
Project Management System

Stage 4: Start-Up (Project Initiation Document, PID)

This stage deals with the move from detailed planning (Business Case, Stage 3) into delivery (Stage 5).

The purpose is to demonstrate that the Project or Programme or Programme is ready to start before approval is given. It provides assurance that adequate controls are in place to manage the project or programme and following approval by the Programme Board, allows the Project Manager to implement the project.

The submission document for Stage 4 is in seven sections as follows;

Section 1 requires confirmation of basic details and contacts;

Section 2 confirms project definition and planning

Section 3 asks for project organisation and governance details;

Section 4 requires an explanation of how resources will be managed;

Section 5 seeks confirmation of the project controls that will be in place during delivery;

Section 6 asks for confirmation that all necessary consultation and engagement arrangements are in place; and

Section 7 confirms documentation attached to support the Stage 4 submission

Once the document is complete it submitted, to the relevant Project Board or Programme Board for formal review. The outcome of the review will be provided in the form of the Gateway 4 documentation which forms the final pages of the submission documentation and is completed by the relevant Directorate Programme Manger.

Section 1 – Start-Up, Project (or Programme) details

Project name – enter the formal name of the project, this should be the same as that used previously at Gateway 1, 2 and 3 although project titles occasionally change during the lifetime of a project

Project category - enter the category of the project, this is identified at Gateway 2 (Project proposal) and will have been formally confirmed by the relevant Programme Board on sign-off of this gateway.

There are four project categories, A to D. These are as follows;

Category A = high risk, high cost, high impact projects; require a Project Board and will be monitored by the Major Projects Group (in addition to the Programme Board). The Theme Board may also be involved in gateway approvals;

Category B = projects also to be monitored by the Major Projects Group, but do not require a separate Project Board;

Category C = projects approved and monitored by the Programme Board only; and

Category D = projects will be approved by the Programme Board, but ongoing monitoring will be by divisional management teams (as part of “business as usual” delivery, such as the Local Transport Plan investment programme), with reporting to the Programme Board by exception only.

Programme – identify the correct Programme from the drop-down menu. The Programme Board should be the same one that considered previous gateway reviews (Project Mandate (G1); Project Proposal (G2); Business Case (G3)) although occasionally projects move from one programme to another as they develop or management structures are changed

Link to Council Priorities (select one only) – Many projects will respond to a number of Council Priorities. However please select only the main one that applies at this point on the form

Project manager – enter the full name and NCC Job Title of the project manager responsible for the day-to-day delivery of the project

Project sponsor - enter the full name and Job Title/role of the person that instigated and oversees the project. If this is a Councilor or an external individual also identify the senior staff member within NCC that has “ownership” of the project

NCC lead officer - enter the full name and Job Title/role of the lead officer involved in the project, this will often be the Project Director

Project director - enter the full name and Job Title/role of the project’s director

Contact Tel – enter the full telephone number and extension of Project Manager

Email – enter the full email address of the Project Manager

Completed by – this will usually be the Project Manager (person completing the on-line form), and will be populated automatically using your log-in details

Date – this will be populated automatically by the software as you upload data

Email – this will usually be the Project Manager (person completing the on-line form), and will be populated automatically using your log-in details

Confirm email - this will usually be the Project Manager (person completing the on-line form), and will be populated automatically using your log-in details

Section 2 – Project Definition and Project Planning

Objectives – project and programme objectives are covered in earlier stages of the project management system; Project Mandate; Project Proposal; and Business Plan. The guidance notes for these stages contain more information.

It is important to confirm that your project has clear objectives and that these can be demonstrated to deliver the Council's priorities. Use the free text space to identify the principle objectives of your project and link each of these to at least one of the Council's published priorities.

Scope – describe what the project involves. Include all stages of the process, not just the physical works. i.e. include planning, design and monitoring elements. By this stage of a project the scope should be well known and easily described in significant detail.

Often the most straight-forward approach is to describe the various elements of a project, from concept to completion in chronological or time order. This can be done against specific dates (refer *Project plan*, below) or as a sequence of bullet points

Exclusions – It is equally important to identify what a project does not include. This enables clear communication with the wider project team and avoids unnecessary confusion about the scope of the project.

Exclusions from the project should have been fully resolved during earlier stages of the project. Confirmation of exclusions should be recorded here, if there are any significant exclusions that have not been agreed these must be identified together with the mechanism and timescale for resolution (this may include Project/Programme Board involvement)

Benefits & Outcomes/Product Plan

Identify the key elements (or “outputs”) that will enable the progress of the project to be monitored. At this stage the detailed outcomes of a project should be known. These are provided to enable progress to be monitored throughout subsequent stages of the process. This helps to ensure that an opportunity for mitigation delays and costs is provided.

For each key element (“output”) identify what will be used to demonstrate its completion (termed “immediate product”). This will usually be in the form of paperwork, such as committee decisions recorded in minutes, a completion certificate for physical works or perhaps attendance records to demonstrate the start of a training programme.

For large or complex projects, a detailed product plan will be required. If this is available it should be attached and a high-level summary provided in the table.

Project plan – (or programme) defines when each element of a project will take place.

In most cases a project programme is best shown in a graphical form. For the most straight-forward projects this can be achieved with a simple bar-chart or GANTT chart. For more complex or larger projects and programmes more sophisticated programming will be required. This is a specialist area and will require an experienced team member with detailed knowledge of the type of project being proposed, and the use of an appropriate software package such as Microsoft Project.

Append the Plan to this section using the *Browse* function and summarise the key activities in the table provided. Use the drop-down menu or the calendar function to insert *Target dates*.

Quality management

The quality of our management and project governance is defined by the requirement to follow the Corporate Project Management System (PMS).

The quality of our other input to a project will be defined by the working protocols for each sector, for example technical colleagues work within a number of quality assurance schemes and use British Standards and industry standard specifications when defining required quality. Each of these define monitoring and testing that is to be followed to confirm standards have been delivered.

The free text space should be used to identify how the quality of each aspect of the project will be assured. These will be used to monitor the quality of delivery of the project or programme during subsequent stages of the process.

Section 3 – Organisation and Governance

Project Team – identify the various members of the project team, their roles and the level of their input into the project (as days to be worked (FTE is Full Time Equivalent). At this stage there should be a significant knowledge of the proposals and therefore the level of project team resources. Detailed proposals should be held for each member of the project team, a summary of these can be summarised in the table provided.

It is important that all relevant members of the team are identified (both internal and external). Reference to the project's Management Structure can be a useful check-list to ensure all disciplines are identified and adequately resourced.

Project Board – Project Boards are established for the larger, more complex or sensitive (i.e. higher risk, usually Category A) projects that we deliver. A Project Board will meet formally and on a regular basis.

The full name, job title (including Chair of Project Board) and role within the Council (or elsewhere if relevant) of all members of the Project Board should be entered into the table. Additional lines are added to the table by pressing **Add**.

Document management –It is important to have a single, well structured and secure document management system. This is increasingly digitally based. Your project should have a central, structured filing system which is used by ALL members of the project team.

Section 4 – Resource Management

Early discussions with the relevant member(s) of the finance team supporting your project or programme are essential to enable these important elements of the stage 4 submission to be completed in adequate detail to secure Board approval.

Capital budget – capital costs were proposed and signed-off in the Business Case submission/Gateway 3 documentation.

Detailed and comprehensive costings must be in place at this stage of a project or programme. This would normally be achieved by tendering the various elements of the proposal and compiling the overall capital cost estimate with the Capital Finance Team. The overall cost model should be agreed with relevant members of the wider project team. A Quantity Surveyor may also be required to provide a full cost plan for the project (generic cost templates are relevant for only the smallest and most straight-forward of projects).

Summarise the Capital Costs in the table provided to show the full capital cost of the project and show the spend profile by distributing costs over relevant financial years. Use the drop down menu to confirm whether or not funding of each item has been secured.

Provide the *Cost code* and *Budget Manager* Details in the text boxes provided; if in any doubt clarify these details with your contact in the Capital Finance Team.

Revenue budget – revenue costs are often more significant over the life of a project than any initial capital costs. It is therefore important that these are known and understood in detail before a project or programme proceeds.

As above, detailed and comprehensive revenue costings must be in place at this stage of the project or programme. They should be compiled with the Capital Finance Team with supporting information provided by relevant members of the wider project team. As high-lighted on submission of the Business Case (Gateway G3) revenue costs are not always considered in sufficient detail during the planning of a project when larger, initial costs can dominate discussions.

It is essential that the revenue costs are identified and understood for the full life of the project.

In the case of a capital building project you should consider revenue cost over a period of at least 25 years. This can make the estimation of future revenue difficult, for example energy costs, insurance. However it is important that the best possible predictions are made to demonstrate the true overall cost of the project. These costs must be fully developed at this stage of the project to provide the highest possible confidence in the overall cost of the project or programme.

Summarise the Revenue Costs in the table, profiling costs over relevant financial years and use the Yes/No buttons to confirm whether costs are ongoing and whether revenue funding of each item has been secured.

As for capital costs provide the *Cost code* and *Budget Manager* Details in the text boxes provided, if there is any doubt ask your contact in the Capital Finance Team

Funding plan – this is the opportunity to confirm that the capital and revenue funding required to deliver the project/programme is in place. The Business Case (Gateway 3) identified the anticipated sources of funding, and whether the funding had (or had not) been secured at that stage of the project.

Before the project is given Board approval to proceed it is important that the Finance Team confirm appropriate agreements are in place with funders and that all cost implications are understood and taken in to account. For example any form of borrowing to fund a project will incur finance or interest charges which will be added to the costs of the project.

Section 5 – Project Controls

Reports and approvals – as noted in earlier PMS submissions delivery of most projects requires a number of key documents to be created. These may be demand studies, environmental impact, user/customer surveys, technical feasibility, capital and revenue cost estimates. These may be existing documents (in which case a link can be provided) or they may be reports that will be required at a later date.

This section provides an opportunity to review these documents and update the list provided previously (Business Case, Stage 3).

It is also important to use this section of the form to review and update the various approvals that a project or programme will require. These may be internal such as providing a report to a Project or Programme Board on a procurement process, regulatory, or external (e.g. partner organisation such as funders will have its own approvals process).

By identifying relevant approvals a project requires the wider project team will be able to avoid unnecessary delays by planning these events into Delivery (Stage 5) and operational phases.

Issues log – *“a project issue is a problem which has actually occurred and either has a positive or negative effect on a projects chances of achieving its objectives”*

Use the template to identify the current issues that affect the project or programme. Retain a copy of the Issues log and have this available in the event that the Project Board or Programme Board wish to see this document as evidence that issues are being considered on a regular basis.

Summarise the top three issues from the log and copy these into the table on the submission form. Additional lines are added to the table by pressing **Add**.

Risk register (identification and management) – *“a risk is an uncertain event or set of events that should they occur will have a material effect on the achievement of the project's (or programmes') objectives; Time; Quality; Cost; Scope; and/or Benefits”*

Previous guidance noted that the successful delivery of a project requires the early identification and subsequent management of project risks.

The complexity of a risk analysis required depends to some extent upon the scale of a project, but more significantly on its complexity and sensitivity.

At this important stage before moving from project/programme planning to delivery all projects are required to complete a project risk register (see template hyper-link)

The most important aspects of risk management are;

- to involve all relevant individuals;
- ensure they have relevant experience;
- that the register is reviewed on a regular basis; and
- the team's consensus is communicated to the Project Board or Programme Board and all other relevant parties

If you are in any doubt about how best to identify and manage the risks associated with your project, you should discuss your concerns in detail with the relevant Directorate Programme Manager, the Project Board or the Programme Board to ensure the an appropriate level of risk management.

Section 6 – Consultation and engagement

The Council and its Leadership places emphasis on Local Choice with the requirement that we engage in a meaningful way with local communities. This will have taken place during the planning and design stages of a project or programme. This will be the foundation for similar, but probably more intensive communications work undertaken during the delivery of a project.

Understanding the range of individuals and organisations that are involved in a project is central to its effective management and timely delivery.

As a general approach the greater the level of consultation and engagement the more smoothly a project will be delivered and the better it will integrate with existing communities and business.

Communications plan - at Stage 3 (Business Case) communication proposals were summarised in a table; *Stakeholder/Point of view/Level of interest/Influence/ General Approach*. If this approach has successfully provided good communication with stakeholders it should be maintained and developed to reflect any changes that will take place during delivery.

Use the template to provide an update for your project or programme, keep adding rows to the table using the Add key until you are confident all relevant Stakeholders have been identified.

For large or complex projects, communication plans should be reviewed in greater detail to confirm initial proposals are working successfully (refer Business Case, Stage 3).

Clear guidance was provided at previous stages of PMS that complex, sensitive or large projects or programmes (Category A and possibly some Category B) will require detailed work and assessment by specialists to develop and deliver an appropriate communications plan. It is important that proposals are reviewed with the specialist as a part of Stage 4 and before the move to Delivery (Stage 5). For these projects/programmes attach the formally reviewed and revised communications plan.

Member involvement – the appropriate level of involvement will be dependent upon a number of factors. These include the scale of a project and its impact on the City or a particular Ward, the Council's priorities, and areas of interest. The level of Member involvement should be known within your project or programme by this stage. If this is not known, it should be discussed with Project or Programme Board members.

For larger, complex and/or contentious projects it will also be relevant to consider the local MP(s) and MEP. Where a project is close to a ward or constituency boundary, or could impact on adjacent areas representatives from these areas should also be consulted and informed of the project.

Partnerships – larger and complex projects are often delivered with partner organisations, examples include Newcastle Science Central which is being delivered jointly by NCC and Newcastle University.

As noted at previous stages of the PMS these projects require careful, detailed pre-planning and for a formal agreement(s) to be in place between the various partner organisations. It is unlikely that your project or programme will have progressed as far as Stage 4 (Start-up) without these agreements having been fully negotiated and signed-off. If this is not the case then it is strongly recommended that your project/programme is placed on hold and discussed in detail with the relevant Project Board or Programme Board. To proceed to Delivery (Stage 5) without all partnership agreements in place is likely to place the Council in a position of significant risk.

Agreements of this type are by their nature unique and generally require specialist legal drafting.

Section 7 – Documents attached

Documents attached – this is a checklist to help you ensure you have attached all relevant supporting information, it requires no direct action

Submit to – once complete use the drop-down menu to identify the relevant Directorate Programme Manager and then submit the form by pressing **Submit**

GATEWAY 4

Project or Programme Board, Comments and sign-off to proceed

Provided your Stage 4 submission is complete the Project Board (if in place, larger, more complex projects) or Programme Board will undertake a Gateway 4 review.

Once complete the Board will formally advise of its comments and the status of the project via the on-line PMS. The formal record of the review will be held centrally on the on-line system. Only when your project has been formally signed-off by the Board will you have the Council's consent to progress beyond Gateway 4. The Board may place conditions upon its approval, if any conditions are set, there must be a clear programme for these to be achieved and confirmation as to how they will be signed-off.

In the case of Programme Boards, it will be the Directorate Programme Managers (DPMs) responsibility to record and circulate the Board's decision, their comments and any conditions they may apply to approving Gateway 4. Any queries on the progress of a Gateway 4 review for your project should be raised with the relevant Directorate Programme Manager in the first instance.