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| NUCLEAR SAFETY DIRECTORATE - BUSINESS MANAGEMENT SYSTEM | | |
| Business Management Manual Strategic Management – Project Governance in NSD | | BMM Annex 1a |
| | | ISSUE |
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1. Purpose and Scope

1.1 This document sets out the governance and management arrangements for all NSD projects and the additional specific controls for those identified as 'strategic projects' by the NSD Management Board.

2. Policy

2.1 Project delivery is a principle of good leadership and management that all NSD managers will demonstrate to all staff.

2.2 All NSD projects should be:

- Well conceived, having a clear purpose with positive benefits, providing value for money.
- Managed by applying the general principles of project management in an appropriate and proportionate manner.
- Evaluated to ensure that the anticipated benefits have been realised, lessons learned and fed back to improve future projects.

3. Responsibilities for Project Management

3.1 A project **Management Board** that adequately represents all relevant stakeholders is responsible for:

- providing a clear mandate, clarifying the purpose and required project outcomes;
- providing authority to proceed and resources and finances to enable delivery;
- giving direction and management support to all staff involved in a project;
- delivery of outputs and outcomes

3.2 **Project Managers** are personally accountable for day to day management of a project on behalf of the Management Board, including preparation of project plans, coordination of all work streams, identifying interdependencies,(both within and out with the project), risks and quality arrangements and monitoring project progress and delivery.

3.3 The **Project Assurance Officer** provides independent assurance to the Project Board that the project maintains every possible chance of delivering the required outputs. Anyone appointed to an assurance role reports directly to the Board member(s) responsible for the appointment. This is **not** an audit role.

3.4 Assurance responsibilities can be assigned to an individual or to a group. It cannot however be assigned to the Project Manager as they need to remain independent of the assurance role. Project Assurance officers cannot be of a grade below that of the project manager

3.5 The Project Assurance Officer Role holders also:

- Monitor the planning, monitoring and control of the project;
- Attend project initiation, stage assessment, project closure and team checkpoint meetings as appropriate;
- Recommend improvement to existing or new processes to the Project Manager/Management Board for decision;
- Assess the impact of changes and exceptions;
- Advise the Project Board of any plan deviations.

3.6 A **Project Director** appointed by the NSD Management Board for 'strategic projects' personally oversees a strategic project on behalf of the Management Board and is responsible to the Management Board for project delivery.

4. Definitions

4.1 A **project** is a temporary endeavour undertaken to create a unique product or service. Temporary means that the project has a specific start date and end date. Unique means that the project's end result is different than the results of other functions of the organization. A project has specific objectives and specific resources assigned to perform the work. When the objectives are met, the project is considered complete.

4.2 A **strategic project** is a project that is critical to effectively managing business risks and maintaining or improving business efficiency or effectiveness, and is designated as such by the NSD Management Board.

5. Procedure

5.1 At inception a project board with adequate representation of all relevant stakeholders should be appointed. For all 'strategic projects' a project director should also be appointed.

5.2 **Before** a project is launched the Project Board and/or the Project Director should ensure:

- There is a clear business case for the project and the business benefits and value for money criteria are satisfied;
- The outcomes, deliverables and objectives are clearly set out in writing;

- A proportionate project structure is established in line with relevant guidance, (See section 6 below);
- Roles and responsibilities in the project structure are documented;
- A proportionate project delivery plan/PID has been prepared including how the necessary resources are to be provided, together with The time scales for delivery, risks, dependencies, links to other work, quality management arrangements, issues log and evaluation plan;
- A project assurance officer has been appointed, and escalation procedures established.

5.3 Project managers monitor progress in line with the project plan and arrange meetings where necessary to discuss progress with the plan. The project manager also ensures that the project:

- delivers on time within budget and resources;
- remains viable;
- stays within scope;
- remain focused on the business need;
- applies appropriate standards;
- adheres to quality assurance standards;
- is delivering the proposed benefits in line with HSE's strategies;
- involves the right people;
- has effective internal and external communications;
- has a project officer assigned to the project.

The project manager ensures all these aspects are checked throughout the project to ensure it remains consistent with HSE/NSD needs and that no change to the external environment affects the validity of the project.

5.4 Project assurance officers provide assistance to the project manager, independent oversight of project progress, and using the criteria in paragraph 5.3 assurance to the project board that the project remains viable.

6. Associated Documents

6.1 Guide to Project Management (FOD)

6.2 PEFD Guide on Business Improvement

6.3 Project Management Intranet Site