

Leicester City Council Project Management Methodology



Explanatory Notes

What is the LCC 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 sign posts that can be used to help manage and control projects from start to finish.

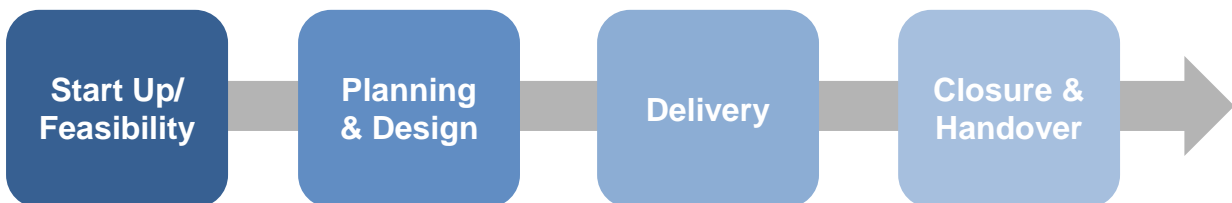


Figure 1: Project Lifecycle

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.

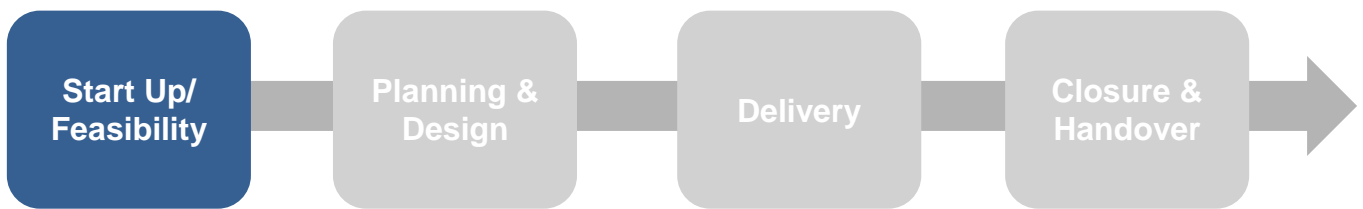
Who should use the Methodology?

- 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 can be used for projects of all sizes and levels of complexity by scaling and adapting it as appropriate.

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.
- The library of templates and tools that support the methodology can be accessed on the Corporate Portfolio Management Office Intranet pages.

Start Up / Feasibility Stage



Purpose of the Stage

This stage starts once a formal mandate 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 rationale 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 (eg, political, financial, timescales).
- Assumptions that have been made while assessing the feasibility of the project.
- Indicative project timescales / milestones.
- Indicative costs (including ongoing revenue implications).
- Funding sources, and details of any funding gaps.
- Assessment of high level risks.
- Project approach (eg, 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:

- Project team structure, roles and responsibilities appropriate to get the project to the delivery stage.

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Start Up / Feasibility Stage...Continued

Templates, Tools / Guidance, & Sign Posts

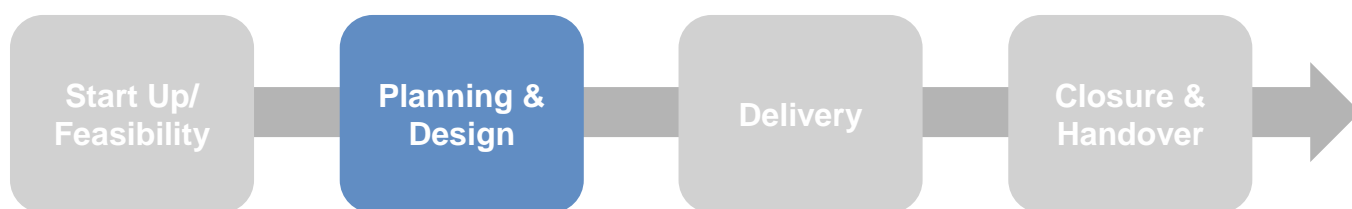
Templates:

- 📄 Business Case Part 1: Outline Business Case
- 📄 Project Governance, Roles and Responsibilities

Guidance / Tools:

- 📄 Impact Analysis Guidance
- 📄 Project Governance Guidance

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 sign off 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 the long list developed in the Outline Business Case) available to deliver the objectives specified 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
- Detailed schedule
- High level milestone plan
- Full Risk Assessment
 - Potential barriers to project success.
 - Assessment of information risk implications should be considered for projects involving the 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)

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Planning & Design Stage...Continued

Key Outputs and Activities of the Stage

Delivery Stage Governance Arrangements:

- Project team structure, roles and responsibilities 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
- Tendering exercise (where there is a procurement element to the project)

Templates, Tools / Guidance, & Sign Posts

Templates:

- 📄 Business Case Part 2: Options Appraisal
- 📄 Communications Plan
- 📄 Risk and Issue Log
- 📄 Gantt Chart
- 📄 Milestone Plan
- 📄 Equalities Impact Assessment
- 📄 Sustainability Impact Assessment

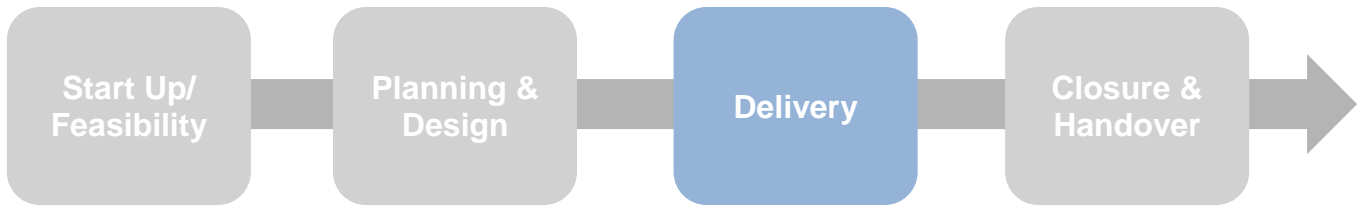
Tools / Guidance:

- 📄 Options Appraisal Matrix
- 📄 Risk Prioritisation Matrix
- 📄 Stakeholder Prioritisation Matrix
- 📄 Stakeholder Analysis Tool

Sign Posts to Support Services (Click Links to Access Intranet Pages)

Subject Area	Service to Contact for Advice / Assistance
Procurement	
Consultation	
Risk Management	
Information Risk Assessment	
Equalities Impact Assessment	
Climate Change, Carbon Reduction, Sustainability	

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.

Key Outputs and Activities of the Stage

Execute and control delivery:

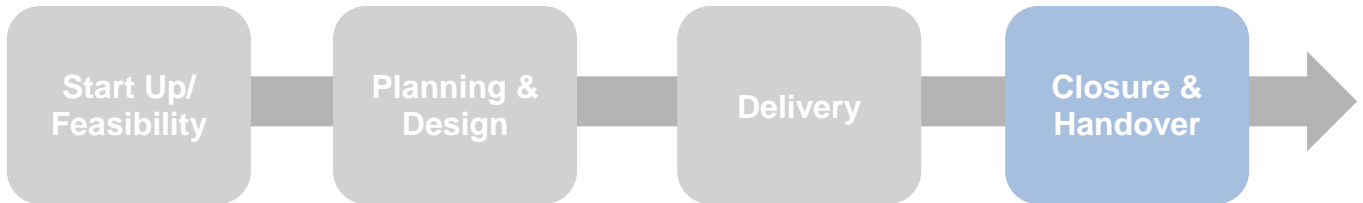
- Management of project delivery team (including 3rd parties)
- Monitor progress against project schedule
- Ongoing management of risks
- Issue management
- Ongoing stakeholder and communications management
- Spend monitoring
- Management of change requests
- Contract implementation and management (where there is a procurement element to the project)
- Quality control and Sign off of completed project outputs / work packages (where relevant)
- Progress reporting to CPMO (for projects on the Corporate Project register), Project Board, and by exception to the Project Director
- Planning for project closure, handover and benefits realisation
- Logging of lessons learned

Templates & Tools / Guidance

Templates:

- 📄 Work Package Description
- 📄 Work Package Progress Report
- 📄 Change Request Form
- 📄 Change Log
- 📄 Lessons Learned Log

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

Templates & Tools / Guidance

Templates:

- 📄 End Project Report