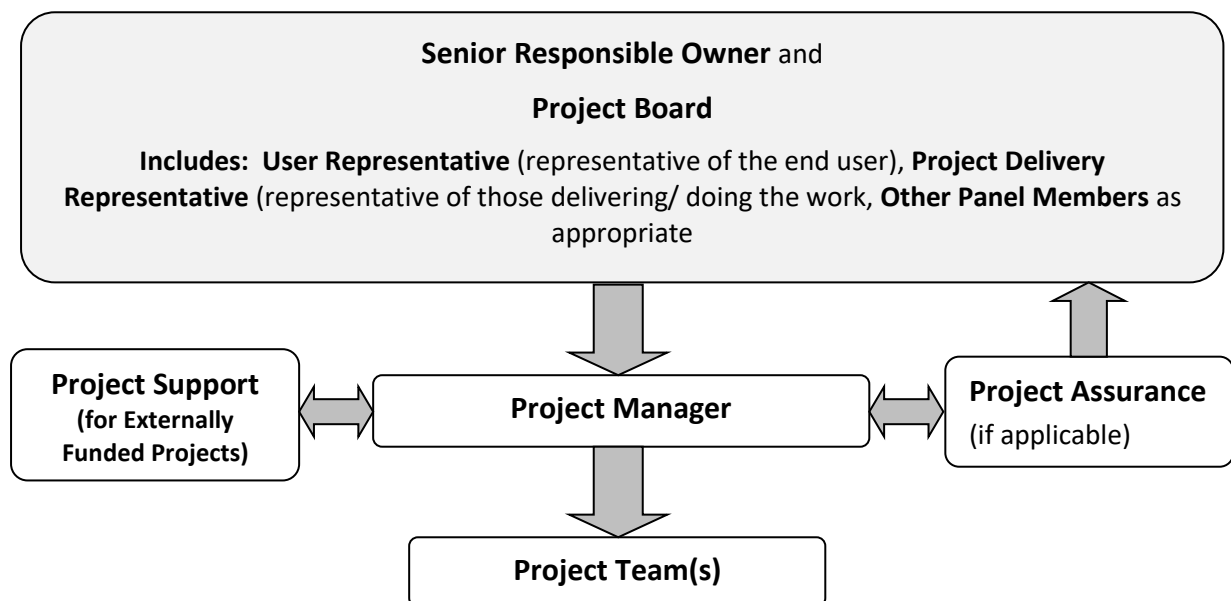


A Guide to Project Roles and Responsibilities

A Typical Project Structure

The diagram below illustrates a simple Project Organisation Structure. This should be used as a guide, along with the roles and responsibilities set out below. In Basic and Operational projects it may not be necessary to have a Project Board; in this situation the Senior Responsible Owner would fulfil the role.



Roles and Responsibilities:

The following descriptions provide guidance on the typical roles and responsibilities within a project structure. Additional roles may be required within projects that are not accounted for here. All project role descriptions should clearly document the role responsibilities so that everyone is clear what is expected of them.

Project Board

The Project Board provides overall direction and management of the project and is accountable for the success of the project under the instruction of Corporate Management.

The Project Board should be made up of the Senior Responsible Owner (who will usually chair the Board), the User Representative, the Project Delivery Representative (see below) and other representatives if appropriate. The members of the Project Board must be at a

management level which appropriately represents the interests of the project (i.e. they have the authority to take and action necessary decisions).

The specific responsibilities of the Project Board are:

- To understand and approve the Project Business Plan
- To provide delegated authority, as required, to ensure the project meets its objectives
- To understand and approve the project delivery plan (and stage plans if they are being used)
- To meet on a regular basis to consider project reports, monitor progress against plan and resolve or provide guidance on any issues that are highlighted to them by the project manager.
- To provide strategic direction and guidance to the project manager throughout the life of the project
- To be aware of the broader organisational and political perspective and how it affects the project
- To provide approval to formally close a project

In practice, specialist terms of reference for the Project Board should be agreed on a project by project basis. This role description should be used as a guideline.

Senior Responsible Owner

The Senior Responsible Owner (sometimes referred to as Project Executive or Project Sponsor) has overall responsibility and accountability for the project and is most likely to be a Corporate Director or Head of Service on Strategic Projects. The Project Sponsors role is to ensure that the project remains focused on achieving its objectives and delivering the forecast benefits.

The specific responsibilities of the Project Sponsor are:

- To take overall responsibility and accountability for the project
- To decide at Stage 1 of a project, how the project management team will be structured.
- To oversee the development of the Project Business Plan at Stage 2 of the project.
- To chair the Project Board (this is usual but not compulsory).
- To maintain regular contact with the Project Manager to ensure that the objectives are being achieved and that the project is focussed on achieving its projected benefits.
- To discuss implications of any project issues with the Project Manager in advance of Project Board meetings, to be in a position to share that information with the Project Board.

User Representative

The User Representative is responsible for representing those who; will use the final product(s)/ outcome of the project and/or will benefit from the outcome(s) of the project. They will ensure that they understand the needs/ requirements of the parties they represent and take responsibility for ensuring these needs/ requirements are met through the project (within the constraints of the Business Plan).

The specific responsibilities of the User Representative are:

- To ensure the desired outcome of the project will meet end user requirements
- To understand and communicate opinions of the end user to the Project Board
- To resolve issues related to User requirements and priority conflicts
- To advise User Management (if applicable) on project matters

The User Representative role may be represented by more than one person.

Project Delivery Representative

The Project Delivery Representative is responsible for representing those who develop/ implement/ facilitate/ deliver/ supply the project deliverables (which may be physical or service based).

The Project Delivery Representative is accountable for the quality of the products/ services delivered by the supplier(s); they need to have the authority to commit resources required from the supplier(s). This role may be represented by more than one person, particularly if there are several suppliers.

The specific responsibilities of the Project Delivery Representative are:

- To agree Supplier objectives and activities
- To ensure Supplier resources that are required for the project are made available
- To understand and communicate Supplier opinions to the Project Board
- To ensure resolution of Supplier resource and/or priority conflicts
- To ensure constant progress towards outcomes by the Supplier

The Project Delivery Representative role may be represented by more than one person and is responsible for the specialist integrity of the project.

Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board, within the constraints agreed by them, and is accountable to the Project Sponsor.

The main responsibility of the Project Manager is the day to day detailed management of the project with the objective of delivering the outcomes within the agreed time, to the agreed cost and quality.

The PM provides leadership, motivation and management to the project team to ensure that the project is working effectively.

The specific responsibilities of the Project Manager are:

- Development and production of the Business Plan
- Preparation of the initial Project Delivery Plan and review and revise it as required
- Monitoring the project
- Managing change
- Managing and monitoring project risks
- Leading and motivating the Project Team
- Liaising with internal departments (and funding bodies) to resolve project administrative issues (this is particularly relevant on externally funded projects)
- Liaising with the Project Sponsor, Project Board, User Representative and Project Delivery Representative regarding project delivery
- Preparation of the required information for the Project Board
- To be responsible for project finances and resolve issues that are within the Project Managers delegated responsibilities.
- To be responsible for project administration
- Preparation of Project Closure documentation
- Document and share Lessons Learned

Project Assurance

Project Board members do not work on the project full time, and therefore place a good deal of reliance in the information that is provided to them by the Project Manager. Project Assurance is a process of independent monitoring and review of a project to check that everything is as it appears and that nothing is being overlooked. It is an opportunity to gain an independent view of the project and it's progress. The Assurance function should not be carried out by the Project Manager, it should be delegated to an appropriately skilled individual (who may be outside of the Authority, or within, but must be independent of the project)

In European and other externally funded projects the funder often requires a monitoring and evaluation plan to be included in the funding proposal. This is equivalent to the Assurance function described here.

A list of possible responsibilities of the Project Assurance function is:

- To ensure user needs are being met or managed
- To ensure that risks are being managed
- To verify project progress (e.g. evidence of outputs)
- To check adherence to the Business Case
- To assess value for money
- To re-affirm the projects fit with the strategic objectives of the organisation
- To confirm that the project remains viable

- To confirm that the right people are involved in the project
- To check that all relevant legislative constraints are being observed
- To check the effectiveness of internal and external communications
- To highlight any issues that have been missed and require addressing

3.1 Grants Support Teams

External Funding Team (EFT) - Regeneration & Policy within Chief Executive's Department.

Provides support in relation to the process of applying for external funding including:

- Assistance in identifying appropriate sources of external funding
- Acting as a conduit with the relevant funding body.
- Provide advice and guidance on the rules and regulations relating to various funding streams
- Assistance in developing the application and providing on-going support where required
- Co-ordinate training in relation to the project management toolkit

Please seek advice from the External Funding Team as to whether support can be provided in all cases.

<https://www.carmarthenshire.gov.wales/home/council-services/community-information/bureau>