

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

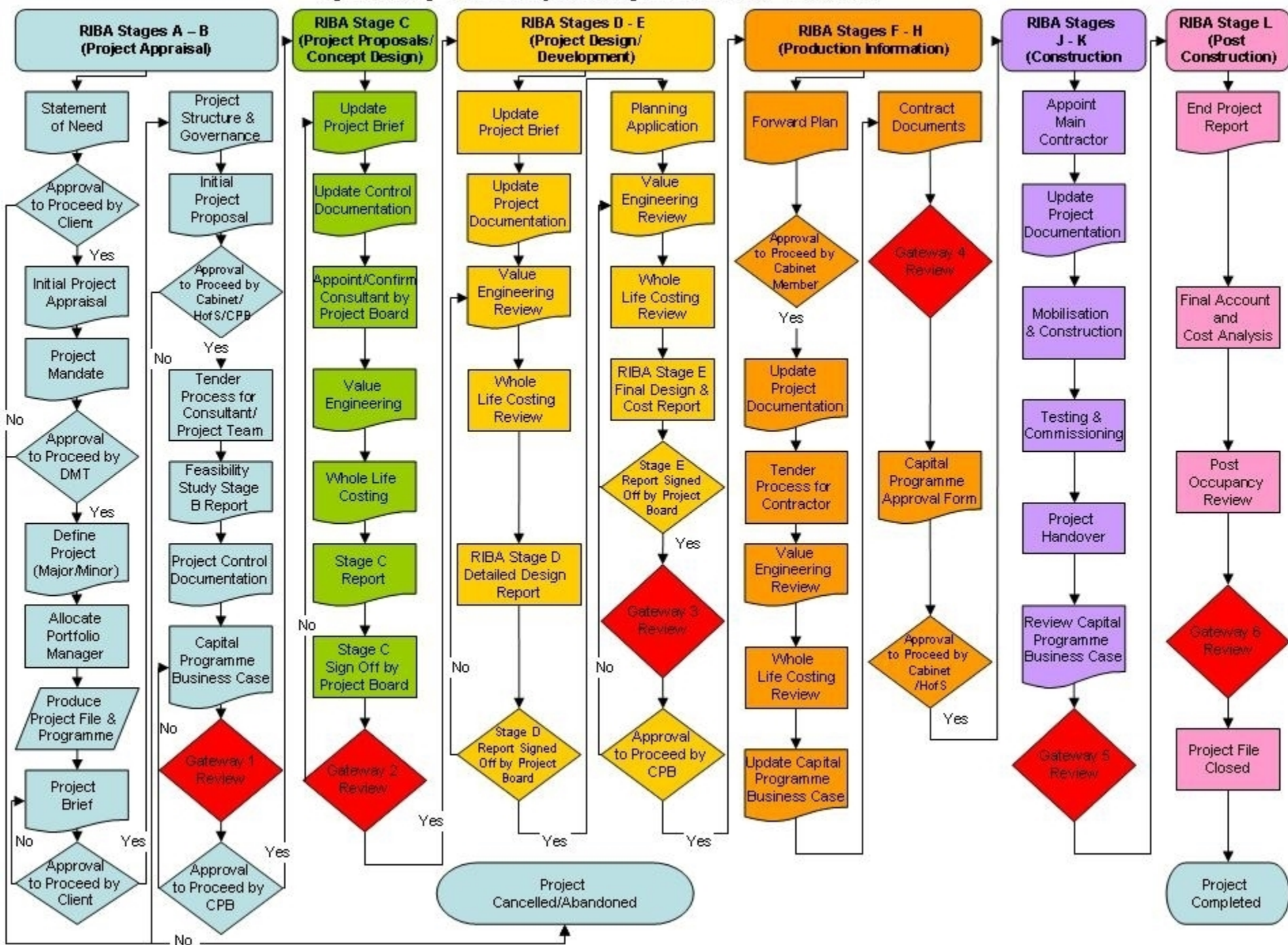
 - Decision making process

 - SRO

 - Appropriate resources

 - Project management procedures

Plymouth City Council Project Management Process – Traditional



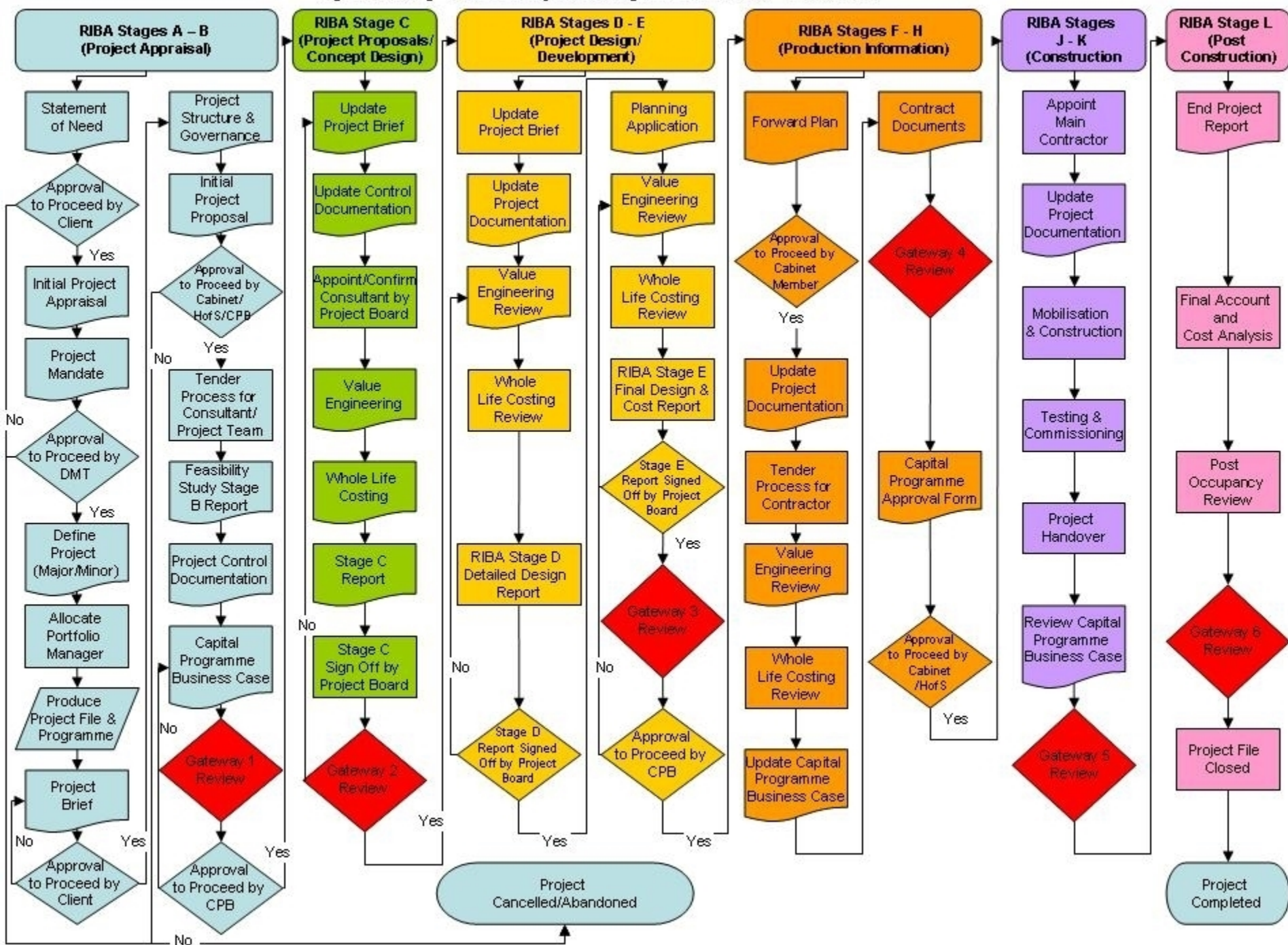
Project Appraisal

- 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

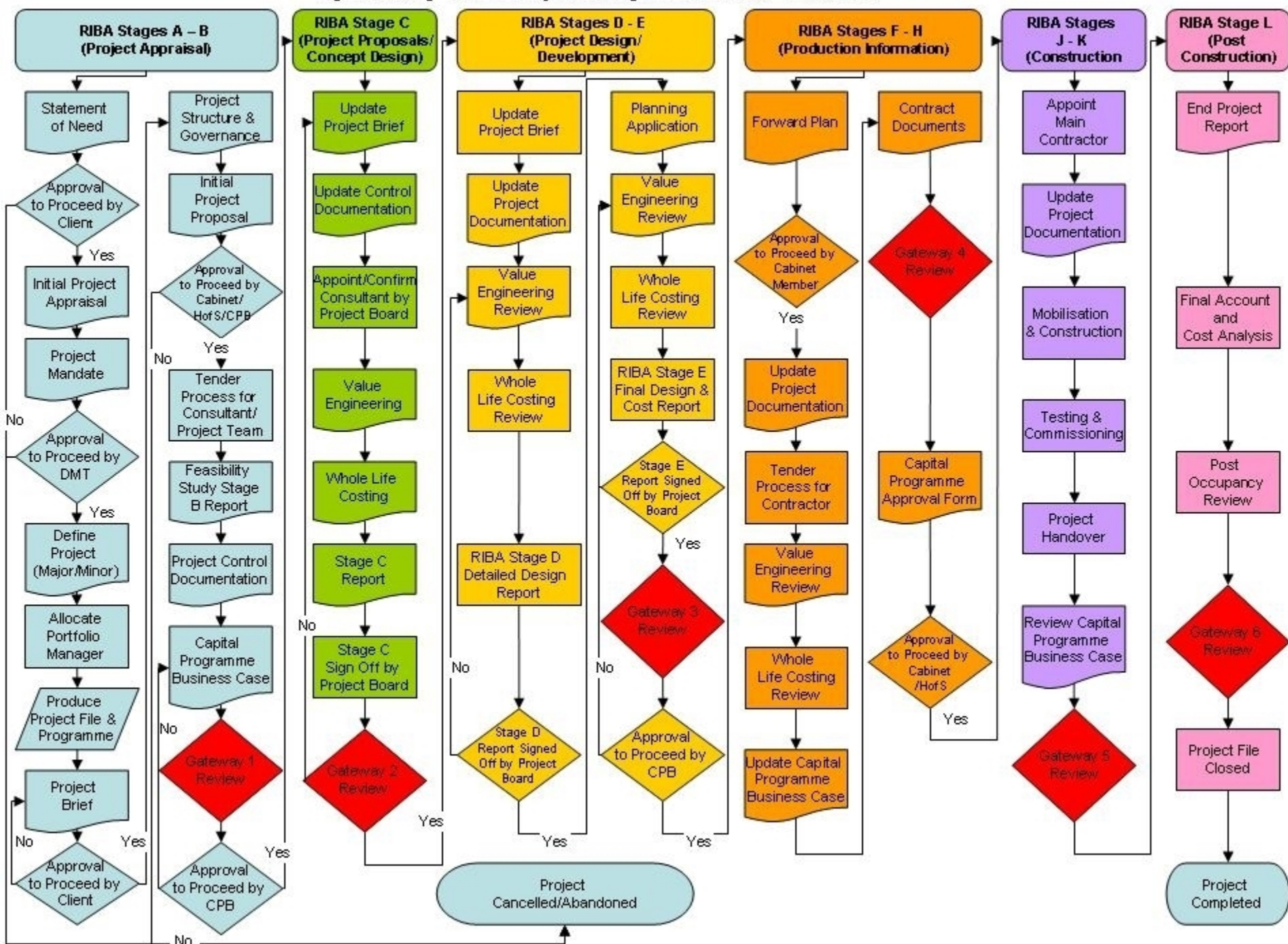
Plymouth City Council Project Management Process – Traditional



Project Proposals

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

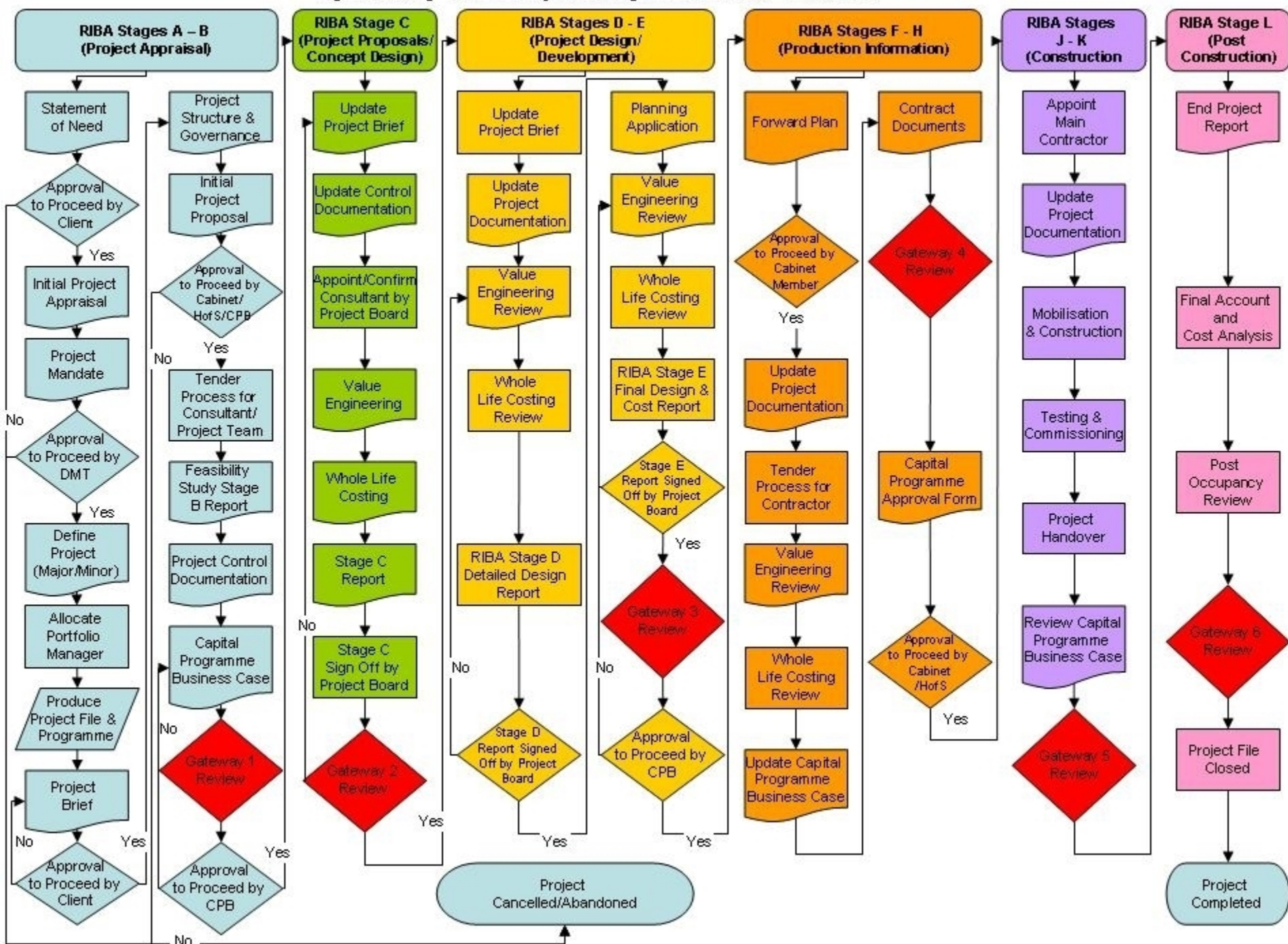
Plymouth City Council Project Management Process – Traditional



Project Development

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

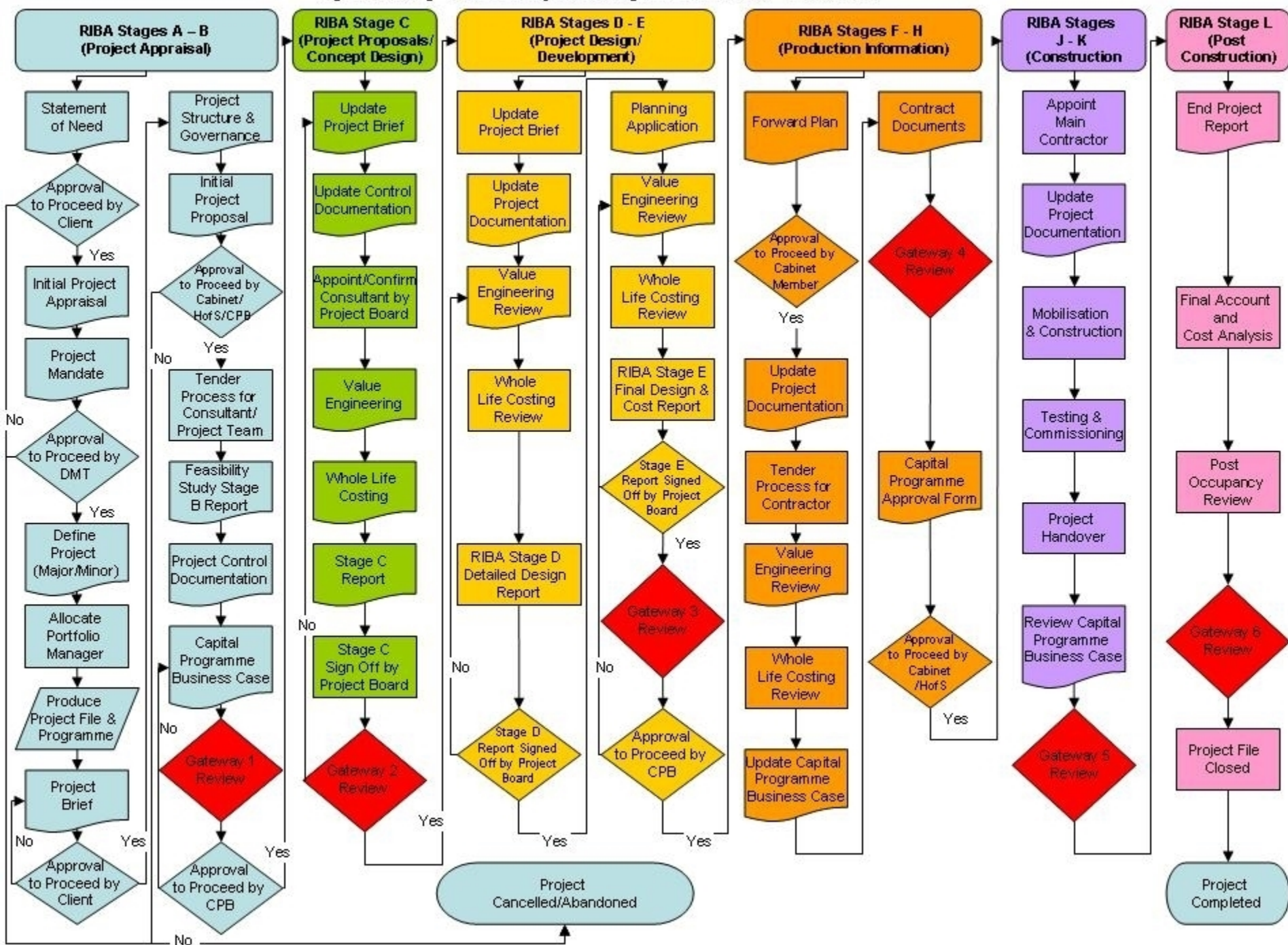
Plymouth City Council Project Management Process – Traditional



Production information

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

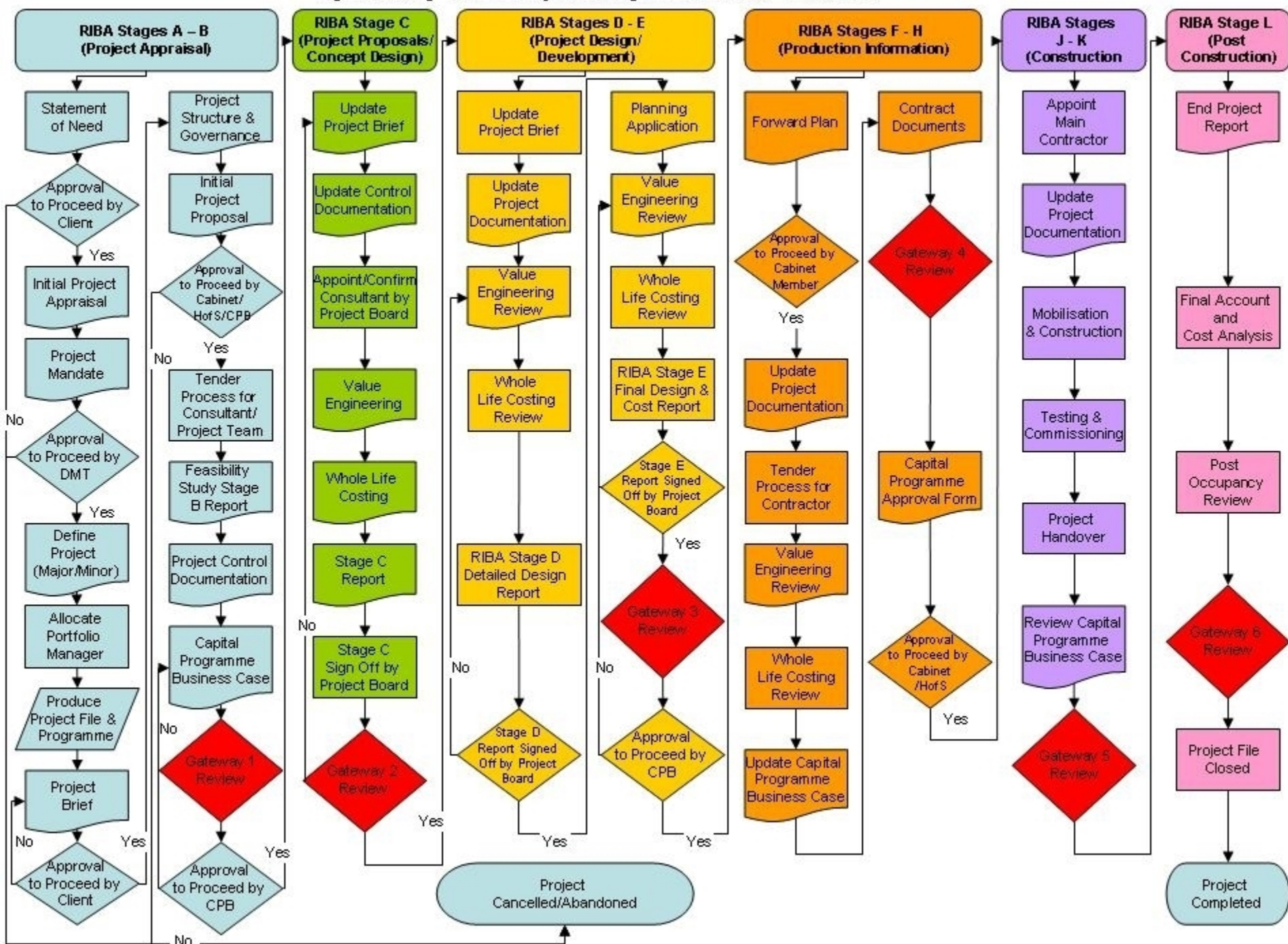
Plymouth City Council Project Management Process – Traditional



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