

# Public Document Pack



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## **AUDIT COMMITTEE 'PROJECT MANAGEMENT PRESENTATION'**

**DATE: FRIDAY 26 MARCH, 2010**

**TIME: 10.00 A.M.**

**PLACE: COUNCIL HOUSE, PLYMOUTH (NEXT TO THE CIVIC CENTRE)**

### **Members –**

Councillor Sam Leaves, Chair.  
Councillor Vincent, Vice Chair.  
Councillors Stark, Thompson and Tuohy.

### **Independent Members –**

Mr. Clarke, Ms. Myles and Mr. Stewart.

PLEASE FIND ATTACHED A COPY OF THE PRESENTATION PROVIDED  
UNDER AGENDA ITEM NO. 5.

BARRY KEEL  
CHIEF EXECUTIVE

## **AUDIT COMMITTEE**

- 5. MATTER ARISING FROM DECEMBER 2009 AUDIT COMMITTEE - PROJECT MANAGEMENT ARRANGEMENTS** **(Pages 1 - 20)**

The Committee will receive a presentation on Project Management Arrangements.

# Plymouth City Council

## Project Management Procedures

Presentation to Audit Committee

26 March 2010



# Contents

- Overview of procedures
- Procedures
- Implementation to date/Review of procedures

# Overview

- Purpose

  - To improve the control of projects

  - Control steps a project must follow

  - Deliver successful outcomes

- Compatibility

  - Assume traditional procurement route

    - Amended to suit project

# Overview (cont'd)

- Project definition

  - Finite & defined lifespan

  - Defined & measurable outcomes

  - Activities to deliver objectives

  - Defined resources

  - Structure in place to deliver project

- Why need project management – typical failures

  - Poor definition

  - Lack of ownership/accountability

  - Inadequate resources

  - Lack of decisions

# Overview (cont'd)

- Success factors

- Well defined scope & outcomes

- Risk management

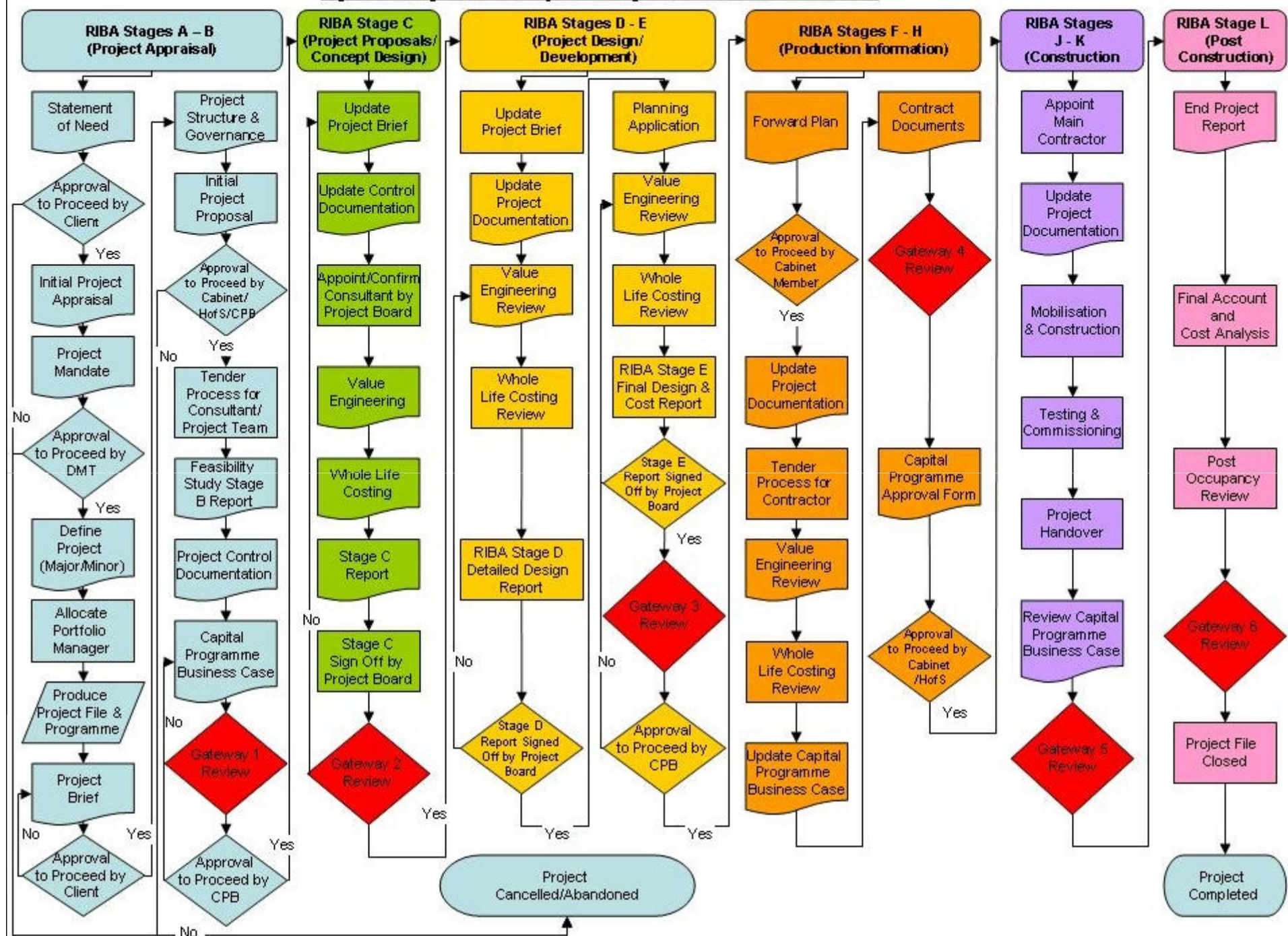
- Decision making process

- SRO

- Appropriate resources

- Project management procedures

# **Plymouth City Council Project Management Process – Traditional**





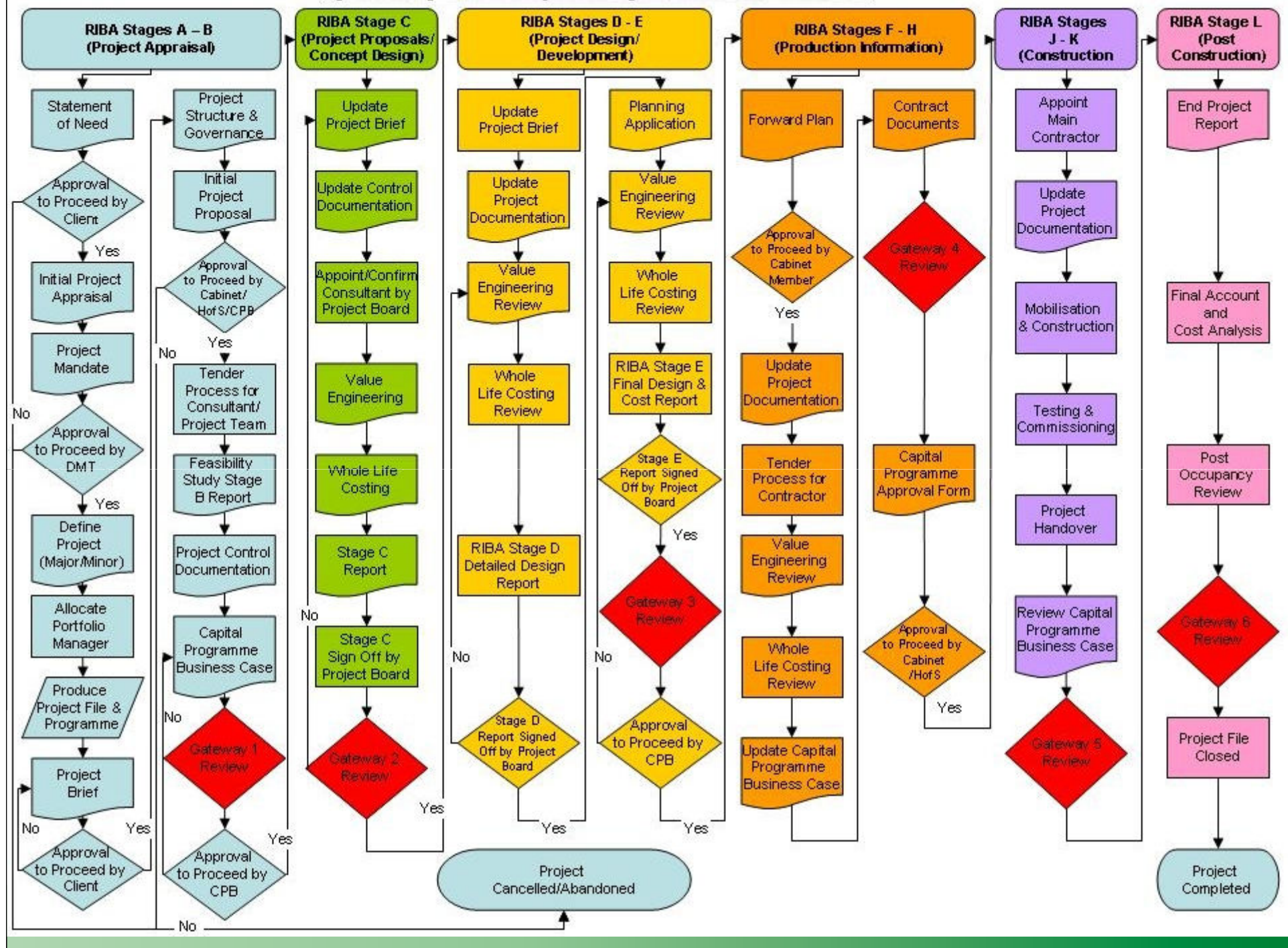
# Project Appraisal

- Statement of need
- Initial Project Appraisal
- Mandate
- Definition (major/minor)
- Resource allocation
- Programme production
- Brief
- Structure & governance

# Project Appraisal (cont'd)

- IPP
- Procurement of project team
- Feasibility study
- Control documentation
- Business case
- Gateway 1 review
- Approval to proceed

# **Plymouth City Council Project Management Process – Traditional**

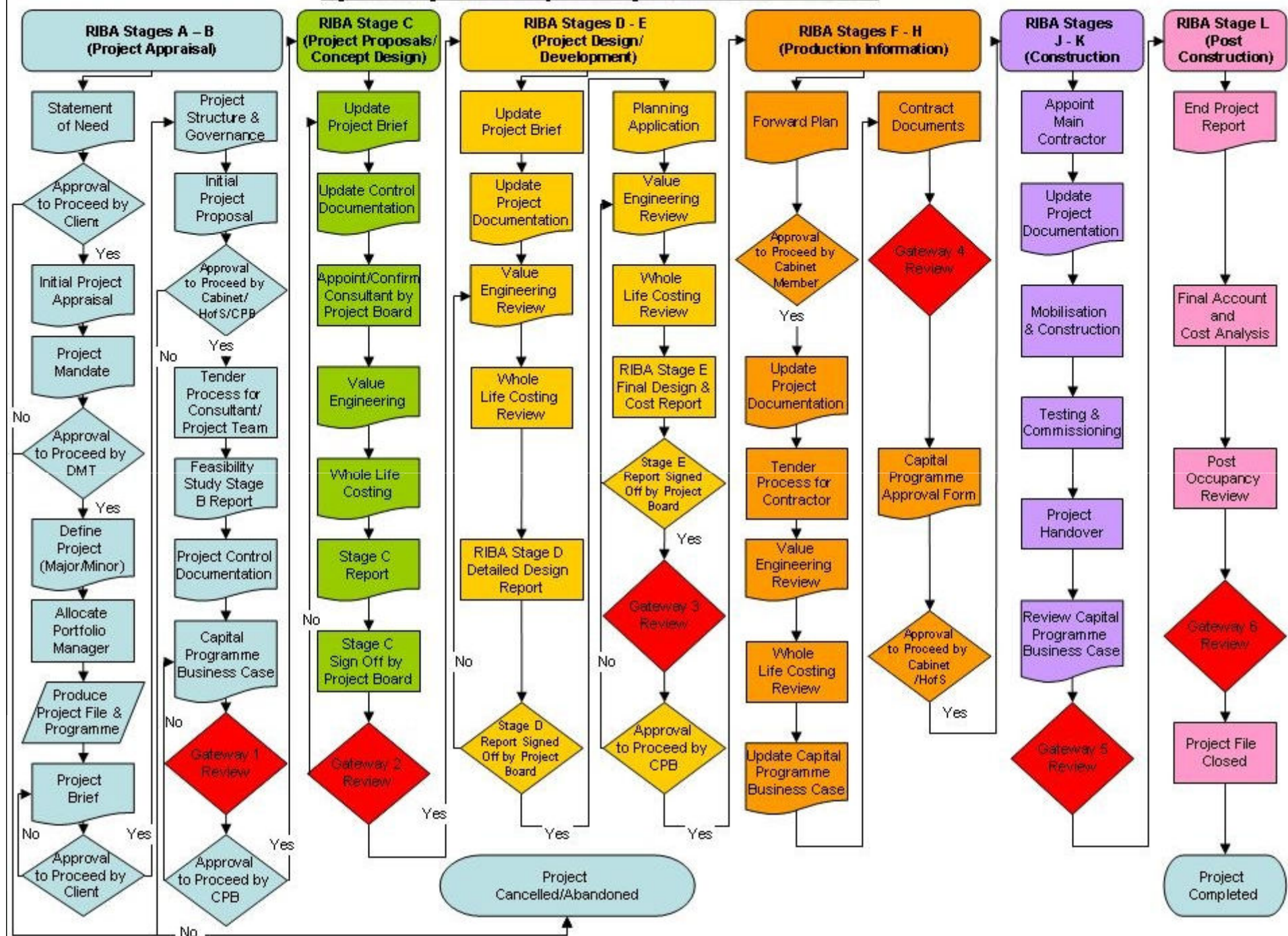


# Project Proposals

- Update brief/control documentation
- Appoint project team
- Value engineering
- Whole life costing
- Report/sign off
- Gateway 2 review



# **Plymouth City Council Project Management Process – Traditional**

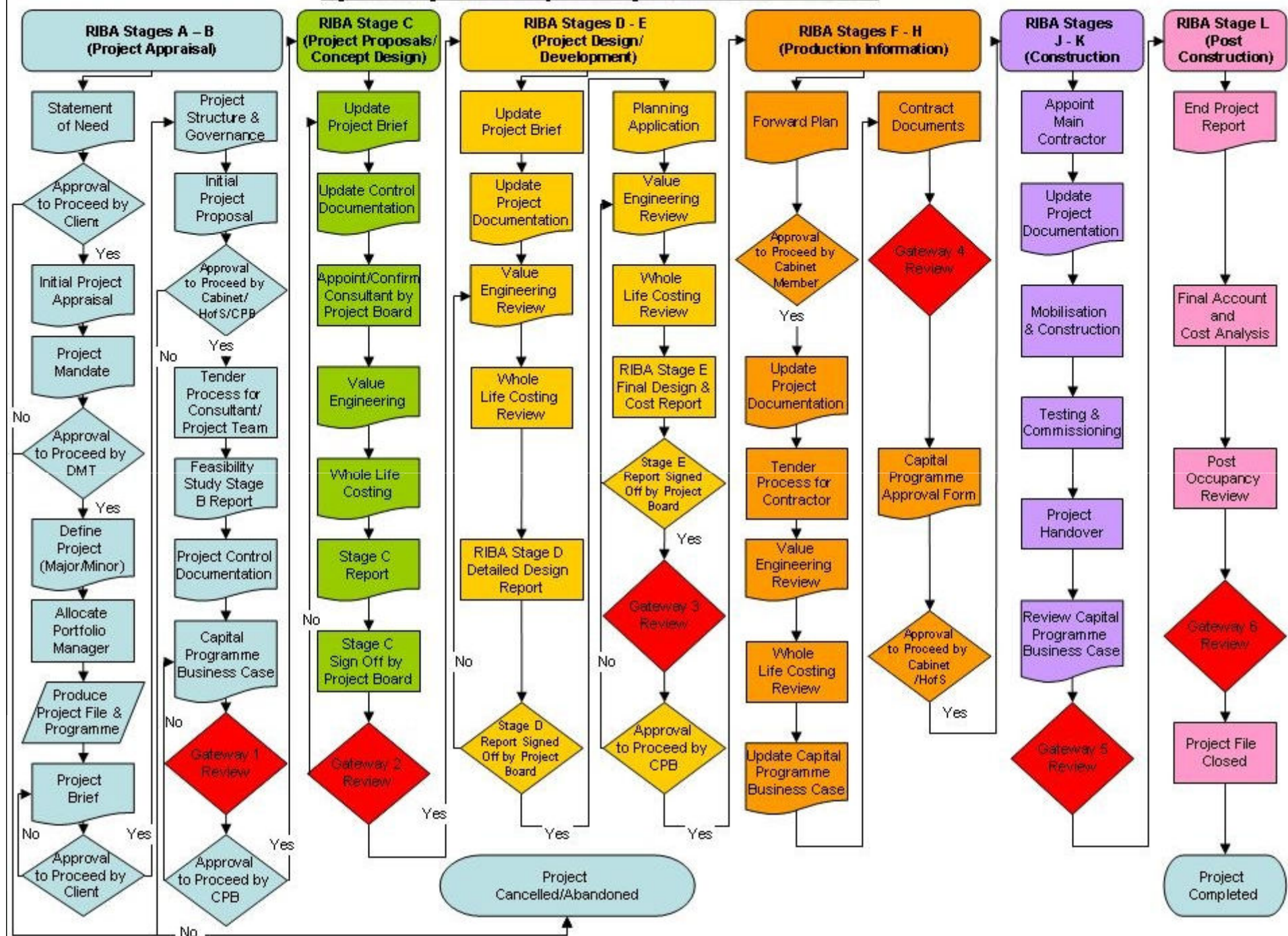


# Project Development

- Update brief/control documentation
- Value engineering review
- Whole life costing review
- Report/sign off (planning application)
- Gateway 3 review
- Approval to proceed



# **Plymouth City Council Project Management Process – Traditional**

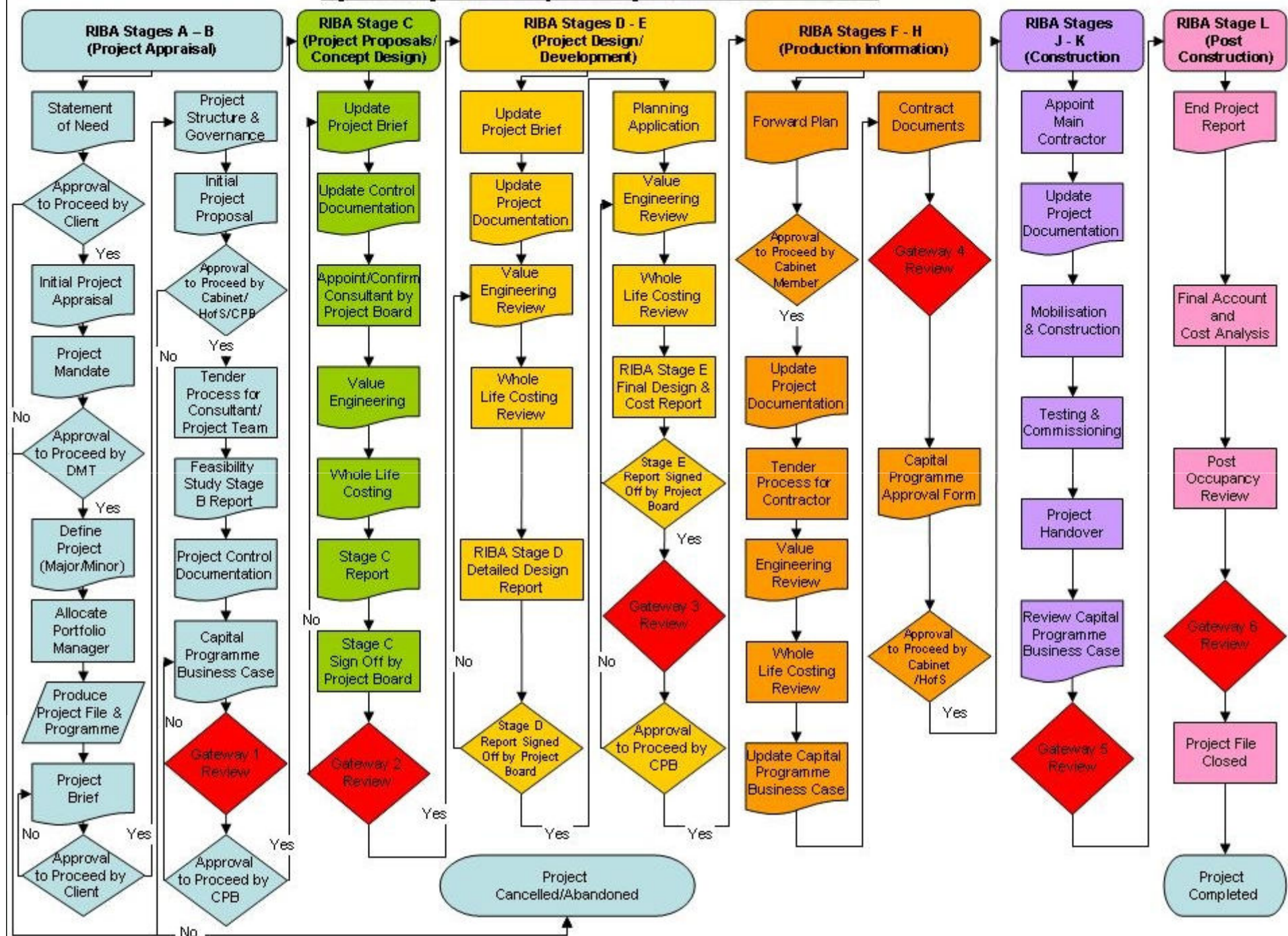


# Production information

- Forward plan
- Tender process
- Value engineering
- Whole life cost review
- Update business case
- Contract documentation
- Gateway 4 review
- Approval to proceed (CPAF)



# **Plymouth City Council Project Management Process – Traditional**

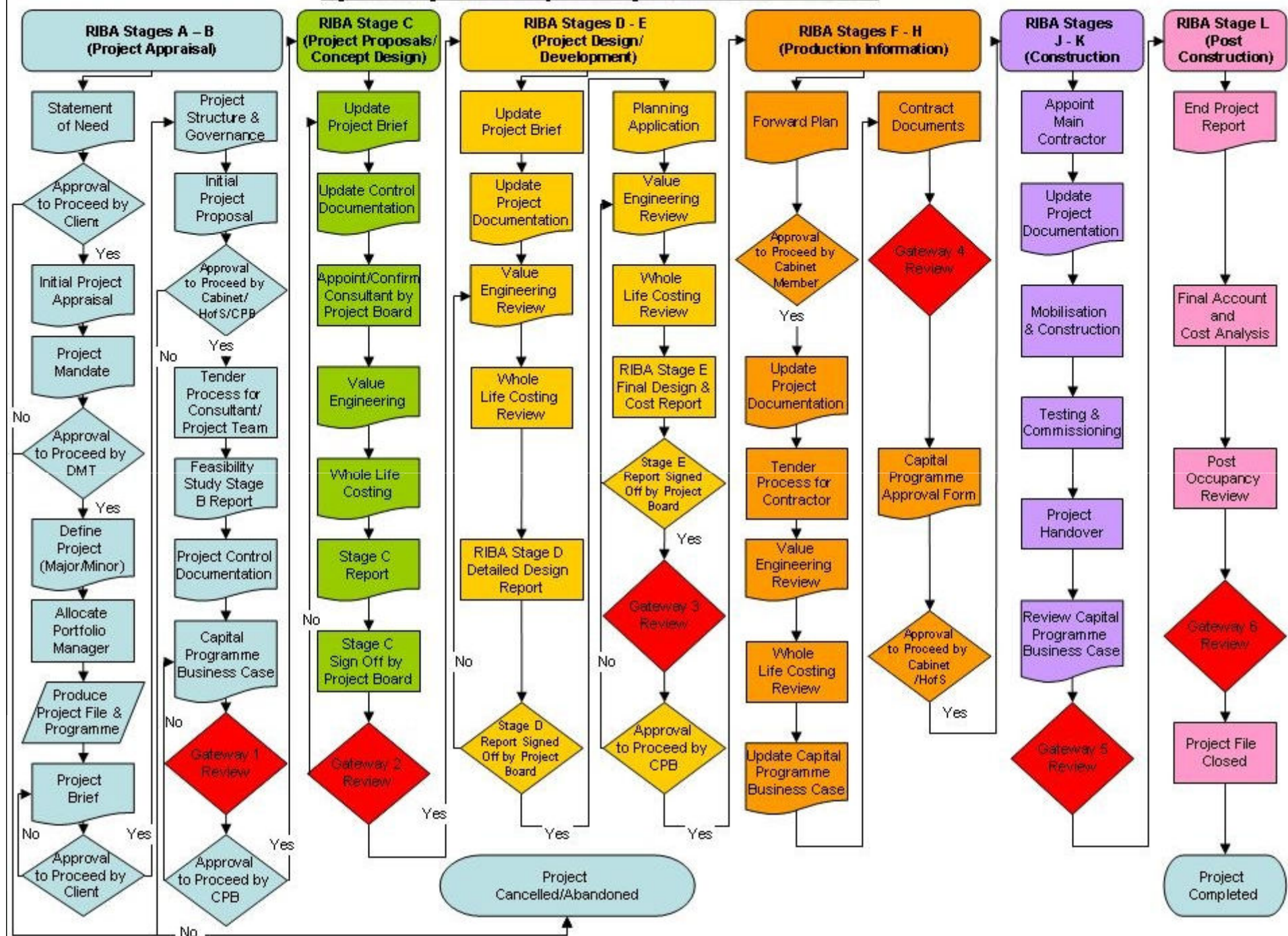


# Delivery (Construction)

- Appoint contractor
- Mobilisation/delivery
- Testing/commissioning
- Handover
- Review business case
- Gateway 5 review



# **Plymouth City Council Project Management Process – Traditional**



# Post Delivery

- End project report
- Final cost & analysis
- Post delivery review
- Gateway 6 review
- Archiving

# Procedures

- Introduced November 2009
- Trialled in project services team in Capital & assets
- Review to commence April 2010
- Final roll out via the Capital Delivery Board

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