

Appendix 6: Project management process guide (draft)

Asset Management Plan

Project management

Simply put, a project is a series of tasks that need to be completed to reach a specific outcome.

A project can also be defined as a set of inputs and outputs required to achieve a particular goal.

- A project is a finite process with a definite start and end.
- Projects always need to be managed in order to be successful.
- For genuine commitment to a project, all parties must be clear about why the project is needed, what it is intended to achieve, how the outcome is to be achieved and what their responsibilities are in that achievement.

The Corporate Delivery Plan sets out the Council's priorities, in accordance with which all of its projects must adhere.

Flowing from this, the Parks & Leisure service has its own annual Business Plan and this Parks & Green Spaces Strategy which set out the priorities for parks and green spaces and guide the projects therein.

The project management approach used in Haringey's parks and green spaces follows these project stages and processes:

Starting up a project

Prior to a project commencing a Project Manager is appointed by the Parks and Leisure Board and an initial project budget is set and embedded into the Capital programme.

For projects carried out in partnership with the Regeneration Team, additional checks and measures will be in place to govern the project, such as reporting also to Regeneration Board.

The Parks & Leisure Board provides the Project Manager with sufficient basic project information to enable the Project Manager to prepare a Project Brief setting out the scope of the project, capturing all known details at that stage, covering:

- Project Definition
 - summary/Introduction/Background
 - outputs
 - scope
 - exclusions
- Project Approach
 - project team

- stakeholders
- communications
- reporting
- Benefits
 - benefits
 - performance measures
- Risks and issues
 - risks
 - issues
- Resources
 - budget allocation
 - costs
- Timescales
 - start and end dates
 - key milestones
- Approval:
 - signed and dated by the Head of Parks and Leisure and the Project Manager
 - once the Project Brief has been approved, the project can commence.

Managing a project

Once the Project Brief has been approved, the project is deemed to have commenced.

The Project Manager will manage the project in line with the Project Brief, ensuring adequate coordination with Friends, Ward Councillors, and other key stakeholders such as the MPS Designing out Crime Officers and members of other Haringey teams as necessary.

Depending on the size of the project and the extent to which it may prove to be controversial, a Communications Plan may also be required.

Project reporting

Highlight Reporting

Once a project is up and running, the Project Manager will prepare monthly Highlight Reports setting out updates on project progress, budget spend, risks, issues, and items requiring decision.

Highlight Reports will be discussed at Parks & Leisure Board on a monthly basis, with an additional monthly Parks Stock Take meeting to review progress.

Project Change

It is recognised that for many Parks projects, an initial budget is allocated and an initial Project Brief is prepared as a way of getting started on carrying out necessary feasibility studies, surveys, consultations and designs prior to full project briefs and budgets being prepared.

In such cases, the Project Manager will undertake these necessary preliminary studies and subsequently seek approval from the Parks & Leisure Board for

This way project issues can be discussed with the Parks & Leisure Board and direction can be provided and decisions can be made.

Decision-Making

Whenever any controversial issues come up during the life of the project, they are to be brought to the attention of the Parks & Leisure Projects Board and await further Board direction. Depending on the nature of the issue, it may need to be flagged to the Cabinet Member, Assistant Director or Place Board before a decision can be made.

The making of decisions with relation to projects depends on the nature of the required decision.

For example, only the Council's Cabinet can make decisions on matters with a financial value over £500,000. Sufficient time should be allowed for Cabinet decisions within Project Briefs.

For issues less onerous than would need to be taken to Cabinet, further approvals may also be required from Place Board, Capital Board and/or the Cabinet Member.

The Parks & Leisure Projects Board will advise the project manager when such further approvals are required and what reports or briefing notes would need to be prepared.

It is important to note that for some projects, other approvals may be required, such as Planning Permission, landowner permission, funding body approvals etc.

Where such additional approvals are required the Project Manager shall plan for these within the Project Brief, programme and budgets and ensure discussions with relevant bodies are undertaken.

Project stages

Projects related to parks and green spaces generally follow common phases related to project progress, such as:

- feasibility stage
- consultation
- procurement
- design stage (where appropriate against recognised RIBA/Landscape Institute work stages)
- construction
- completion and aftercare

The Royal Institute of British Architects (RIBA) and the Landscape Institute (LI) each have recognised industry standard works stages that are understood by clients, consultants and contractors.

For larger scale and more complex projects, such as involving significant changes to the public realm and for projects involving buildings, where consultant architects are involved, then it is recommended that their workplans adheres to the RIBA work stages.

For whole park makeovers and larger scale landscape projects, where consultant landscape architects are involved, it is recommended that their workplans follow the LI works stages.

For smaller scale projects it is not necessary to adhere to either although there are benefits in understanding them.

RIBA Stages	LI Stages
0: Strategic Definition	S1A: Scope of Services
1: Preparation and Briefing	S1B: Feasibility & Design
2: Concept Design	S1C: Concept Proposals
3: Spatial Coordination	S1D: Design Development
4: Technical Design	S1E: Technical Design/Detailed Proposals
5: Manufacturing & Construction	S1F: Production Information S1G: Tender Documents S1H: Tender Action
6: Handover and Close Out	S1J: Contract Preparation S1K: Contract
7: In Use	S1L: Completion/Establishment
	S2: Other Design
	S3: Master planning
	S4: Landscape & Visual Impact Assessment
	S5: Landscape Planning
	S6: Landscape Management Plan
	S7: Stakeholder Engagement
	S8: Landscape Maintenance Contract

Project Completion

Upon completion a Project Closure report will be prepared along with a Lessons Learned Log. These will also be submitted to the Parks & Leisure Board for sign-off and any recommended follow-up action.

Further project considerations

When developing and managing projects, due consideration should be given to a range of issues, some of which are captured here:

Financial regulations

Procurement

There are four primary policy documents that need to be considered alongside regulatory requirements in Haringey's procurement activity:

Policy

1. Contract Standing Orders (CSO's): These are enshrined in the council's Constitution and provide instructions on what procurement processes can be adopted depending upon value and circumstances. See Part Four, Section J of the Council Constitution
2. Procurement Code of Practice: This document is referenced in the CSO's and therefore forms part of the council's Constitution. The document provides procurement guidance at a reasonable level for officers to understand their obligations in respect of procurement activity. The document also provides simple guidance and access to information that may be required to support procurement activity regardless of value. This is the guide recommended to officers for initial information and guidance in the Council Constitution.

Regulations

1. Procurement Contract Regulations (PCR's): These are the statutory requirements in relation to procurement activity. These PCR's will take precedent over other policies in most cases. Officers are not expected to fully understand the PCR's - should you have a query in relation to procurement regulations that is not covered in the CoP, please refer to the SSC or Strategic Procurement. See Part Four, Section J of the Council Constitution You can view the Procurement Contract Regulations on the Legislation website (external link)
2. Public Services (Social Value) Act: These are statutory requirements to be considered in our procurement activity. The act makes provision for consideration in relation to the use of local communities and supply chains to bring social value forward in our commissioning and procurement activities. You can view the Public Services (Social Value) Act here

Procurements over £500k require Cabinet approval.

The Strategic Procurement team undertake all procurement over £160k, however require project-specific information from the Parks & Leisure team

Procurements under £160k are managed by individual services.

The Parks & Leisure team have the following procurement systems at their disposal:

- HPCS (Haringey's Procurement & Contracting System)
 - This is the standard and preferred system for use across the Council

- LCP (The London Procurement Portal)
 - This system is used for minor works (ie under £1m) and Professional Services)
- Parks & Leisure DPS (Dynamic Procurement System)
 - This is the Parks & Leisure service's own system and is the one most generally to be used for day-to-day procurement by the team

This appendix will be further developed to provide proper guidance on the various processes approvals required for each stage of a procurement.

Risks associated with excavations

Consideration must be given to whether the CDM (Construction, Design & Management) Regulations apply with regard to projects and where they do, adherence to the regulations shall be allowed for.

Prior to any excavations taking place it is important to understand what is in the ground that may present risks.

The kinds of things that could be encountered underground include:

- Underground services, such as electrical, gas, water and other pipes and cables
- Contaminated land
- Tree roots
- Unexploded ordnance

Any of the above could, if encountered, present contractors, volunteers, staff and/or the public with risks to their health and safety that should be avoided, minimised or mitigated for.

It is therefore essential that prior to any excavations taking place risk assessments are prepared covering these issues and any follow-up mitigating actions such as the undertaking of surveys investigations are implemented in line with relevant legislation and guidance.

Sufficient time and budgets should be allowed for in project budgets to allow for such compliance.

Legal ownership issues

Not all of Haringey's parks and green spaces are owned outright by Haringey Council.

Some parks and green spaces or parts of them are leased to or from third parties. In such cases what we can do is limited by the legal agreements that cover them. Examples of parks and green spaces that are leased from others include Tunnel Gardens (from Network Rail) and Finsbury Gardens (from Thames Water). Many of the park buildings are leased to café leaseholders or sporting groups.

It is critical that prior to any projects being implemented or works taking place, legal ownership issues must be fully understood and allowed for, for example with the necessary permissions to be put in place.

Sufficient time and budgets should be allowed for in project budgets to allow for such compliance.