POLICY

Project Management Life Cycle

Issued with the authority of the Chief Commissioner
and Chief Executive Officer of Scouts Australia NSW

Chief Commissioner signature	*(signature)*	CEO signature	*(signature)*
Sponsor	Head of Business Transformation		
Document type	Policy	Date of issue	December 2017
Document code & no.	POL029	Version number	0.1.0
Document title	Project Management Life Cycle	Due for review	June 2018

Project Management Life Cycle

1   Background

Scouts NSW is committed to the adoption of a standard approach to project management that reflects the consistent use of project management procedures and templates to facilitate the implementation of strategic priorities. This policy specifies the essential elements in the management of projects to assist in articulating scope, involving stakeholders, managing risk and maximising project benefits.

2   Policy Purpose

This policy establishes an organisation-wide approach to the conceiving, planning, implementation and closure of projects. It describes the requirements for governance and management of projects across the organisation.

This policy is designed to improve the way in which Scouts NSW projects are managed as they progress to completion and to increase the visibility of projects and our processes to the wider community.

Not all projects require high and complex levels of governance, documentation and reporting. The aim of the project management framework is to provide a set of guidelines that can be tailored to suit the requirements of each project. The Project Executive may tailor the level of governance for a project with the approval of the PMO in full.

3   Policy Statement

All Scouts NSW projects are to comply with the Scouts NSW Project Management Lfecycle .

4 Project Management Life Cycle

Project Management is a formal and structured method for managing change to achieve a stated outcome. While the fundamentals of project management remains the same from project to project, the sections below outline the Scouts Australia NSW way of doing things. The project life cycle comprises of four phases as shown below and projects are governed in accordance to these stage gates.

Stage Gates
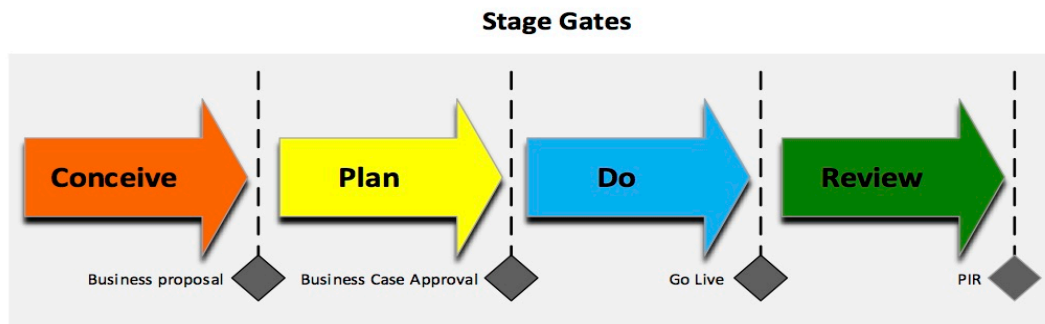
Gate 1 – Conceive

Who's accountable? Executive Sponsor
The following exit criteria must be complete before progressing to the next stage:
1. Business proposal document completed
2. Business proposal checklist completed
3. Business requirements document

Gate 2 – Plan

Who's accountable? Senior User and Senior Supplier
The following exit criteria must be complete before progressing to the next stage:
1. Functional requirements document sign off by Senior User
2. Application Design document signed off by Senior Supplier
3. Business case document developed
4. Business Case Risk Checklist completed
5. Project charter developed
6. Project Approval obtained

Gate 3 – Do

Who's accountable? Project Manager
The following exit criteria must be complete before progressing to the next stage:
1. Implement solution as defined in ADD, FRS and business case
2. Benefits realisation plan developed
3. Develop a transition to BAU plan
4. Program management plan maintained
5. Change management plan delivered
6. Robust risk register maintained

Gate 4 – Review

Who's accountable? Project Manager
A post implementation review report and project closure paper must be submitted to the

Stage Gates

	Conceive	Plan	Do	Review
Deliverables	1. Define the problem 2. Define strategic alignment 3. Define benefits based on desktop assessment / engagement 4. Baseline current practice 5. Quantify opportunity 6. Estimate spend / resources 7. Develop Business Proposal 8. Business requirements 9. Project Proposal Risk Checklist	1. Functional requirements 2. Application Design document 3. Recommend preferred solution 4. Model Business Benefits 5. Develop detailed Cost Estimate 6. Develop Resource Estimate 7. Business Case 8. Business Case Risk checklist 9. Project charter developed (Executive)	1. Implement solution 2. Optimise Solution 3. Manage spend 4. Deliver the benefits 5. Validate Business Case 6. Develop Benefit Tracking Strategy 7. Develop transition to BAU plan 8. Communications Plan 9. Training Plan 10. Stakeholder engagement plan	1. Track and report business benefits 2. Lessons Learnt 3. Communications effectiveness review 4. Post Implementation Review

Minimum requirements	• Business Proposal developed up to +/-50%
	• High Level costs/benefits
	• High Level assumptions
	• Governance structure outlined and established
	• High level business requirements
	• Initial risks considered
	• Agendum Paper developed
		• Complete Business Case including NPV and payback
		• Functional requirements signed off
		• Options identified and appraised
		• Costs and benefits specified to +/- 10% including measures in place
		• Ongoing operational costs specified
		• Project Charter developed
		• Business Case Risk checklist
		• Application Design document
		• Change assessment complete
		• Stakeholders identified
		• Project code allocated
			• Resources mobilised
			• Project activity managed to quality, scope, schedule and budget
			• Data Governance implemented
			• Benefits realisation plan
			• Project management plan
			• Business readiness assessed
			• Robust change management plan
			• Project risk register maintained and actioned
				• Steering Committee presented with
				  ➢ Final project status report completed and approved
				  ➢ Project close report completed and approved
				  ➢ Post Implementation Review completed and endorsed
				  ➢ Lessons Learned captured and recommendations reviewed
				• Vendor performance management review

Review & approvals	• Sponsor approval • PMO validate funding source • Consult the CFO about procurement plan • Monthly PMO status report	• Steering Committee approval • Financials signed off by CFO • PMO validate funding / resources • Confirmation of capex/ opex split • CEO approval for supplier spend • Monthly PMO status report • Finance Committee Endorsement • Board Approval	• Project steering committee (approve all decisions and changes to business case, monitor project management) • Monthly PMO status report	• Financials validated and signed off by CFO • Executive to sign off on final report • Monthly PMO status report