|  |
| --- |
| Project proposal/Options Analysis/Business Case/Project Plan (Business)  Project name |



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TMR OnQ Template Version 3.0 (06/09/2017)

Options

Analysis

Business

Case

Project

Plan

Handover

Report

Completion

Report

**4in1 Template**

Project Summary

|  |  |
| --- | --- |
| 1. **Region/Unit** |  |
| 1. **Location** |  |
| 1. **Program** |  |
| 1. **Project Number** |  |
| 1. **Project Description** |  |

Document Control

|  |  |
| --- | --- |
| 1. Prepared by: | 1. Name |
| 1. Title: | 1. Job title |
| 1. Branch: | 1. Branch |
| 1. Division: | 1. Division |
| 1. Location: | 1. Floor, street, city |
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|  |  |  |  |
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| **Version no.** | **Date** | **Changed by** | **Nature of amendment** |
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Endorsement and Approval

Customer (delete for Project Plan)

I agree to the project proceeding as proposed in this document.

|  |  |  |  |
| --- | --- | --- | --- |
| 1. Name |  | | |
| 1. Position |  | | |
| 1. Signature |  | 1. Date |  |
| 1. **Comments** | | | |
|  | | | |

Sponsor

I agree to the project proceeding as proposed in this document.

|  |  |  |  |
| --- | --- | --- | --- |
| 1. Name |  | | |
| 1. Position |  | | |
| 1. Signature |  | 1. Date |  |
| 1. **Comments** | | | |
|  | | | |

The following officers have **endorsed** this document:

|  |  |  |  |
| --- | --- | --- | --- |
| 1. Name |  | | |
| 1. Position |  | | |
| 1. Signature |  | 1. Date |  |

*Add further names as required*

Project manager

I recommend the project proceeds as proposed in this document.

|  |  |  |  |
| --- | --- | --- | --- |
| 1. Name |  | | |
| 1. Position |  | | |
| 1. Signature |  | 1. Date |  |

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|  |
| --- |
| Read this guidance text box before proceeding.   1. This template is used for Proposal, Options Analysis, Business Case and Project. 2. Where it is being used for a planning study/strategy/policy development, it would be completed for proposal, and possibly options analysis. The business case would be retitled Organisational Delivery Plan and a project plan would not be required, as the recommendations will be delivered by others. 3. It contains a project management plan that covers from the present until the next major milestone in detail, and the remaining steps in outline form. 4. The ‘Project Plan’ term has been reserved for the implementation phase since OnQ’s inception in 2000. Using the term ‘project management plan’ throughout overcomes the difficulty of preparing the wrong template at the wrong time, just to have a management plan. 5. To create templates after the proposal, start with this template from the website, as it may contain updates, and the previous template may have left out some sections not relevant to that part of the process then but relevant now. Then bring material in Sections 1 to 6 forward from the previous template, bold italicising that text. Insert any new material in normal typeface, enabling a reviewer/approver to readily see what has changed from the last approved document. This can be particularly useful when there is a long time lapse between templates, and avoids unnecessary searching by the reviewer/approver. As this material is being brought forward, check that all the material mentioned in the guidance has been covered, then delete the corresponding guidance box.   Most sections contain guidance shown in yellow boxes and a content area denoted by a placeholder symbol Type here. Other sections contain draft text that needs to be reviewed and selected/amended/deleted as necessary.  When the template is complete and the guidance boxes removed, update the table of contents by  right-clicking in it and selecting ‘Update Field’, then ‘Update entire table’.  Once approved, this document should be managed in accordance with the Department of Transport and Main Roads Recordkeeping Policy.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

Executive summary

|  |
| --- |
| 1. Extract the key points of this document. The executive summary should not say anything that has not been included in the body of the template. So it is usually best to write this section last i.e. after the rest of the template has been completed. Items that typically need to be in this summary include:  * A brief description of the problem or opportunity to be addressed * An outline of the scope * An outline of the project objectives and benefits sought * Key risks and issues * A summary of the time, costs and resources to complete the next stage * A summary of the recommended course of action.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Purpose of this document

|  |
| --- |
| The purpose of this document is to (Delete from here to the relevant close bracket and delete any subsequent options, then copy the remaining text from this guidance box into the ‘Type here’ box below. *Note: Do not explain the project here.*  Proposal -) identify the specific problem or opportunity to be addressed, document the rationale behind/the need for the project, and obtain the customer’s agreement to the scope and method of progressing, and funding to proceed to the next stage.  Options Analysis -) document the options investigated and obtain the customer’s agreement on a preferred option to proceed to business case preparation.  Business Case -) finalise scope definition of and concept estimate for the selected option, evaluate benefits and obtain the customer’s commitment to funding and agreement to the project’s inclusion in the organisation’s program.  Project Plan -) outline how the project will be implemented, and confirm that the project can be delivered within the desired funding and timing.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. Definitions

|  |
| --- |
| 1. In the table below, define any term the audience may not understand, including specific terms, abbreviations and acronyms.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

| Terms, abbreviations and acronyms | Meaning |
| --- | --- |
| Customer | Decision maker ‘owning’ the new asset |
| Sponsor | Head of the delivery group |
|  |  |

1. Governance

|  |
| --- |
| 1. Once the following sub-sections are completed for the project proposal, there should be few changes in following templates, other than staff/phase transitions or a change in strategic direction as a consequence of the electoral cycle.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. The project will be/is being managed in accordance with the project management policy of April 2012 and the principles on the OnQ website under governance. Governance arrangements for the project are set out below.
   1. Key roles

|  |
| --- |
| 1. Identify key personnel in the proposed project in the table below. Each member of the team must be aware of their roles and responsibilities. 2. Refer to the OnQ website for clarity on ‘roles and responsibilities’. 3. Where multiple agencies are involved that own different parts of the new/upgraded asset/network to be created by this project, list the coordinating customer who will be responsible for obtaining agreement from the others on required functionality when the project identifies any such issues. The other customers should also be listed.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. The key project management roles are:

|  |  |
| --- | --- |
| 1. Project Customer | 1. [Name], [Position] |
| 1. Project Sponsor | 1. [Name], [Position] |
| 1. Concept Manager | 1. [Name], [Position] |
| 1. Program Manager | 1. [Name], [Position] |
| 1. Project Manager | 1. [Name], [Position] |
| 1. Advisory Group | 1. (optional) |

* 1. Project organisation structure

|  |
| --- |
| 1. Consider adding a project organisational structure here. Refer to the OnQ website under Project management> Governance>/Project Governance Model.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Higher level requirements

|  |
| --- |
| 1. This sub-section will generally be completed by a transport planning area for a transport strategy development project that will recommend that a number of projects proceed to delivery. When the proposal document is prepared for these projects, locate this strategic material and simply cut and paste, including whichever of the following headings are relevant.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   * 1. Whole of government requirements/strategic focus

|  |
| --- |
| 1. Consider the immediate priorities of the current government, and TMR’s longer term accountability to sustain the operations and asset management of the State’s transport network. Describe how this project contributes to these (sometimes competing) drivers.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   * 1. Departmental corporate/strategic requirements

|  |
| --- |
| 1. Outline the project’s relationship to the TMR strategic plan. 2. Note that, whatever the government priorities of the day, there is still a requirement to develop safe, affordable, fit-for-purpose project solutions.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   * 1. Portfolio management requirements

|  |
| --- |
| State which TMR portfolio this project is a part of e.g. QTRIP, Corporate Services, Translink, Customer Services.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   * 1. Program management requirements

|  |
| --- |
| 1. State which program this project is included in and managed under, at both the state and local level. Locally, the project may be managed in program groups that collect some of the above together into either geographic area or project management phase. A project may commence as part of a planning program, and then move into delivery or operations programs.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Business and program benefits of the project

|  |
| --- |
| 1. What is the purpose of this project? 2. Enumerate both the strategic business benefits the project is intended to produce, and the delivery benefits anticipated from including this particular project in this particular program in this particular way, e.g. economies of scale in procurement or delivery, avoiding expensive re-establishment if the project is split or the remote area has to be revisited to complete an adjacent job.   The desired benefits should provide a compelling case for the investment and also provide the basis for assessment of benefits realisation. Specific and realistic targets should be set for benefits that can be quantified.  The project purpose may be to achieve benefits that may include reducing (whole of life?) costs for government/community through   * Improved business processes, * improving safety, * improving functionality, * reduced operating costs.  1. Some benefits will be difficult/impossible to quantify, and those that can be quantified will generally be calculated and reported at the business case.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Approvals

|  |
| --- |
| 1. Advise the approvals required, apart from those on this document’s endorsement and approvals page above. Larger projects may have additional approvals or gates. Consider also financial approvals related to the likely cost of the project and the likely cost of major procurement items. Indicate the approval levels likely to apply. 2. Consider also the approval levels required for variations.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Reviews and reporting

|  |
| --- |
| 1. Indicate the reporting cycle, and any review requirements. Reporting is usually done on a monthly basis, and larger projects may be subject to whole of government requirements. Federally funded projects have their own review requirements. These should be listed. Where there is no internally required report format, the OnQ Monthly Project Report proforma under Tools> proformas and worksheets can be used, together with the reporting requirements planner.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Project management method

|  |
| --- |
| 1. TMR’s policy is that the OnQ project management methodology is to be used for all TMR non ICT projects. OnQ has a maximum of 20 steps and 10 templates in its 4 phases. The Component Assignment Brief (CAB) may be used in any project, and is useful for briefing an internal service provider unit. The need for the other templates is determined by the scale and complexity of the project. Large, complex projects will generally warrant preparation of all templates, while smaller, routine projects can appropriately skip or combine some templates. 2. Similarly, template length will vary considerably with the complexity of the project. Large/complex projects may have a major feasibility study that obviates the need for an options analysis template, with approvals being done by correspondence. 3. A planning study/strategy/policy development project would complete a proposal, and possibly an options analysis. The business case would be retitled Organisational Delivery Plan and a project plan would not be required, as the recommendations will be delivered by others. 4. For business projects that are changing internal processes, or have an integral dependence upon ICT, the business process analysis (BPA) and business requirements specifications (BRS) templates should be used.   Outline how any interoperability issues that may arise with the QGCIO/PRINCE2/ITB methodology being used on an ICT component project or with any other organisations’ methodology will be addressed.   1. The OnQ methodology therefore gives the palette of processes for management of any project, and the project manager needs to select from this palette the actual method that will be used for this particular project.   Advise the project Type, the steps to be carried out, and the templates to be prepared.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. Project definition

|  |
| --- |
| 1. Once the following sub-sections are completed for the project proposal, there should be few changes in following templates, other than current situation and performance measurement of different phases. 2. For the proposal, some information for these sections will come from any portfolio or program planning/strategy document that may have been prepared.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

* 1. Location

|  |
| --- |
| Describe the location of the proposed project (e.g. Brisbane/regional/statewide). If appropriate, include a graphic of the location(s) and describe and/or refer to any annexed plans/visuals/diagrams, etc).  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Background

|  |
| --- |
| 1. Outline any research that has been done to justify this project. Identify why the proposed project is to be undertaken, preferably from the perspective of someone with no prior knowledge of the project. Relevant details may include:  * How the project need was identified. * Any other investigations, initiatives or projects carried out previously to address related issues. * Previous consultation or community engagement, issues and outcomes.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Current situation

|  |
| --- |
| Give details of any current issues, detailing the problem(s), need(s) and/or opportunities etc. together with the issues this project will address.   1. Consider the impacts of the current situation on internal and external stakeholders, including the impacts of not proceeding.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Objectives

|  |
| --- |
| 1. Describe the specific objectives of the project - the goals to be achieved, the issue to be resolved or the rationale for undertaking the project. Objectives should relate to the benefits desired by the program and portfolio that the project is part of, as detailed in 3.4. 2. These objectives should be reviewed and refined at the business case to ensure they are still relevant and achievable.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Proposed project

|  |
| --- |
| 1. Given the above, describe the essential features of the proposed project in general terms, leaving detailed specifics to the scope section.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Delivery strategy

|  |
| --- |
| Where a particular delivery strategy/contract type becomes apparent, indicate this, together with the rationale for selecting this approach.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Project performance measurement/success criteria/KPIs

|  |
| --- |
| 1. Indicate how management of this phase of the project will be judged to have been successful. This may range from a general statement through to a tabulation detailing what the Key Performance Indicators (KPI) will be, how and when they will be measured and what the desired targets are. These may be in terms of on time and within budget, or achieving particular milestones, and may also include measures such as customer/stakeholder satisfaction. Note that these are likely to change as the project progresses.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Product performance measurement/success criteria/KPIs

|  |
| --- |
| 1. Indicate the success criteria for achievement of the project operational objectives. Again, this may range from a general statement through to a tabulation detailing what the Key Performance Indicators (KPI) will be, how and when they will be measured and what the desired targets are. These will generally be known quite early in the project, and data collection may need to be initiated to ensure there is a baseline before any physical work commences, to measure the impact of the project against. Possible criteria include time/queue length reduction, end user satisfaction, operating costs etc. Refer to the Post Implementation Report template for possible KPIs. 2. The project manager does not control the usage or network impacts of the project, so will not be in a position to measure, or be held accountable for achieving these. However it is most important for the project manager to know what is required so that ‘before’ measurements can be taken to enable later comparison, and potential operating issues can be identified and escalated promptly to the customer. These may include opportunities or threats to the final operation of the asset that is being created, or decisions that need to be made that will have significant repercussions for subsequent operations.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. Project scope
   1. In scope

|  |
| --- |
| 1. Identify the project boundaries. Also identify, to the level of detail appropriate for this template, the work required to complete the project successfully. Project scope is defined in increasing detail as the project moves from proposal, through options analysis to business case. It is then refined further during preliminary and detailed design in the development phase. Indicate clearly the required quality including standards and functionality. 2. Where possible include specific products or outputs.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Out of scope

|  |
| --- |
| 1. State the work which will not form part of the project scope, and outline the risks to the project from these out of scope work items not being performed by others.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Constraints

|  |
| --- |
| 1. Identify any restriction or limitation, either internal or external to the project that will affect its delivery. Constraints may include budget, time, staff, developments/events, political circumstances, electoral cycle, funding availability, permits, materials supply, availability of key equipment, seasonal weather conditions, legislative requirements, immovable physical objects etc.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

Type here

* 1. Assumptions

|  |
| --- |
| Assumptions bring a degree of risk to the project, as they are often presumed to be true, are easily overlooked and can appear to be not worth documenting. Examine your implicit as well as explicit assumptions and list them, for your own protection. Some examples are:   * key resources will continue to be available * funding will continue to be available (e.g. following change of federal/state government).   Assumptions should be reviewed as part of the risk management process.  Particularly review the veracity of assumptions before finalising the business case.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Related projects/proposals/planning studies

|  |
| --- |
| Identify any internal and external projects or proposals which may have an impact on this project or will be impacted by it, such as other projects that may use the same resources or budgets, or may even have been established to address similar needs.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Urgency

|  |
| --- |
| 1. Identify the urgency of the project stating reasons, for example safety, political commitments, and funding availability.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. Stakeholder impacts

|  |
| --- |
| 1. A stakeholder is any person, group or organisation whose interests may be impacted by the project. Identify them, and their interest in the project. Typical stakeholders are listed below |

|  |  |  |
| --- | --- | --- |
| Possible stakeholders to consider | | |
| Political representatives (local, state and federal)  Local community  Regulatory authorities  State government agencies - Treasury etc | Local governments  Local indigenous groups  Individual citizens  Special interest groups | Energy providers  Telecommunications providers Media  Other areas of the department  Other projects |
| Impacts may be internal and/or external, positive or negative and may vary during the life of the project (costs, disruptions, temporary arrangements etc.). Some of these may require culture change and associated change management, either internally (where staff attitudes will be important) or externally within the community affected. New standards/policies/legislation/regulation may impact outside agencies and service providers.  Overview the stakeholder consultation carried out to date.  Complete/amend the following tables as appropriate. This section is meant to include the standout stakeholders and groups only, to guide targeting of key messages in the external communications plan. Thereafter it will remind the project of the original groupings and identify for approvers any new group or major individual stakeholder that may emerge.  The following tables are not intended to substitute for the more detailed stakeholder records and analysis done as part of Section 9.6 external communications plan.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. | | |

1. Type here
2. **Internal**

| Stakeholder | Impact/Interest in the project |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |

1. **External**

| Stakeholder | Impact/Interest in the project |
| --- | --- |
|  |  |
|  |  |
|  |  |

1. Options

|  |
| --- |
| Note: Where, after reading this guidance text, there is nothing to add in this section, delete the subheadings and guidance and enter Nil here so the heading numbers remain the same.  Proposal – list any options to be considered in very broad terms only and delete the four sub- sections below.  Options Analysis – complete the four sub-sections below, removing the words ‘Options Analysis document only’  Business Case – This section may contain only a summary outline of other options considered and the reasons for dismissing them, with the four sub-sections below deleted.  Project Plan – This whole section is generally not required.  To delete this guidance text box right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Options Considered (Options Analysis document only)

|  |
| --- |
| Consider a range of feasible possibilities. Options may involve only parts of the project, and the analysis may present relative or comparative costs for individual portions. Risk-adjusted estimates (of revenue, costs, duration and benefits) may need to be applied to address project characteristics, level of knowledge and degree of confidence in the estimates.  Note that while cost estimates of various options will normally be attached, the cost reported in the following full section headed ‘Project Cost’ should be the total cost of the recommended option only.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Assessment Criteria (Options Analysis document only)

|  |
| --- |
| The following assessment criteria can be considered:   * Rating of achievement of project and strategic objectives * Cost, including potential revenues * Economic benefit (net present value/BCR) * Whole of life cost (maintenance, operations and depreciation) * Public interest assessment/stakeholder impacts * Legislative requirements and regulatory issues * Whole of government policy issues/government priorities * Procurement strategies * Organisational benefits/impacts/priorities * Key assumptions and or risks * Timing and sequencing of project delivery * Compatibility with existing processes.  1. Attach results of analysis and evaluate these to determine the best option to proceed with. 2. Comparative costs need include only costs that differ between options. Cost may be just one criterion, or it may need to be considered separately and may be a go/no go item,   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Option Comparison (Options Analysis document only)

|  |
| --- |
| Options should be first evaluated against major ‘go/no go’ criteria and any option which does not meet these criteria should not be considered further. Remaining options will then be compared.  One comparison method is weighted multi criteria analysis. This is carried out as follows:   * Identify the criteria and weightings for each criterion. Note that each criterion must be totally discrete from the others. Weightings can be derived by agreement, or via a paired comparison technique. Weightings are generally expressed as a percentage and values assigned by evaluating their relative importance. * Rate each option against each criterion. Use of a 1-10 scale is common. * Add the weighted scores for all criteria for each option   Alternative methods include using a traffic light colouring system, or Low, Medium and High, classifications rather than numeric values.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Option Assessment (Options Analysis document only)

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| Assess the options. Include a qualitative description/summary of the advantages/strengths, disadvantages/weaknesses and estimated comparative costs of the various options. Note that small differences in total score may not necessarily identify the best option due to the level of accuracy of the process.  Be sure to arrive at a conclusion. Until you can do that, you’re not ready to progress to Business Case.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. Project cost and quantifiable benefits

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| 1. Complete a project cost estimate. Consider using the Basic Cost Estimating and Estimate and Financial Impact Analysis proformas on the OnQ site at tools> proformas. Ensure internal departmental costs are included as well as consulting and contract costs. Extract from this estimate to the following table. 2. Various scenarios may be estimated, for example worst case, best case and most likely (being the project’s planning estimate). Details of underpinning assumptions should be provided. For example the worst-case scenario may be based upon an increased customer enquiry level from a most likely level of 10% to a worst-case level of 20%).  Cost estimates can be shown against major deliverables (for example software, hardware). Details of contingencies should also be provided.  Appropriate financial evaluation methods include:  * a payback period for projects requiring modest levels of outlays overrelatively short time horizons (consider cash flow techniques, for example net present value and internal rate of return) * payback periods and internal rates of return calculations do not apply to cost only projects since there are no positive cash flows generating a repayment cycle * net present value can be expressed as a negative number and still adopted for ranking of projects on a financial basis   In preparing these financial indicators involve regions or branches or corporate finance staff as a technical support resource where appropriate.   1. Complete/amend the following as necessary.   To delete this guidance text box right-mouse click within this box, select Delete Rows. |

1. Type here
2. The confidence level in this estimate is very low/low/medium/high/very high.

|  |  |
| --- | --- |
| Project Phase | Total ($) |
| 1. Concept |  |
| 1. Development |  |
| 1. Implementation |  |
| 1. Finalisation |  |
| 1. Sub Total |  |
| Contingency |  |
| Total Project Cost |  |
| Escalation Amount |  |
| Out-turn Cost |  |
| Out-turn Cost |  |
| Amount of any funding/contributions approved to date |  |

Operating costs, including operations maintenance and any depreciation, are likely to be/have been estimated at $......... per annum.

Quantifiable benefits/revenue are likely to be/have been estimated at $......... per annum.

The likely/calculated BCR is ………

Social, environmental or other considerations that indicate the project must be done are ….

1. Project management plan

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| --- |
| 1. Where this template is amended to become a program or portfolio level Organisational Delivery Plan (that is the end point of a project that has completed a study or developed a strategy/policy identifying a number of projects to be progressed), delete all of the following sub-headings and replace with a list of the study/strategy/policy recommendations, indicating who will be required to progress which projects by when, and how they will be funded   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Scope

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| --- |
| 1. Add to or amend the following as appropriate to the template being prepared. Note that scope may be impacted by the time available, the funds potentially available and the quality requirements for the finished product, such as the design standards, as detailed under sub-section 4 below on quality. 2. Once scope is finalised, the project manager needs to be constantly on the lookout for any scope changes and have them documented, costed and forwarded to the customer for decision. Failure to do this results in scope creep. Approved variations for additional works are not scope creep, for the project manager at least. 3. Review and amend the following as necessary.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Scope will be managed initially by proceeding through the concept and development phases to enumerate the scope defined in Section 5 above.
2. Once scope is finalised, any changes will be identified, costed and their implications for time and quality determined, using the OnQ site> tools> proformas> project change request and change log, or other required/existing organisational process. Any changes to estimated cost will be handled through the cost variation process in sub-section 5 below on cost.
   1. Time

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| --- |
| 1. The plan for the concept phase and the indicative strategy for the remaining phases are outlined by the milestone activities listed in the tables below. These tables will often suffice for the Proposal, but if a more detailed electronic schedule has been prepared, it should be attached. Use of an electronic scheduling package is advisable for later stages, particularly for larger projects 2. Any proposed staging of the project should be mentioned. 3. Complete the tables below and review and amend the text following them as necessary.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Progress of the concept phase will be managed against the milestones listed below:

| Milestone | Date |
| --- | --- |
| 1. Develop component proposal |  |
| 1. Commence component Options Analysis |  |
| 1. Prepare consultant briefs and offer documentation (if required) |  |
| 1. Select consultant, negotiate prices and gain financial approval |  |
| 1. Commence component Options Analysis |  |
| 1. Complete component Options Analysis |  |
| 1. Controlling project approval to proceed |  |
| 1. Develop the preferred option |  |
| 1. Complete component offer |  |

The following information will provide input to development of an electronic schedule for later phases.

| Activity | Planned Date |
| --- | --- |
| 1. Business case approved |  |
| 1. Commence detailed requirements |  |
| 1. Detailed requirements completed |  |
| 1. Commence procurement |  |
| 1. Contract award |  |
| 1. Commence implementation |  |
| 1. Implementation completed |  |
| 1. Handover documents prepared |  |

1. Progress will be reviewed and reported monthly, initially against the above milestones, and at later stages, against an electronic schedule.

Extensions of time (EOTs) will be recorded in a change log for major contracts.

* 1. Cost

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| --- |
| 1. Extract the cost of completing this phase of the project from the Project Cost Estimate into the table below. It may be necessary in later templates to provide estimated monthly cash flow. Note also that there are worksheets on the OnQ site under Tools> proformas and worksheets to assist with basic costing and with financial impact analysis, including revenue (if any). 2. Complete the table below for the current/coming phase and review and amend the text following it as necessary.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here

| Activity | Total ($) |
| --- | --- |
| 1. Project Management |  |
|  |  |
|  |  |
|  |  |
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|  |  |
| 1. Total Phase Cost |  |

1. Staff and contractor staff working in-house will use CATS timesheets, and apportion their times to appropriate cost codes determined by the project manager.
2. Expenditure will be recorded in SAP. General Ledger (GL) codes will be assigned to all expenditure, and detailed estimate items aggregated to a suitable level into either SAP WBS elements or internal orders. The structure of these needs to be determined by the project manager at the start of the job. The total of these estimated items becomes the project management budget for each cost code/internal order, which SAP expenditure will be monitored against.
3. SAP line items will be reviewed monthly, if necessary, to ensure no items have been charged to the wrong cost code, and that any such items are corrected.
4. Expenditure will be reviewed and the forecast cost to complete will be estimated monthly.
5. Variations to project internal budget items will be identified by the project manager/team and submissions requesting financial approval will be approved as per the limit of each officer’s financial delegation, with due consideration being given to the impact on total project budget.

Variations that need to be funded from contingencies will be identified by the project manager/team and the funds approved/released by the program manager.

* 1. Quality

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| --- |
| 1. Outline the anticipated quality requirements of the finished product. 2. Where there is no required quality assurance format, the OnQ quality matrix on the OnQ site under Tools> proformas and worksheets can be used. 3. Amend the following text as necessary.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. The quality requirements of the end product will be addressed during the concept phase process of considering options and developing the component offer. This process is designed to balance aspirations for project scope, completion date, cost and quality, all of which impact upon each other. Once these matters are settled and the project proceeds to implementation, then the quality standards will be incorporated into any subsequent work/contract brief.
   * 1. Safety

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| --- |
| A ‘Zero Harm’ policy exists within TMR which aspires to achieve an incident and injury-free work environment where every person comes to work and goes home again safely.  This covers all activities, from the office based concept development, data collection and site investigations through to operations.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   * 1. Functionality

|  |
| --- |
| 1. The project manager needs to be alert to the general business and program benefits in Section 3.7, the specific project objectives in Section 4.4 and the product success criteria in Section 4.7. The impact of project decisions upon these needs to be considered, and where there is an impact, the customer should be advised and provided with appropriate costed options. Where substantial improvements in functionality become possible through performing additional work at additional cost, the customer may be willing to pay. 2. For ICT component projects, functionality is generally expressed in the BPA and BRS documents   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. Decisions on issues that could either reduce or increase functionality will be referred to the customer.
   1. Human resources

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| 1. Identify the skills and resources required to deliver this and subsequent phases as appropriate. Consider means of obtaining the resources and filling any skill/resource gaps by means such as internal transfer, recruitment, secondment, consultancies, contractors or training internal staff. For large projects, consider having an operator’s representative on the project team. 2. List the roles and general responsibilities that will form the basis of position descriptions. 3. Consider using the staff roles and responsibilities proforma and the Responsibility Assignment Matrix (RAM) on the OnQ site under tools> proformas for the detailed assignment of responsibilities and tasks once the resources are in place. These would be attached when this template is completed as a project plan, and may, on occasion, be attached to others as well. 4. Consider also opportunities for professional development and skills transfer, as well as how performance will be monitored and training requirements determined.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Communications
2. **External to project**

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| 1. Complete and attach the OnQ external communications strategy/plan and any necessary worksheets, located on the OnQ site under Tools> proformas and worksheets. 2. This covers both community engagement and stakeholder management, both of which may involve similar key messages and activities. 3. Community engagement is generally undertaken once in the concept phase, running concurrently with stakeholder management. By the time this template is completed as a business case, community engagement will have finished, and only stakeholder management will be required.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. External to project communication will be managed as per the attached external Communications management plan and worksheets.
2. **Internal to project**

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| --- |
| 1. Complete and attach completed OnQ internal communications plan and any necessary worksheets, located on the OnQ site under Tools> proformas and worksheets.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Internal project communication will be managed as per the attached Internal Communications management plan and worksheets.
   1. Risk

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| 1. Proposal – Identify the risks to the concept phase and the overall or high level risks which may impact on later phases of the project. These risks will be fully defined during preparation of the business case. 2. Options Analysis – Expand on the concept risk list and/or assess comparative risks. Consider commencing use of the corporate risk management log. 3. Business Case and Project Plan – Attach completed corporate risk management log and include only the higher level risks in the table below. 4. Complete the table below and review and amend the text following it as necessary.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. The table below identifies the major risks or uncertainties likely to be encountered in this phase as well as the remaining phases of the project.

| Risk details | Comment on likelihood, consequence and treatment |
| --- | --- |
| Overall Project Key Risks | |
|  |  |
|  |  |
|  |  |
|  |  |
| Concept Phase Risks | |
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1. This list will be further developed by:

* taking these risks into the risk register in the corporate risk log,
* expanding as the project scope and impacts are fully developed,
* referring back to the corporate risk prompt list, and
* conducting (a) risk workshop(s).
* conducting (a) value management workshop(s).
* monitoring, reviewing and updating the risk register on a monthly/quarterly basis.
  1. Procurement

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| Describe the methods to be adopted for procurement of the major consultancies/services to be engaged. These methods may include public invitation, private invitation from several suppliers on a prequalified list, newspaper or telephone invitations. Sole offers may be used in some limited circumstances, however their use should be kept to a minimum.   1. Later templates will include contract management arrangements, indicating who will be the principal’s representative and agent, superintendent and representative, contract administrator etc. 2. Where there is no required procurement planning format, the procurement requirements matrix on the OnQ site under Tools> proformas and worksheets can be used.   Amend the following text as necessary.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. The major consultancies/contracts/service providers required are listed below together with the proposed procurement method:

| Consultancy/Contract/Service Required | Expected $ value | Procurement method |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

1. Procurement will be in accordance with the State Purchasing Policy and departmental procurement procedures.

All purchase orders will be processed in SAP and approval limits will be monitored in Unifier/P6.

1. Corporate Card will be used for purchase of small items provided these items are not cumulative to an amount in excess of the current limit.

Requisitions for goods/services and purchase orders will be created in SAP.

Accounts will be processed and paid through SAP.

* 1. Integration

1. This project management plan has been prepared taking into account the requirements of all knowledge areas, and so provides the means of integrating them, ensuring they can be progressed individually and as a seamless part of the whole project with cohesive inter-relationships. Management against this plan using the issues register on the OnQ site under tools> proformas will provide ongoing integration that will be supported by the regular project meetings and reporting outlined in this plan.
   1. Phase transitions/handover/completion

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| 1. In the concept phase templates, identify any phase transition arrangements, such as handover from a concept phase project manager to a delivery project manager. 2. The TMR document, data and information requirements for handover should be identified and costed as part of the finalisation phase in the business case estimate. 3. The finalisation activities of handover and completion should also be included in the project schedule, together with such activities as closing ledgers, producing as-constructed plans and updating systems. 4. At Business case and Project Plan, overview any known operational issues, along with intended commissioning arrangements that may be required for equipment/operating systems, as well as operations manual preparation, asset transfer, handover, maintenance and warranty arrangements.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
   1. Design development

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| 1. Within the OnQ methodology, design development is a ‘work management’ activity, not a ‘project management’ activity. A record of key decisions should be progressively completed throughout concept and development phases.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

Design considerations will be progressively documented.

* 1. Project learnings

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| 1. There is a learnings register on the OnQ website under tools> proformas. One way of using this is to have it in a directory area accessible to all team members who can add anything they wish to it as the project progresses. This may be in very rough form, but the advantage is currency at the time of writing, and if added to regularly by all, avoids losing learnings that may be forgotten by the time it comes to preparing the completion report. Preparation of the completion report needs to resolve conflicting views that may have been expressed in the register and present these concisely and cohesively. Of course, information for this report will also be obtained from the project filing system and e-mail records.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Learnings on the project will be progressively entered into the learnings register from the OnQ website. Project team members will add to this progressively throughout the project, and it will be an agenda item at monthly team meetings. This will provide a source of information for preparation of the completion report at the end of the project.
2. Recommendations

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| --- |
| 1. Summarise the key findings and make a recommendation on whether the project should proceed past this point/gate to preparation of the next template in the series.   To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

1. Type here
2. Annexures

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| Annexures may include but not be limited to the following:  Project Cost Estimate  Responsibility Assignment Matrix  External Communications Plan (OnQ proforma)  Internal Communications Plan (OnQ proforma)  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |

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| When the template is complete and the guidance boxes removed, update the table of contents by  right-clicking on it and selecting ‘Update Field’, then ‘Update entire table’.  To delete this guidance text box, right-mouse click within this box, select Delete Rows. |