

Driving Force	Proposed Action
1 Political support	1 Lobby politicians
2 Project suppliers	2 Agree common strategy for promoting project
3 Community which benefits	3 Create community consultative panel
Restraining Force	Proposed Action
1 Pressure groups	1 Improve information to other stakeholders and clarify misconceptions
2 Cashflow limitations	2 Review payment profile
3 Team members' apathy	3 Undertake team building exercise

Figure 8.13 Driving and restraining force table.

Product review can be tied to the payment profile as assurances are required that the work has been completed to specific requirements before it is accepted. Product review allows early identification of risks, weakness and errors, as well as major product deficiencies. Projects in the field of urban design are usually structured in a number of phases linked to the termination of specific tasks, such as analysis, drawings, models. Major progress reviews occur at the end of each phase so that deficiencies in project design and management can be amended in the light of experience.

The project manager, acting for a client or for the designer, is responsible for ensuring that the final product meets the technical specifications and for determining whether the work is completed satisfactorily so that the next phase may proceed. In some instances, changes would need to take place to allow the project to progress. Changes, however, have to be managed rigorously to ensure that the project progresses to plan. If left uncontrolled, the rate of change will exceed the rate of progress, with further effect on budgets and funding. Uncontrolled change often results in loss of project confidence and a loss of morale amongst the project team members.

A strict and formal procedure is required to enforce identification and definition of changes, justification for changes and evaluation of change requests. Formal authorization or rejection of change needs to be well documented and fully authorized

by the client. It is the responsibility of the project manager to ensure that change control procedures are in place and that the implementation of change is closely monitored. Once a change has been accepted the project requirement definition document and the project plan need to be updated.

Change control documentation should include a change request form (Figure 8.14), a change appraisal form and a change register document. Change control is crucial to project success and should be properly catalogued and filed to avoid unfunded disputes and litigations at later phases of project implementation.

To aid control of the project implementation stage, project progress meetings take place at relevant intervals to review achievements against targets on all aspects of the project and to initiate action by appropriate parties to ensure adherence to the project plan. It is good practice to produce proper agendas and effective minutes to ensure follow-up action by those concerned.

PROJECT CLOSURE STAGE

As stated earlier in this chapter, the ultimate aim of project management is to achieve a co-ordinated and satisfactory completion of all work phases within time, cost and quality requirements. The project closure stage includes activities such as the termination of contracts with external suppliers and contractors, the production of a final financial state-