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Government  
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# Capital Works Management Framework

## Information Note Project Lifecycle

**Capital Works Management Framework (CWMF)**

**Project Lifecycle**

Capital Works Management Framework (CWMF) Project Lifecycle Chart

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# Guidance Note – Project Lifecycle

## Section 1: Purpose of this Guidance Note

This Guidance Note provides advice on the key changes and updates to the revised Capital Works Management Framework (CWMF) project lifecycle chart. This update has been undertaken to better align the CWMF processes and deliverables with the requirements of the Infrastructure Guidelines published in December 2023.

It is intended for public sector clients (Contracting Authorities, Clients, Sponsoring Agencies, and Employers as defined in Guidance Note (GN) 1.6) and Construction Technical Professionals (CTPs) who utilise the CWMF in conjunction with the Infrastructure Guidelines. The aim is to provide clarity on how the updated lifecycle integrates current government policy and best practices in public works project delivery.

## Section 2: Considerations When Interpreting the Revised CWMF Project Lifecycle

### 2.1 Multiple Contracts

While the updated CWMF project lifecycle chart illustrates a single, overarching project flow, it is important to understand that delivering a capital project typically involves procuring services through a pipeline of multiple, interdependent COE1 contracts rather than just one main contract. These contracts are used to engage various technical experts for specific tasks throughout the project, spanning from early scoping and Stage (i) services to help define the brief, through design services for subsequent stages, and for commissioning project studies, peer reviews or specialist services. Therefore, users should interpret the lifecycle diagram by recognising that numerous COE1 contracts are commonly used to cover different parts of the project flow depicted.

### 2.2 Sectoral Guidance

It is crucial to understand that sectoral guidance often provides more detailed and specific analysis and requirements tailored to the sector's project types (e.g., transport, healthcare) compared to the more generic project management outputs of the CWMF. CWMF outputs, combined with sector-specific deliverables, form the complete requirements for IG Business Cases and Gate Approvals.

### 2.3 Proportionality

Implementing the CWMF project lifecycle requires careful consideration of the principle of proportionality. This means that the processes, requirements, and the level of detail applied should be appropriate to the sectoral requirements, specific nature, scale, complexity, and risk profile of the individual project.

## Section 3: Key Changes in the Revised CWMF Project Lifecycle

### 3.1 Integration with Infrastructure Guidelines (IG) Stages and Gate Approvals

The revised lifecycle incorporates and aligns with the stages and gate approvals mandated by the Infrastructure Guidelines 2023. The chart now clearly illustrates the relationship between CWMF stages and the IG's Gate 1, Gate 2, and Gate 3 approvals.

### 3.2 Gate 1 Positioning

It is important to understand the nature of Gate 1, Approval in Principle, within the Infrastructure Guidelines (IG) framework. Confirm Preliminary Business Case requirements by categorising the project (sector, approving authority, single project vs. programme), identifying exchequer funding stream(s), and current total cost estimate. Ensure compliance with IG or Sectoral CAF (if available) and any IG-specific programme requirements. Some Stage 2 activities may be required depending on the project sector, value, or complexity. At a minimum, financial appraisal is required at all applicable gates.

### 3.3 IG Business Cases

The updated lifecycle visually highlights which specific CWMF deliverables serve as foundational building blocks for the Infrastructure Guidelines Preliminary, Detailed, and Final Business Cases.

### 3.4 Alignment with Current COE1 Contract Stages

The lifecycle has been revised to ensure correct alignment with the stages defined in the current Standard Conditions of Engagement for Consultancy Services (Technical) (COE1) and referenced in Form of Tender and Schedule 9 (FTS9). This rectifies previous inconsistencies and provides a seamless reference between the lifecycle representation and the contractual framework.

### 3.5 Recognition of Pre-CWMF Activities

The lifecycle now acknowledges essential activities that may often occur prior to the formal commencement of the CWMF Stage (i). Strategic Planning, Procurement Strategy Development, and Initial Scoping and Budgeting are now represented as critical pre-Stage (i) processes. This reflects the increasing practice of engaging construction professionals earlier in the project definition phase.

### 3.6 Introduction of new Dedicated Process Pillars

To emphasise the importance of specific operational processes throughout the project lifecycle, dedicated columns have been introduced. These new pillars include Risk Management, BIM/Information Management, and the integration of Cost and Carbon Management Activities.

### 3.7 Diagram Levels

Three different levels of detail are provided:

- a top-level overview,
- a single-page entire lifecycle summary,
- multi-page diagrams showing stages 1, 2, and 3-5 in more detail.

**[END]**