

## Key Project Stages

	<b>1. Project definition</b> Any project starts with an idea which needs to be defined to gain support and be accepted as a project.	<b>2. Preparation and initial project brief</b> Develops the project mandate/idea into a more detailed proposal.	<b>3. Preparation of full Business Case</b> This is where detailed project planning work is undertaken.	<b>4. Project start-up</b> This stage involves final preparation for project delivery.	<b>5. Delivery</b> This is where you get to deliver the plan.	<b>6. Project closure</b> Closing a project gives the opportunity to assess how successful the project has been.
<b>Project planning</b>	Describe the project. What are the likely outputs and outcomes and how do these fit with corporate priorities. This can be brought together as an <b>outline business case</b> or project mandate.	Establish project objectives and project outcomes. Identify options; undertake Feasibility Studies and review site information.	Detailed project planning including appraisal of delivery options and appraisal of VfM. Development of project plan. Size and complexity of business case will depend on type of project.	A good project plan: <ul style="list-style-type: none"> <li>• What and how?</li> <li>• When it needs to be done</li> <li>• Who will do it/ how much</li> <li>• Sign off and agreement</li> <li>• Communications</li> </ul> Brought together in PID	Implement the project plan. Manage all project resources. Project reviews at key stages identified in project plan. Actions to address concerns about progress or movement outside agreed tolerances.	Before you close the project: <ul style="list-style-type: none"> <li>• Have all 'products' been accepted?</li> <li>• Communications outstanding</li> <li>• All the invoices/bills paid</li> <li>• All risk/issue actions completed?</li> <li>• Captured lessons?</li> </ul>
<b>Resource planning</b>	Identify the <b>Project Sponsor</b> (senior officer supporting the project) and likely <b>Project Manager</b> . Do you have a likely indication of the budget required and where the money will come from?	Clarify wider <b>Project Roles</b> . Identify required inputs from internal and external partners. Total value of project (capital/revenue) and likely funding source. Outline timescales.	Complete revenue and/or capital budgets. This should be a 'whole life'. Prepare funding plan. Confirm key inputs required from corporate partners – can they do what you want when you want?	Confirm funding is in place. Identify project cost codes. Reporting templates and frequencies. Confirm staff and specialist support resources.	Budget monitoring, keep track of: <ul style="list-style-type: none"> <li>• Expenditure profile</li> <li>• Forecast spend</li> <li>• Project cash-flow/income</li> <li>• Action to address over/underspend</li> <li>• Project resources - people</li> </ul>	Budget reconciliation. Assign any ongoing budget responsibility.
<b>Risk management</b>		Provide indication of main risks and a summary of how these will be dealt with.	Prepare detailed risk register with risk assessments.	Have risks been reviewed and updated?	Review and update risks and maintain risk register.	Complete all risk actions and capture lessons learned.
<b>(Town) Planning</b>	Will the project require any planning permissions or consents?	Pre-application discussions	Submission of application and determination.	Reflect any planning conditions in delivery plans and risk/issues logs.	Delivery of project in line with agreed permissions. Liaise as appropriate.	Compliance certified.
<b>Procurement</b>		Consider any procurement requirements and prepare outline procurement plan.	Clarify procurement plan and ensure all requirements are met.	Commence procurement with appropriate support.	Conclude any procurement and manage to achieve project objectives.	Ensure contract management arrangements in place. Capture lessons learned.
<b>Stakeholder management</b>	Identify who the key project stakeholders might be.	Identify stakeholders and undertake consultation to shape initial brief.	Stakeholder analysis – what and why?	Communications plan and on-going stakeholder analysis.	Communications plan and on-going stakeholder analysis.	Complete final communication activities and celebrate success.
<b>Project controls</b>	The project idea will need approval from your line manager to proceed to the next stage.	Develop issues log, change controls, version control. Financial monitoring	Maintain issues log, change controls, version control. Financial monitoring	Agree project scope and exclusions. Maintain issues log, change controls, version control. Financial monitoring	Maintain issues log, change controls, version control. Financial monitoring. Benefits realisation plan.	Complete a project close review to ensure benefits realisation plans and post contract management arrangements in place.
<b>Governance &amp; reporting</b>	What approvals will the project need if it proceeds?	What approvals are needed to progress to next stage.	Identify project governance – project team and project board.	What reports - where and when? Reporting templates and agree tolerances. Approval to proceed	Report within agreed governance framework.	Project close reviews should be completed
<b>Output</b>	Project mandate	Develop initial project brief or strategic outline case for major projects.	Full business case	Project initiation document (PID)	Project outputs. Lessons learned.	Project closure.