Executive Office of Technology Services and Security
Office of Capital Planning
The Project Life Cycle

<-------------------------------Project planning--->   <---------------------------Project execution--->

BUSINESS CASES	Project brief	Strategic outline case	Advanced business case	Final business case	Project execution		Benefits realization
Process	Is there a real policy need or opportunity to address? Should we address this now?	Is there a need or issue to address? Which outcomes should we address further?	Is the project still required? Which option should be invested in?	Is the project still required? Can we confidently commit to undertaking the project?	Are we ready to transition to operations (new capabilities and services) and decommission redundant capabilities?	Is the project completed?	
IIAB (Governance)	Business justification			INVESTMENT DECISION			Benefits realization
TSS Capital Planning	Business readiness		Delivery strategy		Project monitoring	Operations review	
PROJECT STAGES (Execution)	Concept	Feasibility	Appraise and select	Define	Deliver	Operate, embed and close	OPERATIONS
PMO	Identify project	Initiate project	Manage project	Manage project	Manage project Manage delivery	Close project	Review project outcomes
SAMPLE ACTIVITIES	Verify policy, business need or opportunity Appoint Business Owner Undertake project validation review **Prepare project proposal** Obtain approval to start project **Collect Business Readiness Funding**	Mobilize team Undertake an initial study to determine a range of possible outline solutions, their viabilities and risks Select a short list of options for further study **Prepare Outline Business Case** Undertake governance review	Mobilize team Undertake a detailed appraisal of short-listed options, cost benefits, risk and procurement approach RFI, RFQ Select preferred solution **Prepare Advanced Business Case** Undertake governance review	Mobilize team Undertake detailed study to define selected solution and assess its viability. Issue RFR **Prepare Final Business Case** Undertake governance review	Mobilize team Appoint suppliers Undertake the work defined in project documentation to develop outputs and achieve outcomes	Demobilize team Oversee initial use of outputs and check outcomes are as expected, take corrective action Undertake governance review Formally close the project.	Assess benefits and operating performance Take action to exploit opportunities and correct shortfalls Undertake governance review

This diagram shows an example life cycle for a major Commonwealth project, with the stages, governance reviews gates and business cases indicated at the appropriate points.