

Delivering Successful Change – Corporate Project Management

Leeds Project Review Process (Gateway)

Review Stage 1 Pre-Project Assessment

PURPOSE:
To propose ideas/changes or address opportunities/problems to help deliver corporate priorities or departmental/service objectives.

CONSIDERATIONS:

- what is the business proposal ?
- is it in line with corporate priorities or service-only objectives/needs ?
- is it aligned with key targets ?
- is it an effective use of resources ?
- is there a geographic fit ?
- is it supported by a sponsor (e.g. Director/Chief Officer) and relevant stakeholders/portfolio support functions (e.g. Asset Management, ICT, HR etc)

OUTPUT:
A Project Mandate defining:
• purpose and justification
• background
• objectives and scope
• outline deliverables
• outline risks
• interfaces
A Project Impact Assessment Score indicating the level of a project's impact (major/medium/small) and what degree of project governance and management is required.

DECISION:
Mandate is approved; modified for progress, or is rejected.

Review Stage 2 Project Start-up

PURPOSE:
To assess whether the project offers viable & achievable change in line with corporate priorities and organisational capacity.

CONSIDERATIONS:

- strategic fit with corporate priorities ?
- is there a clearly-stated business need ?
- are there clearly identifiable benefits and well-defined success criteria ?
- is it an effective use of resources? VmF?
- is there sufficient organisational capacity & resources to deliver ?
- assessment done of impact on other projects/benefit relative to others ?
- is there a clearly-identifiable preferred option and source ?
- are risks clearly stated ?
- evidence of liaison with / support from relevant portfolio support functions?
- poss. collaboration with partners ?

OUTPUT:
A Project Brief defining:
Outline Business Case / Strategic Fit
• Description of business need
• Why it is needed now ?
• Key benefits/critical success factors
Options appraisal
• Cost / benefit analysis
• Option appraisal with preferred option
Commercial aspects
• Sourcing options
• Market development
• Procurement strategy
Affordability
• Funding / cost estimates / VMF
Achievability
• High-level plan
• Identification / logging of major risks
Known risks
Set-up Project Board

DECISION:
Project Brief approved or modified for progress or is rejected.

Review Stage 3 Project Initiation

PURPOSE:
To agree & capture design or approach for project & approve the time / financial constraints within which it will be delivered.

CONSIDERATIONS:

- is this viable & achievable ?
- is it in line with corp. strategy?
- have all roles been considered?
- is project org'n complete ?
- clear project controls ?
- is the reporting & direction appropriate and implementable?
- all necessary approvals obtained?
- is approach complete & sound?
- are the lines of authority clear?
- what assurance requirements?

OUTPUT:
A full Business Case:
• Expand on OBC's detail (e.g. update risk assessment)
• Variations from OBC
• Key stakeholders
• High-level plan
• Project approach
• Design/scheme description and specification freeze
• Budget req'd and revenue impact
• Programme for procurement
Project Initiation Document:
• FBC as above
• Detailed project organisation structure
• Project controls / tolerances
• Stage/detailed project plan
• Detailed risk register
• Communication & quality plans
Requirements Specification

DECISION:
Full Business Case approved, modified or rejected.

Review Stage 4 Project Delivery

PURPOSE:
To deliver the project in accordance with the PID, review project progress and ensure project remains viable.

CONSIDERATIONS:

- is a tender process required ?
- if yes, is the contract appropriate?
- is the project fully ready for procurement?
- is authority to tender approved ?
- impacts on project delivery?
- change requests?
- how is the budget affected?
- are there resource implications ?
- is the business case still valid ?
- is project still viable & achievable ?
- is the project on target?

- Initial contract management
- are quality expectations being met?
- sign-off / approve next stage?

OUTPUT:
Project managed through approved governance arrangements:
• Project & Stage Plans
• Communication Plan
• Benefits Realisation Plan
• Quality Plan
• Risk & Issue Logs
• Project manager highlight reports
• QA reports
• Exception report (if required)
• Change requests
• Reports to the sponsor
• Budget management and reports
• Contract award
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• Initial procurement lessons learned

DECISION:
Project Board takes appropriate actions for managing exceptions & changes at end-stages throughout Delivery stage

Review Stage 5 Project Closure

PURPOSE:
To establish whether the project has been fully completed within its PID and met its objectives.

CONSIDERATIONS:

- how well has project performed ?
- what did and didn't go well ?
- what benefits assessable now ?
- were quality expectations met ?
- are there any unresolved issues (e.g. any outstanding liabilities) ?
- What lessons have been learned ?
- Is there clear operational ownership?
- On-going contract management

OUTPUT:
An End Project Report assessing:
• its success in achieving objectives & performance against planned targets
• The effect of any approved changes
• Lessons learned
• Highlighting of on-going issues and how these are to be resolved
• Recommendations for future projects
• Date and plan for Post-Project Review
• Anticipated final cost (and explanation of any variances)
• Initial value for money assessment
• Initial efficiency savings realised

DECISION:
End Project Report signed-off for both the practical and financial completion. NB where financial completion is not complete, this may need to be a two-stage process.

Review Stage 6 Post-Project Review

PURPOSE:
To review and ensure that the expected benefits of the project have been achieved.

CONSIDERATIONS:

- are benefits being delivered to plan and as expected (actual vs. projected)?
- is responsibility for realisation clearly assigned and agreed ?
- any problems with project output(s) since operational use commenced ?
- any further lessons learned ?
- Has financial closure occurred ?

OUTPUT:
Post-Project Review assessing:
• project's success in achieving benefits and delivering towards service and corporate outcomes
• further value for money assessment
• further efficiency savings realised
• any outstanding or unresolved issues with owners assigned for actions
• plans for further reviews as needed
• recommendations for future projects

DECISION:
Post-Project Review approved subject to further review needs. In some cases (e.g. PFIs, outsourced services), there may be need to annual reviews of contracts to ensure that these continue to achieve forecast benefits over the complete life.

Gateway 1

Gateway 2

Gateway 3

Gateway 4

Gateway 5

Gateway 6