Project Management Policy & Procedure

**Version Control:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Document Name** | **Version** | **Approved By** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Table of Contents

**Purpose and Scope3**

**Aims and Objectives** **3**

**Defining a Project** **3**

**Procedure** **3**

Business Case3

Management structure4

Project brief4

Project plan4

Risk assessment5

Project managers report5

Project RACI Matrix 5

Risk/Issue management process6

Project closure6

**Project Processes** **6**

**Purpose and Scope**

SNS group strategy identifies better monitoring and management of projects as one of its key corporate priorities. This includes moving towards tighter financial management, procurement, asset, and risk management and setting and meeting targets for achieving priorities.

The Council is seeking to fulfil this objective through the introduction of a corporate wide approach to project management. This approach should apply to all projects defined by the SNS as 'Corporate Projects'.

Choosing the right project management methodology is an important decision that can greatly impact the success of SNS project Management. There are several methodologies available, and the choice depends on various factors such as project scope, team size, project complexity, organizational culture, and stakeholder preferences.

**Aims and Objectives**

The policy and procedure should enable service areas to understand the steps required to initiate, monitor, deliver and evaluate projects in a controlled way. This should in turn ensure that the Council:

1. can meaningfully control its projects,
2. understand the justification for the project,
3. identify the resources necessary for its delivery
4. evaluate their success,
5. demonstrate the above to outside bodies.

The document should provide clear guidance and best practice on: -

1. Defining a project and producing a business case
2. The processes employed to execute a successful project.
3. Roles and responsibilities of the project team

**Defining a Project**

A Corporate Project should be defined as containing the following features:

1. A clearly defined **business case** which is regularly reviewed to assess its ongoing viability
2. A defined **start and end**.
3. Defined and **measurable outcomes**.
4. A project **plan** containing activities to achieve the outcomes specified and against which progress can be measured
5. An analysis of **risk** and steps to avoid or mitigate
6. A defined **budget**, or other definition of resources available to complete the project
7. A temporary management **control structure** with clear and accepted roles and responsibilities of the project management team

**Procedure**

**Business Case**

A business case should be the basis of any project and without a viable and approved business case, a project should not be initiated. The business case is completed to aid corporate management/members assess whether the project should be initiated and is developed in response to a management need.

The business case includes: -

1. reasons for the project,
2. different options considered including an evaluation of alternative project methods,
3. the measurable benefits to the organization,
4. possible disbenefits to the organization of carrying out project
5. a summary of the key risks,
6. costs and investment appraisal,
7. the time scale and an evaluation of the document.

The business case should be regularly reviewed at every significant decision point during the project and if at any point the business case is no longer viable the project can be discontinued.

**Management Structure**

Corporate projects should have a management structure with defined and accepted roles and responsibilities. Some of the roles may be shared depending on the size and type of project. Key roles are: -

**Project Sponsor who** should be a member of the management team with corporate responsibility for the delivery of the project. The Sponsor should normally chair the Project Board and ensure that the project is appropriately resourced.

**Project Manager** who is responsible for: -

1. planning and the day to day running of the project within the terms of the project brief
2. providing all necessary reports.
3. gaining approval for any deviation from the project brief

**The Project Board**

1. oversees the project progress through regular highlight reports submitted by the Project manager. A balance should be drawn between unnecessary and time-consuming meetings and the need to monitor progress. A minimum of 1 meeting per month should be the norm unless circumstances demand otherwise. The project should be reviewed at the end of each stage to monitor viability and a detailed plan for the following stage produced.
2. ensures that appropriate resources are available.
3. monitors the continued relevance of the project and makes a recommendation to the SNS should circumstances indicate that the project should be terminated, or the brief significantly modified.

The makeup of the board should depend on the nature of the project, its profile, cost, and risks. *Minimum* requirements should be a Project Sponsor, End User Representative, and the Project Manager. For more complex, high value/risk projects additional roles might be nominated depending on need.

**The Project Brief**

The project brief acts as the ‘contract’ between project management team and corporate management. It describes the project's objectives and scope, the desired outcomes and what is to be excluded from the project. It incorporates the business case but also states the end users’ expectations and the acceptance criteria i.e., the specific requirements by those the project is serving. The brief should also provide an indication of the resources that should be required to complete the project. These may be budgetary or other resources such as staff time. The staff time may be within the project team or within other departments. The project brief should be agreed by the end users, senior management team and the proposed Project manager.

**The Project Plan**

A project plan should be completed and followed throughout the project. The plan should include 'who' 'when' and 'how' specific targets should be achieved. The dependency between targets i.e., how a slip in time/money/quality on one item may affect another element of the project should be clearly shown and the project plan clearly broken down into convenient management stages. Project Stages are key sections or milestones of the project and should be defined by the Project Manager.

The project should be controlled systematically with an agreed reporting and monitoring structure approved at startup of the project. The project plan should form the basis of control and should be used by the project manager to monitor actual progress

against projected. The project manager should then report at appropriate control points to the Project Board in the form of a highlight report. This should enable the project management to consider problems and initiate corrective action and authorize the continuation of the project.

**Risk Assessment**

A formal assessment of risk should be undertaken and incorporated into a Risk register within the framework expressed in the corporate Risk Management Strategy. This should be reviewed throughout the project and form a regular part of the Project Managers report. Key to a risk management is consideration of steps to reduce or make provision for the risks identified.

**Project Managers Report**

The project manager's report to the board should contain the following headings:

1. Executive Summary
2. Progress and Programmed
3. Costs
4. Risk
5. Client Decisions including any requests for change to the outputs required in the brief
6. Work Plan for Next Period

**Project RACI Matrix**

Business PM Project goals Requirements Solution Application QA /QC Live Support

Goal Management Management

**I A A**

PMO

IMI

IFS/Infosys solution

IFS/Infosys technical

DAR ME

DAR ME technical

Post Go-live

SC

Process support

**I R R A,R**

**I R R I R**

**I I R**

**k**

**I I R I A A A A**

**I C, I R**

**I I**

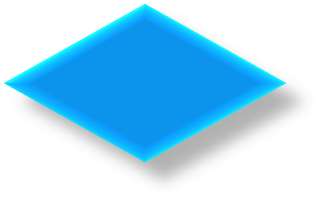
**A I**

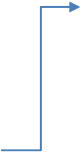
**C R**

**Risk/ Issue Management Process**



Dismiss and report to respective party

****

****

No

Relevant?

****

Communicate Risk

/Issue

Log new Issue

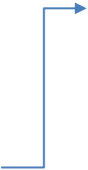
Decision

Yes

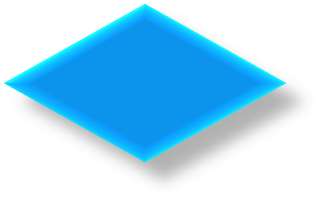
PMO review

Risk/Issue

Anyone identifies a Risk/Issue

****

Yes

****

Identify Owner

New?





Notify Owner

No



Follow up & Resolve

Refer to Existing Issue Status



Close

**Project Closure**

It is important to close a project once completed and gain formal sign off from the project board. A Closure Report should be provided to the board which should demonstrate: -

1. that the objectives identified in the Project Brief have been met,
2. the final budgetary position,
3. identify any follow-on actions or lessons learnt,
4. request formal sign off
5. confirm that, where appropriate, the project has been handed over to the end user.
6. All documentation should be archived appropriately.

**Project Processes**

A corporate project should have the following outline:

|  |  |  |
| --- | --- | --- |
| Decision of SNS to Initiate a Corporate Project |  | This decision should normally arise from a need within the organization. SNS are likely to have an outline business case as a basis for this decision. |
|  |  |  |
| Project Manager selected and instructed to produce Project Brief |  | The brief should further develop and refine the Business case and incorporate this into the Project Brief, which forms the basis of the Project manager's actions and objectives. |
|  |  |  |
| Board nominated and brief approved |  | The Board should approve the brief, and this then forms a 'contract' between the board and the Project Manager. The brief needs to be carefully produced and the boundaries of the project considered egg exclusions as well as inclusions |
|  |  |  |
| Project plan and risk register Developed and agreed. |  | The project plan should show the timescales to which the Project should be completed. Key risks that arise from the delivery of the Project should also be considered and included in a 'Risk Register' which should be considered at each Board. Key to a successful Risk register is the development of actions to mitigate or remove the risks identified. |
|  |  |  |
| Project Manager manages Project resources to deliver project |  | Projects are completed within normal council policies. Procurement is a key consideration. |
|  |  |  |
| Project Progress reported regularly to Board and continuation approved |  | Board have responsibility to ensure project remains on target for completion of key deliverables within time/ budget and brief. The Board should consider consultation with SNS should the project brief become no longer viable and gain approval for any significant changes. The Board should also ensure that key risks are being managed appropriately. |
|  |  |  |
| Project Closure. Report on objectives delivery and final budget position |  | Closing a project well is just as important as starting a project. Ensure that the objectives have been met, ensure that it has been handed over to the user, identify any follow-on actions or lessons learnt, gain formal sign off from the project board, archive all records. |