

The Waste Procurement Project Board – Purpose, roles and responsibilities

The Project Board will be responsible for the overall direction and management of the project. Specific responsibilities will include:-

- Approve plans and authorise deviations
- Ensure required resources are committed and arbitrate on conflicts within the project and with external interests
- Confirm project tolerances
- Specify external constraints on the project such as quality assurance
- Provide overall guidance to the project ensuring it remains within any specified constraints
- Monitor risk and advise on changes in status

The Board constitution will include:-

1. Project Executive
2. The Senior User(s)
3. The Senior Supplier(s)
4. The Project Manager
5. Project Assurance

The role of the Project Executive (Richard Brown)

The Executive is ultimately responsible for the project, supported by the Senior User and Senior Supplier. Responsibilities are:-

- Ensure that the project is focused throughout its life cycle on achieving its objectives
- Ensure the project gives value for money, balancing the demands of business, user and supplier
- 'Owns' the Business Case and Project Brief
- Ensure there is a coherent organisation structure and logical set of plans
- Ensure overall budget is controlled appropriately
- Monitor and control progress at a strategic level
- Ensure that the risks are being tracked and mitigated as effectively as possible
- Brief corporate management about project progress

- Responsible for overall business assurance – project remains on target to deliver products that will achieve the expected business benefits

The Senior User (Ray Greenall, Alan Gough)

note: Senior User may have secondary role as Senior Supplier

The Senior User is responsible for specifying the needs of those who will use the final products), for user liaison with the project team and for monitoring that the solution will meet those needs in terms of quality, functionality and ease of use. Specific responsibilities include:-

- Ensure the desired outcome of the project is specified
- Promote and maintain focus on the desired project outcome
- Approve product descriptions and sign off when completed
- Brief and advise user management on all matters concerning the project
- Ensure the specification of the users needs is accurate, complete and unambiguous
- Quality checking of the products at all stages
- Ensure user liaison is functioning correctly

The Senior Supplier (Dick Bowler, Peter Maguire, Kathryn Pettitt, Andy Nightingale, Pauline Tinnelly, Catherine Martin)

The Senior Supplier represents the interests of those designing, developing, facilitating and implementing the project products. This role is accountable for the quality of products delivered by the supplier(s). Must have authority to commit or acquire supplier resource required. Specific responsibilities include:-

- Agree objectives for supplier activities
- Make sure that progress towards the outcome remains consistent from the supplier perspective.
- Promote and maintain focus on the desired project outcome from the point of view of supplier management
- Approve product descriptions for supplier products
- Resolve supplier requirements and priority conflicts
- Advise on selection of development strategy, design and methodology
- Monitor any risks in the production aspects of the project

The Project Manager (Peter Davidson)

The Project Manager has authority to run the project on a day-to-day basis on behalf of the Board within the constraints laid down by the Board.

Specific Responsibilities:

- Ensure that the project produces the required products to the required standards and within time and cost
- Ensure the project produces a result capable of achieving the benefits defined in the business case.
- Manage the production of the required products
- Plan and monitor the project. Maintain project plan
- Prepare project, stage and exception Plans in conjunction with project assurance
- Manage risks, including the development of contingency plans
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Agree technical and quality strategy with appropriate members
- The management and control of project administration

Project Assurance (Paul Dudley)

Assurance covers all interests of a project, including business, user and supplier. Project Assurance has to be independent of the Project Manager. Responsibilities include:-

- Ensure thorough liaison between the supplier and the customer is maintained.
- Ensure risks are being controlled.
- Ensure that value for money is constantly being assessed
- Ensure the project fits with overall programme and organisational strategy.
- Ensure internal and external communications working
- Ensure that applicable standards used and all legislation observed
- Ensure special interests observed and quality standards realised