Introduction

1. The Director of Audit has recommended that as a general principle a lead office should be formally appointed to manage and co-ordinate multi-disciplinary projects which require input from more than one department.

2. This circular, which applies to all new projects, sets out the procedures for appointment of a project leader and the respective roles of the offices/departments involved in the implementation of multi-disciplinary projects. It is not intended that these procedures should be in such detail as to reduce flexibility. Rather the main objective is to provide a framework within which management systems may be developed to suit the needs of particular projects.

Selection of Management Structure

3. For any project which requires a significant amount of direct engineering/architectural input in terms of design and construction effort from more than one department, the Department designated to be Vote Controller responsible for implementation of the project should, immediately after the project is upgraded to Category B, decide which department will best perform the function of "lead department" and the mode of project management. The lead department will exercise overall control of the project in terms of programme and budget. Participating departments must be consulted and in case of disagreement the final decision will be taken by the Secretary for Lands and Works. The alternative modes of project management to be considered will fall into either of two categories:

   (a) a project team within the lead department with other participating departments firmly committing staff resources to carry out agreed duties under the project; or

   (b) a project team within the lead department, professional technical staff seconded from other departments.
4. A decision on which of these alternatives should be adopted should be based on the following :-

(a) the magnitude and duration of the project;
(b) the division of responsibility;
(c) the complexity of the project, especially the level of co-ordination required; and
(d) the availability of staff within the relevant departments.

**Responsibility and Authority of Lead Department**

5. Whichever management system is adopted, the lead department, through the project team, will be responsible for :-

(a) setting the overall programme of implementation, from initial planning, investigations, design and construction and establishing future maintenance responsibilities through to handing over of the completed project to the client and operation department;

(b) reviewing the progress and financial position, revising the overall programme whenever necessary and reporting to the client any changes to the target completion date of the project;

(c) making sure that compatible design principles and details are adopted by the team members and that the works are engineered to perform the intended function effectively including future operational and maintenance requirements;

(d) selecting contractual arrangements best suited to the projects, checking compatibility of contract documents and making provisions for solving interface problems;

(e) co-ordinating the programme of works carried out under various contracts and resolving interface problems at construction and commissioning stages; and

(f) reporting the progress of reports in review meetings between works departments and Lands and Works Branch for the purpose of monitoring the Public Works Programme.
6. The Director of the lead department will have authority in the following areas to enable him to fulfil his responsibilities :-

(a) requiring project team members to submit information related to design and construction of the works, whenever this is deemed necessary;

(b) setting deadlines for completing tasks, particularly those on the critical path, that must be achieved at various stages;

(c) assigning tasks to projects team members within their respective areas of responsibility;

(d) making decisions on matters when there are conflicting views from members, or refer such matters to the Project Steering Committee described in paragraphs 7 to 9 if considered appropriate; and

(e) requiring members to make modifications to their design, contract documents or construction proposals to suit the requirement of the project as a whole.

Project Steering Committee

7. To provide a forum for discussion of important issues and to oversees the proper functioning of the system, the lead department should establish a Project Steering Committee whenever the efforts of more than one department are required. This should be done immediately after the lead department is appointed unless there is an existing committee which can take on the work. A Project Steering Committee may be formed for a single project or for a group of projects, on an ongoing basis, depending on the need.

8. Composition of such a committee will be :-

Chairman - an officer, preferably of rank D2 but may be D1 if a suitable D2 officer is unavailable, of the lead department.

Members - officers of sufficient seniority to make decisions on principles and implement the decisions of the committee:-
(i) representatives from works divisions of various departments responsible for design and/or construction of works under the project;

(ii) representatives from the office/division responsible for future operation and maintenance of the facility;

(iii) representatives from consultants, where applicable, as co-opted members; and

(iv) any other representatives deemed necessary by the lead department.

9. The exact terms of reference of each Project Steering Committee will be determined by the Committee itself, but should include the following :-

(a) to consider and determine the method of co-ordination among departments at the working level and where necessary establish a formal co-ordination group;

(b) to approve target dates and programmes and monitor progress;

(c) to decide on the method of implementation of the project(s) including the necessity for employment of consultants, contractual arrangements and method of obtaining tenders;

(d) to resolve conflicts among members in connection with implementation of project(s); and

(e) to consider and advise on issues which have significant financial implications.

( G Barnes )
Secretary for Lands and Works