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## INFRASTRUCTURE, PLANNING & DEVELOPMENT

The Project Planning and Development Division aims to optimise the project design and project delivery process at an early stage, so that the final quality, cost and timing of the project represent the client's needs and value for money. The approach to project planning and development will depend on the size and type of project. The following key steps are a more structured approach suitable for larger projects:

### Value Management Exercise

Before the die is cast, a value management exercise can greatly assist in clarifying objectives, key drivers, risks, alternatives, key stakeholders, any "must happen" imperatives, decision-making lines, communication strategies and funding source/capacity. "Boulders in the bush" can also be exposed and addressed before time and cost implications arise. Key decision-makers are involved in this exercise.

The benefits flow through the project resulting in a product, within time and cost limits, and with a quality and functionality consistent with client expectations.

### Project Delivery Strategy

The means of project delivery need to address the project objectives, constraints and risks.

For example, an invited "design and construct" strategy may be preferred to minimize time to completion, or a conventional "full design, tender and construction" strategy may be preferred to maximise the control of the design or to meet certain probity requirements.

There are a number of alternative project delivery strategies. The selection of an appropriate project delivery strategy is key to achieving project success.

Typically (although not necessarily) concurrently with the selection of a project delivery strategy, a concept design, a budget and a cash flow curve are also prepared. A "customer management plan" or "disruption management plan" may also be needed. This information would then form the basis of engaging resources to deliver the project utilising the strategy selected.

### Project Approval

A clear milestone or set of milestones needs to be identified in order to approve the project either in full, or as a staged delivery. The timing of this approval can be structured in order to minimise risk.

Approval of such items as project objectives, budget, project functional requirements, project delivery strategy and design/construction schedule should generally occur.

### Implementation

Detailed design and construction, representing the higher cash flows on the project, can proceed confidently when the above steps have been taken.

For example, issues such as stakeholder, disruption or Industrial relations management would have been designed to respond to identified project risks.

Client reviews of designs, quality assurance or independent financial auditing could also be built in features during this phase, once again to ensure project objectives, such as value for money, are achieved.

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