

METHODOLOGY



CENTRAL TABLELANDS WATER

DRAFT 5

**PROJECT
MANAGEMENT
METHODOLOGY**

DOCUMENT CONTROL

Document Title		Project Management Methodology			
Responsible Officer		Director Finance and Corporate Services			
Reviewed by					
Date Adopted					
Adopted by		Council			
Review Due Date					
Revision Number		1			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)

What is CTW Project Management Methodology?

A four-stage project lifecycle (see figure 1 below), with guidance outlining the purpose of each stage, key activities and outputs of each stage, and useful templates, tools and signposts that can be used to help manage and control projects from start to finish.

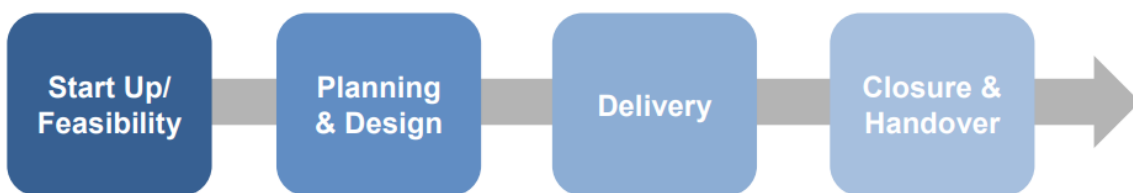


Figure 1: Project Lifecycle

Why do we need a Project Management Methodology?

Having a standard methodology helps to ensure that the Council's projects are being managed in a consistent manner, are utilising best practice throughout, and project managers have clarity on what is required of them.

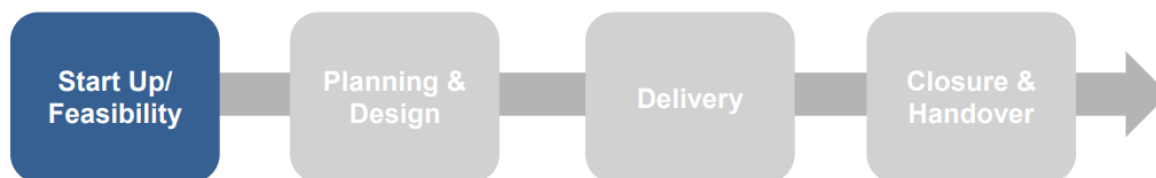
Who should use the Methodology?

- The four-stage lifecycle is mandatory for all projects on the Corporate Project Register. The guidance, tools and templates should be applied to these projects as appropriate, depending on the nature of the project.
- The methodology and its associated tools and templates will be used for all projects exceeding in estimated cost (GST excl) \$1 million dollars.
- Projects not exceeding the threshold estimated cost may adopt the methodology depending upon the complexity and/or risk of the project.

How to use the Methodology?

- The methodology is a tool to assist with the planning, management and execution of projects. It represents a base level of information that all projects should have, however templates and tools can be adapted to meet the specific requirements of individual projects.
- Structure and organise your project around the four-stage lifecycle. Use the guidance to understand the key activities and outputs required at each stage.

1. Start Up / Feasibility Stage



Purpose of the Stage

This stage starts once a formal acceptance for project initiation has been given. Its purpose is to ensure that appropriate time and effort are put into undertaking the feasibility work required to justify progression to the planning and design stage. It should provide enough information for senior management to make the decision as to whether the project should progress further.

Key Outputs and Activities of the Stage

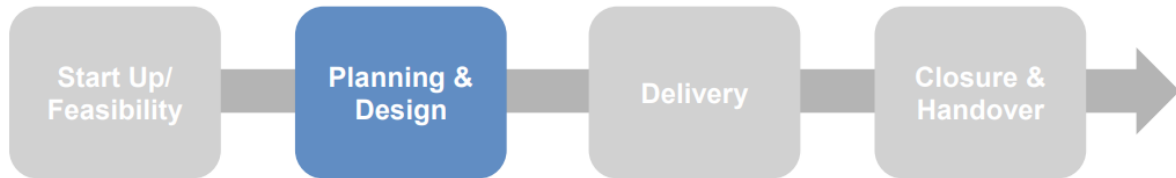
Business Case Part 1 - Outline Business Case:

- Project scope, objectives, and explanation of the benefits for the project.
- Dependencies with other projects, services, and external bodies.
- Assessment of potential impacts on other projects, services, and external bodies.
- Constraints on the project (e.g., political, financial, timescales).
- Assumptions that have been made while assessing the feasibility of the project.
- Indicative project timescales / milestones.
- Indicative costs and basis of indicative costs (including ongoing revenue implications).
- Funding sources, and details of any funding gaps.
- Assessment of high-level risks.
- Project approach (e.g., use in house resource or contract out)
- Initial assessment of legal, equality, climate change and carbon reduction implications
- Long list of potential options available to meet the objectives of the project. A short list of options should be selected from this for further appraisal at the planning and design stage.
- For capital projects:
 - Property / land assessment
 - Assessment of Sustainability Impacts

Initial Governance Arrangements:

- Indicative Project team structure emphasising expertise required for the delivery of the project.

2. Planning & Design Stage



Purpose of the Stage

This stage starts once the feasibility of the project has been considered and authorisation to proceed given. Its purpose is to finalise and get agreement of the preferred option to deliver the project objectives, undertake planning of the delivery stage, and complete all design work relating to the project's outputs (including any tendering exercises).

Key Outputs and Activities of the Stage

Business Case Part 2 - Options Appraisal:

- Appraisal of the short list of options derived from all options listed in the Outline Business Case.
- Each option should be assessed against clearly defined criteria, for example costs, benefits, timescales, level of risk etc. Cost / benefit analysis should be used where appropriate.
- A preferred option should be specified, with clear justification for its selection.
- For the preferred option details of the following to be specified: affordability (costs and funding), procurement and commercial considerations, summary of high-level risks, benefits profile, implications (legal, equality, climate change, and carbon reduction), project governance and delivery arrangements.

Planning:

- Stakeholder analysis
- Communication plan and timetable
- High level planning schedule
- Risk Assessment that includes use, creation, handling or sharing of personal or sensitive data/information.
- Equality Impact Assessment
- Sustainability Impact Assessment (where relevant)
- Consultation exercise (where relevant - may form part of the options appraisal)

Key Outputs and Activities of the Stage

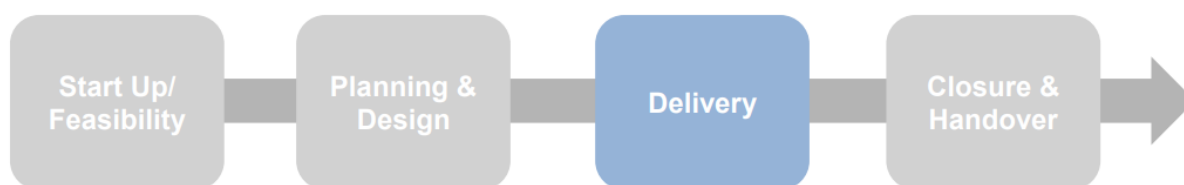
Delivery Stage Governance Arrangements:

- Potential Project team structure for the delivery stage of the project.

Design:

- Development of the following depending on the nature of the project being undertaken:
 - Specifications, drawings, or designs for project outputs
 - Acceptance Criteria / Customer quality expectations
- Generation of Tendering documentation

3. Delivery Stage



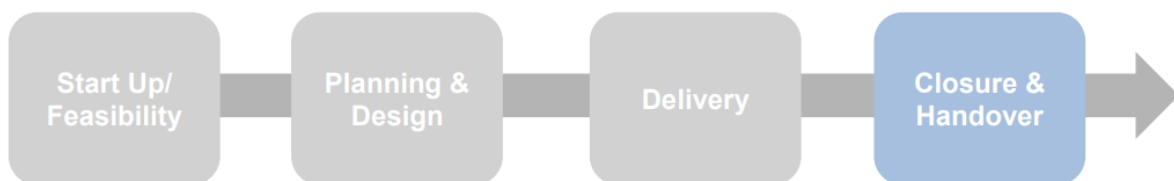
Purpose of the Stage

To execute and control the delivery of project outputs to achieve the objectives specified in the Outline Business Case. This includes the implementation and monitoring of contracts.

Purpose of the Stage

- Management of project delivery team (including 3rd parties)
- Monitor progress against project schedule
- Ongoing management of risks
- Issue management
- Ongoing stakeholder and communications management
- Spend monitoring
- Management of change requests
- Contract implementation and management (where there is a procurement element to the project)
- Quality control and Sign off of completed project outputs / work packages (where relevant)
- Detailed Progress reporting to CTW management and summary progress reporting to Council.
- Planning for project closure, handover, and benefits realisation.
- Logging of lessons learned

4. Closure & Handover Stage



Purpose of the Stage

To ensure a controlled close down and handover of the project and undertake post project planning to embed the change and deliver long term outcomes (such as delivery of savings, meeting performance targets, delivery of a new contract to specification).

Key Outputs and Activities of the Stage

Controlled closure of project:

- Decommission the project team
- Summary of project performance
- Summary of lessons learned
- Post project implementation plan
- Handover of outstanding risks
- Handover of project outputs
- Asset capitalisation details given to Asset Officer and Finance Team.

Project Proposal Template

<u>Basic Information</u>	
Project Title	
Proposal Date	
Project Location	
Project Duration	
Total Cost	
Funded By	

1. **Start-up/ Feasibility**

Project Description Briefly explain the rationale for the project, the need for improvements in this particular area, the efforts that have been undertaken so far and the value-added that the project is expected to bring.
Constraints on the project (e.g., political, financial, timescales)
Indicative costs (including ongoing revenue implications).
Funding sources, and details of any funding gaps
Assessment of high-level risks
Project approach (e.g., Use in house resource or contract out)
Initial assessment of legal, equality, climate change and carbon reduction implications

List of potential options available to meet the objectives of the project	
<u>For capital projects:</u>	
Property / land assessment	<input type="checkbox"/>
Assessment of Sustainability Impacts	<input type="checkbox"/>

2. Planning & Design Stage

Activities & work Plan (describe the work plan)
Risks & Assumptions (identify the main risk related to the projects and give an overview of mitigation measures, including conditions to be met prior to and during the implementation as well as elements evidencing the sustainability of the processed action)
Sustainability Impact Assessment (where relevant briefly give an overview of key indicators foreseen for measuring progress. Once the project implementation ends, the project should be able to continue, and the project should be sustainable in the long term. Briefly describe the mechanisms, including financial mechanisms which shall be put in place to disseminate and consolidate the results of the project and ensure its financial sustainability.
Evaluation (indicate foreseen evaluation processes)

3. Delivery Stage

	Tick if completed	Comments
Progress Reports (prepare weekly & monthly progress reporting)		
Identify ongoing management of risks (prepare a list of all risks involved in the project)	<input type="checkbox"/>	
Ongoing stakeholder and communications management	<input type="checkbox"/>	
Spend & Progress monitoring	<input type="checkbox"/>	
Contract implementation and management (where there is a procurement element to the project)	<input type="checkbox"/>	
Quality control and Sign off of completed project outputs / work packages (where relevant)	<input type="checkbox"/>	
Logging of lessons learned		

4. Closure & Handover Stage

	Tick if completed	Comments
End Project report	<input type="checkbox"/>	
Summary of project performance	<input type="checkbox"/>	
Summary of lessons learned	<input type="checkbox"/>	
Post project implementation plan	<input type="checkbox"/>	
Handover of outstanding risks	<input type="checkbox"/>	
Handover of project outputs	<input type="checkbox"/>	