

Project Stages

Capital Works Management Framework

Main Project Processes

Project Stages			Project Management	Design Activities (Building)	Design Activities (Civil Eng.)	Cost Control Activities	Risk and Value Management	Documents for Approval
Appraisal								
Approval in Principle								
Stage 1 Planning Initial	Stage (i) <i>Feasibility Study / Preliminary Report</i>		Manage outputs: Project Definition (through 16 N° overall parameters) Manage technical experts' appointment (if required)	Conduct Feasibility Studies Develop <i>Definitive Project Brief</i>	Conduct Preliminary Report Conduct design studies Develop <i>Definitive Project Brief</i>	Conduct cost assessment of Feasibility Studies / Preliminary Report (capital and maintenance costs)	VM: Confirm strategic functional performance Review Feasibility Studies / Preliminary Report options Identify VM strategies Develop functional performance model RM: Identify and assess risk relating to the <i>Project Execution Plan</i> Develop high-level <i>Risk Management Plan</i>	<i>Project Management Structure</i> <i>Preliminary Project Brief</i> <i>Preliminary Output Specification</i> <i>Feasibility Study and Cost Plan</i> <i>Design Brief</i> <i>Final Output Specification</i> <i>Definitive Project Brief</i> <i>Project Execution Plan</i> <i>Risk Management Plan</i>
	Stage (ii) <i>Design</i>		Project Review 1: Confirm approval for design expenditure (Report to Sanctioning Authority and await approval prior to proceeding)					
			Manage procurement strategy Manage design consultant appointment Manage assessment of output requirements	Appoint Design Team / Design Team Leader Assess output requirements	Appoint Design Team / Lead Consultant Develop design standards Assess output requirements	Check / assess budget	VM: Consider VM in relation to procurement strategy RM: Identify risk in relation to procurement Agree risk allocation	<i>Definitive Procurement Strategy</i> <i>Contract Type Proposal</i> <i>Project Team Selection Report</i>
Stage 2 Planning Developed	Stage (iii) <i>Tender</i>		Project Review 2: Confirm requirements; review procurement strategy (Certify compliance to Sanctioning Authority; and proceed after agreed period provided no queries / hold from Sanctioning Authority)					
			Manage Outline Design process	Develop <i>Outline Sketch Scheme</i> Appoint PSDP (if not appointed earlier)	Develop Preliminary Planning Appoint PSDP (if not appointed earlier)	Develop <i>Outline Cost Plan</i>	VM: Consider VM in relation to Outline Sketch Scheme / Preliminary Planning RM: Consider RM in relation to Outline Sketch Scheme	<i>Outline Sketch Scheme (Building)</i> <i>Preliminary Planning drawings (C. Eng.)</i> <i>Outline Cost Plan</i>
			Project Review 3: Assess project design and Outline Cost Plan (Certify compliance to Sanctioning Authority; and proceed after agreed period provided no queries / hold from Sanctioning Authority)					
			Manage Developed Design process Manage procurement process	Develop <i>Developed Sketch Scheme</i> Prepare submission for statutory approval	Continue Preliminary Planning Prepare submission for statutory approval	Develop <i>Developed Cost Plan</i> Develop <i>Whole Life Cost Appraisal</i>	VM: Carry out value engineering Assess buildability of the design Consider VM in relation to <i>Detailed Sketch Scheme</i> RM: Identify residual risks Consider RM in relation to <i>Detailed Sketch Scheme</i> Suitability assessment of contractors	<i>Developed Sketch Scheme</i> <i>Developed Cost Plan</i> <i>Statutory Approval Submission</i>
			Project Review 4: Assess project prior to statutory approval (Report to Sanctioning Authority and await approval prior to proceeding)					
			Manage statutory submission process	Submit for statutory approval Review statutory approval outcome	Submit for statutory approval Review statutory approval outcome	Review <i>Developed Cost Plan</i>	VM: Review any planning conditions for value management impact. RM: Review any planning conditions for risk impact.	<i>Developed Cost Plan (reviewed)</i>
	Stages (iv) <i>Construction & (v) Handover</i>		Project Review 5: Assess outcome from statutory approval (Certify compliance to Sanctioning Authority; and proceed after agreed period provided no queries / hold from Sanctioning Authority)					
			Manage the Detailed Design Process	Develop Detailed Design (not design-and-build) Prepare tender documents	Develop Detailed Planning (Design) (not design-and-build) Prepare tender documents	Conduct <i>Detailed and Pre-Tender Cost Checks and Whole Life Cost Update</i> in advance of preparing tender documents	VM: Review suitability assessment of contractors for VM potential RM: Review suitability assessment of contractors for risk impact	<i>Tender Documentation</i> <i>Detailed Pre-tender Cost Check</i> <i>Whole Life Cost Update</i> <i>Contractor List Selection</i>
			Project Review 6: Approve detailed design solution; review pre-tender cost check; review risk (Report to Sanctioning Authority and await approval prior to proceeding)					
			Manage the Tender Process	Issue tender documents Assess tender returns Recommend successful tenderer	Issue tender documents Assess tender returns Recommend successful tenderer	Develop <i>Tender Cost Analysis</i> Develop <i>Tender Report</i>	VM: Assess tender returns for VM potential RM: Assess tender returns for risk impact	<i>Tender Assessment Criteria</i> <i>Tender Analysis And Report</i> <i>Contractor Recommendation</i>
	Stage 3 Implementation		Project Review 7: Review tender returns in advance of awarding the contract (Report to Sanctioning Authority and await approval prior to proceeding)					
			Manage the implementation / construction process Manage change control Manage contract	Develop Detailed Design (Design and Build) Implement design	Develop Detailed Planning (Design and Build) Implement design	Manage change control for costs Prepare final account	VM: Carry out value engineering (for design and build projects only) RM: Manage residual risk Manage construction risk	Various contract management reports
Stage 4 Review			Manage the Project Review	Conduct design review	Conduct design review	Develop <i>Analysis of Outturn Cost</i>	VM: Evaluate value achieved RM: Evaluate the risk management and risk mitigation process Consider operational risk reviews	<i>Project Outturn Review</i>

