Project Management Overview @ FBC

INTRODUCTION

Project Management at Fylde Council (PM@FBC) has been developed and tested by experienced PRINCE2 practitioners. It is intended to be a 'light touch' methodology providing a scalable solution to the varied and sometimes complex requirements for officers engaged in project management and delivery across the Council and its partners.

When should PM@FBC be used?

This methodology should be used only for activity or projects that consist of more than one stage and / or need to be signed off by a Service Head level officer or higher.

The main characteristic is that the piece of work is '**Any activity undertaken to deliver specific improvement or change to business as usual**'.

Examples include the implementation of a new service, staff restructure, office move or depot relocation. If you have any doubts about whether the piece of work you are undertaking is a project then please contact Alex Scrivens.

THE PROCESS

PM@FBC consists of 3 stages;
1) Starting a project
2) Delivering a project
3) Closing a project

This is monitored and managed using 3 unique documents;
1. Project Brief (PM1)
2. Project Highlight / Exception Report (PM2)
3. Project Close Report (PM3)

HOW IT WORKS

PROJECT BRIEF (PM1)

In order to formalise what it is you want to achieve and what is required to achieve it you first complete the Project Brief. This sets out the priority of the project, the outline business case, what will be delivered, at what cost and the difference it will make and the benefits it will deliver given successful completion.

This captures all the information within the Project Brief in much more detail together with additional information such as an in-depth business case, costs, resource requirements, communication methods, quality criteria and milestones to be delivered during and at the end of the project.

If the Project Plan is approved the project moves from the Starting a project stage to the Delivering a project stage. The Project Manager commences project delivery ensuring that all existing Council protocols and procedures around Finance, Procurement, Health and Safety and Risk are adhered to.

PROJECT HIGHLIGHT / EXCEPTION REPORT (PM2)

Upon completion of significant milestones, deviation from project tolerances, or at Quarter end (whichever is sooner) the Project Manager submits a Project Highlight / Exception Report to the Project Board. This captures the current status of the project including overall status, budgetary spend and completion of milestones and other time constraints. It is an opportunity to inform relevant parties of how the project is progressing and bring to their attention any issues or obstacles the project may be facing. It is also required that the remedial action that is being taken is captured to ensure the project is still being successfully delivered. Any changes to the project delivery cost, timetable or outputs will also be documented.

This step will be repeated as many times as is required to ensure the project is delivered successfully and wherever possible within the agreed time scales and budgetary allocation.

PROJECT CLOSE REPORT (PM3)

Finally, moving into the Closing a Project stage, once all the milestones have been delivered, budget allocated and quality criteria met the Project Manager submits a Project Close Report to the Project Board.

This gives the Project Manager the opportunity to summarise the delivery of the project and provide evidence to demonstrate the successful delivery and acceptance of the project outputs. It also captures elements of the project that have gone well and those that didn't go so well together with suggestions as to how the PM@FBC methodology may be improved.

ROLES & RESPONSIBILITIES

- Project Sponsor – is the person or organisation providing the funding for the project this will usually be Management Team but could also include external bodies.

- Project Executive – is the person or organisation who will sign off and be accountable for the project delivery. This will usually be a Director or Head of Service.

- Project Manager – is the person delivering the project, managing risks, budgets, project quality and communicating progress. To ensure the integrity of the project management system the same individual cannot carry out the role of both Project Manager and Project Executive.

- Project Board – this is the individual or group of officers that have authority to start and end a project. This will usually be the Management Team of CEO.

- Member/ Cabinet Approval – This is only required where Member involvement is necessary. Irrespective of the methodology being applied, if the project requires Member or Cabinet approval then they should also authorise and sign off the relevant project management documents.