Gantt Chart developed for the Codi Community Hub project. The Gantt Chart provides a visual schedule of project activities across the 20-week implementation period, identifying the sequence and duration of each task, key milestones and Agile review points. It supports effective project planning by enabling progress to be monitored against agreed timescales, facilitating resource allocation and helping to ensure that implementation activities remain on schedule (Geraldi & Lechter, 2012).

A3 Critical Path Analysis



Appendix A3 presents the Critical Path Analysis (CPA) for the CODI Community Hub project. The CPA identifies the sequence of dependent activities that determine the minimum implementation period and highlights those activities that cannot be delayed without affecting the overall project completion date. Identifying the critical path enables the project manager to prioritise resources, monitor key activities and respond proactively to potential delays, thereby supporting effective project control and successful delivery (Williams, 1994).

Diagram created by the author using ChatGPT (OpenAI, 2026), based on the project schedule developed for the CODI Community Hub.

Appendix B – Finance Planning

B1 Budget Summary

Budget Category	Description	Estimated Cost (£)
Venue Hire £50 x 20 weeks	Community venue for weekly Hub sessions	£1,000
Activity Resources	Arts and Crafts, games, educational materials	£1000
Refreshments £33 x 20 weeks	Tea, coffee and light refreshments	£660
Volunteer Training	Induction and safeguarding training	£500
Marketing and Promotion	Posters, leaflets and social media advertising	£300
Administration	Printing, stationary and miscellaneous costs	£400
Contingency (10%)	Allowance for unforeseen expenditures	£386
Total Additional Project Cost		£4,246

Costings are estimated based on current prices and are subject to change. Budget is based on a 20-week implementation period.

Organisational Contributions

Resource	Contribution
Three Support Workers	Redeployed from existing staffing resources
Project Manager	Existing management resource
Senior Management	Governance and project oversight
Community Partners	Venue support and partnership working
Volunteers	Delivery of community activities

Assumptions and Budget Position

Budget Assumptions	
Existing staff will be redeployed from current operational resources.	
Venue hire is based on one session per week.	
A 10% contingency has been included for unexpected costs.	
Costs are estimates and will be reviewed throughout implementation.	
Overall Budget Position	
Additional Project Cost.	£4,246
Existing Organisational Resources	Redeployed
Contingency included	Yes (10%)
Budget Status	Within organisational capacity

Assumptions:

- Benefits are expected to increase as stakeholder engagement and community participation develop over time.
- Costs will be reviewed periodically as part of ongoing project monitoring.

B2 Detailed Cost Benefit Analysis

Project Costs	Estimated Cost (£)	Expected Benefits	Anticipated Outcome
Venue Hire	1,000	Increased access to community activities.	Reduced social isolation.
Activity Resources	1,000	Improved engagement.	Enhanced wellbeing and confidence.
Refreshments	660	Encourages attendance and participation.	Improved social interaction.
Volunteer Training	500	Skilled volunteer workforce.	Improved quality of service delivery.
Marketing and Promotion	300	Greater awareness of Community Hub.	Increased participation and referrals.
Administration	400	Efficient project coordination.	Improved project governance.
Contingency (10%)	386	Financial flexibility.	Ability to respond to unforeseen costs.
Total Estimated Cost	£4,246	Overall Project Benefits.	Improved wellbeing, greater independence, strengthened organisational reputation and long-term sustainability.

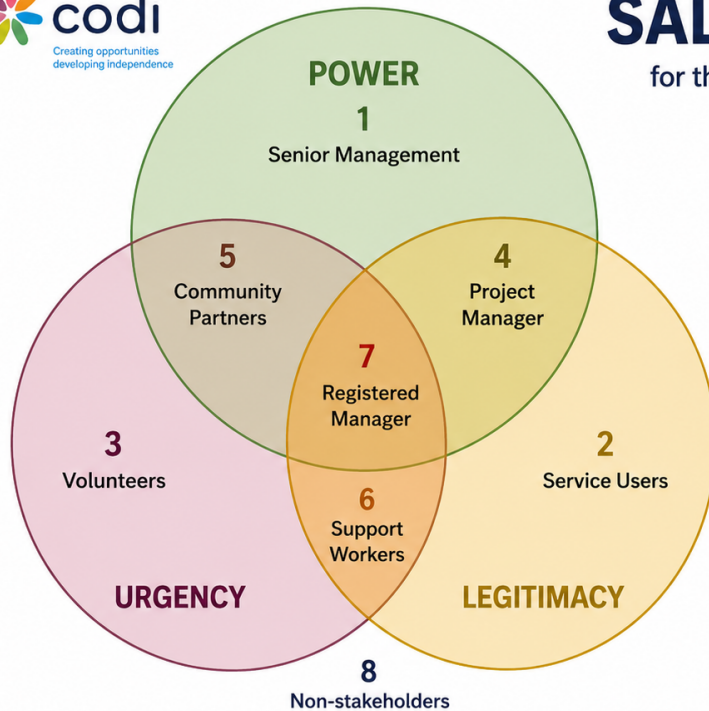
Appendix C – Project Governance

C1 Stakeholder Salience Model



SALIENCE MODEL

for the CODI Community Hub Project



1. **Dormant**
2. **Discretionary**
3. **Demanding**
4. **Dominant**
5. **Dangerous**
6. **Dependent**
7. **Definitive**
8. **Non-stakeholders**

ATTRIBUTE	DEFINITION
POWER	Ability to influence the project and its outcomes.
LEGITIMACY	Appropriate and legitimate involvement in the project.
URGENCY	The degree to which stakeholder needs require immediate attention.

Source: Adapted from Mitchell, Agle and Wood (1997).

Reference: Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853–886. <https://doi.org/10.5465/amr.1997.9711022105>

Source: Stakeholder Salience Model adapted from Mitchell, Agle and Wood (1997). Diagram created by the author using ChatGPT (OpenAI, 2026) to support visual presentation.

C2 Stakeholder Register

Stakeholder	Role	Interest	Influence	Communication Method	Frequency
Registered Manager	Project sponsor and governance.	High	High	Project meetings, emails, progress reports.	Monthly
Project Manager	Oversees project implementation.	High	High	Weekly meetings, emails and project updates.	Weekly
Senior Management	Strategic oversight and approvals.	High	High	Progress reports and meetings.	Monthly
Support Workers	Deliver Community Hub activities.	High	Medium	Team meetings, emails and verbal updates.	Weekly
Service Users	Participate in Community Hub activities.	High	Medium	Face-to-face discussions and feedback sessions.	Weekly
Volunteers	Support delivery of activities.	Medium	Low	Volunteer meetings and emails.	Weekly
Community Partners	Provide venues and partnership support.	Medium	Medium	Emails, meetings and telephone.	Monthly
Swansea Council	Referral and partnership organisation.	Medium	High	Review meetings and progress reports.	Quarterly

C3 RACI Matrix

Project Activity	Project Manager	Senior Manager	Support Workers	Volunteers	Community Partners	Service Users
Project Approval	C	A	I	I	I	I
Project Planning	R/A	C	C	I	I	I
Budget Management	R	A	I	I	I	I
Stakeholder Engagement	R	C	C	I	C	I
Volunteer Recruitment	R	I	C	A	C	I
Staff Training	R	C	A	I	I	I
Communication	R	C	C	I	C	I
Risk Management	R	A	C	I	I	I
Community Hub Launch	R	C	R	R	C	I
Weekly Hub Sessions	C	I	R/A	R	C	C
Monitoring and Evaluation	R	A	C	I	C	C
Project Closure	R	A	I	I	I	I

Matrix Key

- R=Responsible
- A=Accountable
- C=Consulted
- I=Informed

C4 Risk Register and Risk Matrix

Risk ID	Risk Description	Likelihood	Impact	Risk Rating	Mitigation Strategy	Risk Owner
R1	Low attendance at Hub sessions	Medium	High	High	Promote the Hub through social media, referrals and community partners.	Project Manager
R2	Insufficient volunteers recruited	Medium	Medium	Medium	Recruit early and work with local volunteer organisations.	Project Manager
R3	Staff sickness or reduced availability	Medium	High	High	Redeploy existing staff and maintain contingency cover.	Team Leader
R4	Venue unavailable or cancelled	Low	High	Medium	Identify an alternative venue in advance.	Project Manager
R5	Budget overspend	Low	High	Medium	Monitor expenditure monthly and maintain contingency budget.	Project Manager
R6	Safeguarding incident	Low	High	High	Staff training, DBS checks and safeguarding procedures.	Registered Manager
R7	Poor stakeholder engagement	Medium	Medium	Medium	Implement the communication plan and regular review meetings.	Project Manager
R8	Health and safety incident	Low	High	Medium	Complete risk assessments and follow health and safety policies.	Team Leader

Risk Rating Key

Likelihood	Score
Low	1
Medium	2
High	3
Impact	Score
Low	1
Medium	2
High	3

Colour Key

Colour	Meaning
 Green	Low Risk - Monitor
 Amber	Medium Risk - Manage
 Red	High Risk – Immediate Action

Impact	Low Likelihood (1)	Medium Likelihood (2)	High Likelihood (3)
High (3)	 R4  R6  R8  R5	 R1  R3	 N/A
Medium (2)	 N/A	 R2  R7	 N/A
Low (1)	 N/A	 N/A	 N/A

These risks are assessed as having a low likelihood due to existing safeguarding policies, staff training and health and safety procedures. However, should they occur, they would require immediate management.