



## **Part 4, Section 7: Contract Procedure Rules**

### **CONTRACT PROCEDURE RULE 4 - PROJECT MANAGEMENT**

1. The Council has put in place a Project Management Guide (“PMG”) to manage major projects undertaken by the Council. The current Project Management Guide will be used for all projects.
2. The aim of the PMG is to help reduce and manage the risk associated with major projects and to put in place clear lines of accountability and define the responsibilities of the officers and members involved in the project. The PMG is the protocol to be followed with respect to all major projects carried out by the Council. The main elements of the PMG to be followed are set out below.
3. The PMG identifies the key stages of the project – 1) concept, 2) Investigation, 3) Initiation, 4) execution, 5) closure and 6) Review. The PMG covers all areas of the project which can include implementation of the project post contract award.
4. A Project Board will be set up at stage 2) and will consist of the Project Sponsor who will be a member of Management Board, the Project Manager who is responsible for organising and controlling a project and Portfolio Holder (as appropriate). The Portfolio Holder ensures that there is appropriate political input into the project. In the event that there is a change of portfolio holder during the life of the project, the existing portfolio holder will carry out a formal handover to the successor portfolio holder or leader. If this is not possible the handover will be carried out by the project Sponsor. It is at Stage 2 that the necessary resources for any project will be identified.
5. In order to progress between the stages identified in paragraph 3 above Gateway Approval will need to be given. The Gateway Approvers will consist of an officer who is not on the Project Team. If the Portfolio Holder is on the Project Board the shadow portfolio holder will usually be invited to be the gateway reviewer. The timing of the Gateway Reviews are set out on page 8 of the PMG. The Gateway Reviews will ensure that the project is closely monitored throughout its lifecycle.
6. Stage 3) – Initiation, consists of producing the Project Initiation Document (PID) and the Risk Log. The PID defines the project and the Risk Log details the risks identified with the project and the possible impacts. Stage 4) – Execution,

provides for the allocation of work and monitoring of the project including maintenance of an Issue log and regular monthly project reports.

7. At Stage 4 of the PMG consideration should be given to the involvement of the Council's statutory officers in the project which should be clearly identified in the allocation of work by the Project Manager. Regular meetings of the Project Board will be set up to allocate work and monitor progress. Monthly Project Progress Reports will be compiled by the Project Manager.

An Issues Log is to be maintained to record any problem, query or change that arises during the project. Each issue will be assessed for its impacts on the project. Sensitive issues that arise during the project will be raised with the Portfolio Holder.

8. Upon completion of the project (Stage 5 – Closure) the Project Board shall ensure that the objectives of the Project Initiation Document have been met. An End Project Report, Follow-On Actions Report will be produced and Post-Project Review Plan will be produced prior to Stage 6 Review
9. Stage 6 Review requires the Project Board to consider the project exit strategies and implement the Post Project Review Plan and produce a Lessons Learnt Report.