greater WELLINGTON

REGIONAL COUNCIL

Te Pane Matua Taiao

Project Management Policy

This policy sets out the responsibilities for and the process of project management

Policy owner	Chief Financial Officer
Position administering this policy	Treasurer
Date policy comes into effect	The first working day following the date of approval by the Chief Executive
Related policies	Risk Management Policy Contractor Management Policy GW Purchasing Policy IT Acquisition Policy Delegations Manual
Policy review date	31st December 2014
Policy history	This is a new policy.

Approved:

_____

 David Benham   Date : 11th February 2013

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1. Background

Project Management disciplines are employed at Greater Wellington to varying degrees but the principles and processes need to be formalised in the form of a Policy. The purpose of this Policy is to provide the basic principle on which project management should occur and to strengthen the existing reporting and to establish 'best practice' project management at Greater Wellington.

2. Scope

This policy covers all Groups of Greater Wellington and its subsidiary companies excluding CentrePort Limited and Grow Wellington Limited.

This Policy is supported by the Project Management Checklist and Procedure and they are to be read in conjunction with this Policy. They acknowledge that not all projects are the same, consequently differing levels of justification, implementation and frequency of reporting are desirable otherwise the process can become overly bureaucratic and inefficient.

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3. Definition and Applicability of Policy

Project Management can be described as the planning and organisation of the Council's resources and external resources in order to advance a specific task or set of tasks, events or duties toward completion to deliver benefits. Project management typically involves a one-time endeavour rather than an ongoing activity, and resources managed include both human and financial capital.

In terms of applicability of this Policy, if the projects falls within the above definition then this Policy applies and the "Project Management Policy Checklist" appended to this Policy is required to be completed. This determines the documented processes required by Greater Wellington.

The following are excluded from the definition of projects for the purposes of this Policy:

Business as usual - where the tasks being undertaken is routine in nature and not unique (e.g. processing a Resource Consent).

Small scale - where the activity is minor, taking less than 40 person hours to undertake

Low risk - where the activity or its outputs will not be made public or be visible to the public

4. Organisational Accountabilities and Roles

The Council (i.e. the elected members) requires that appropriate project management disciplines and reporting are in place and that they are made aware of risks that may impact on the delivery of the organisation's plans.

The *Chief Executive* (CE) has overall responsibility to ensure that the organisation has a project management framework in place that enables a disciplined approach to planning, organising, managing and delivering on project goals and objectives. This is supported by audit of the process from time to time. The CE approves this policy for implementation.

The *General Manager* (GM) for each of the organisation's Groups is responsible for ensuring that project management disciplines are in place in their Group. They are supported by a Business Manager. The GM ensures regular reporting on projects is undertaken.

The *Chief Financial Officer* (CFO) is the owner of the project management policy and is responsible for ensuring appropriate reporting on project management is in place and that project management at the Council reflects 'best practice' and meets the Council needs. The CFO will arrange Audits on Project Management to ensure the Policy is being implemented as indicated.

The *Treasurer* is responsible for this policy and any Checklist and Procedure for project management to ensure they reflect best practice and the Council's needs. The Treasurer will work with the appointed Business Managers in each Group to ensure project management is understood and undertaken in an efficient and consistent manner. The Treasurer will report on finding from the Post Project Reviews on a quarterly basis to the CE via the CFO.

The *Business Manager* (BM) is appointed by the General Manager. The BM is the project management champion for the Group and coordinates reporting on project management within the Group. The BM advises the Project Sponsor and the Project Manager on the level of detail of documentation that each project is required to undertake during its life. The BM will share all relevant finding from the Post Project Reviews as they see appropriate with their Group.

The *Project Sponsor* is the person who initiates a project via a Project Brief. The Project Sponsor consults on the requirement for a project and ensures necessary resources are available. Typically the Project Sponsor ensures the project is included in the annual plan and budget is obtained. The Project Sponsor is responsible for promoting the project, completing the Business Case after comments on the Project Brief are received, setting up the filing and filing location, and ensuring the chosen project is the best option for the Council.

The *Project Manager* is the person responsible for executing the project such that it is delivered within the confines of the Business Case and the Project Plan, (i.e. it meets the planned objectives and is executed within the constraints of the Project Plan). The Project Manager will typically oversee any Post Project Review and report findings to the BM and the Treasurer.

The *Business Manager* may or may not be a *Project Sponsor* or a *Project Manager*. The *Project Sponsor* may or may not be the *Project Manager*.

5. Project Management Process

A project generally follows five distinct phases. These are discussed briefly below.

Project Management Process
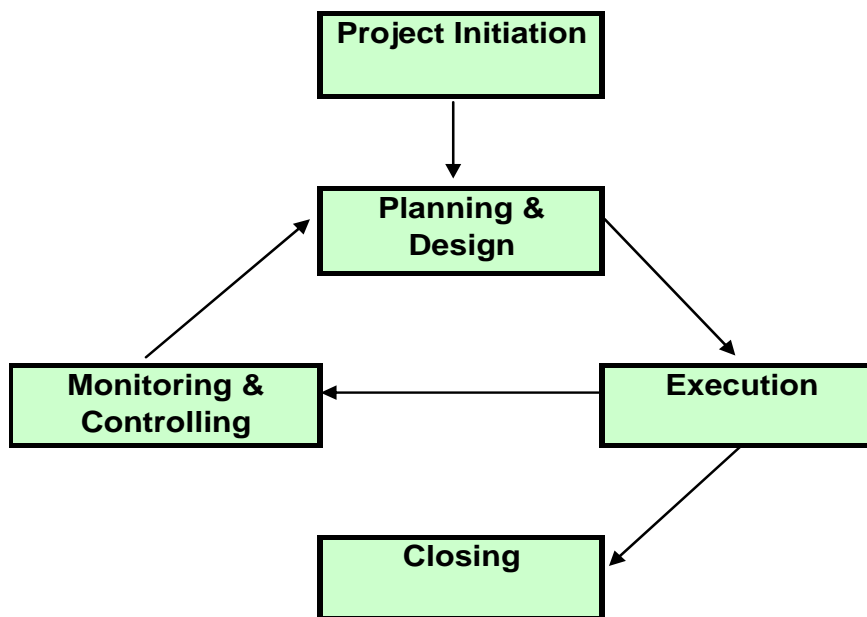
Figure 1

Project Management Process

Project Initiation

A business need is identified and the nature and scope of a project is determined in order to meet this need. This will typically involve analysing the business needs, reviewing existing operations, reviewing options, providing a preliminary analysis of costs and benefits, and in some instances seeking community support for the project. This will normally involve the development of a Project Brief which is a concise discussion document circulated by the Project Sponsor to interested parties for comment. The Project Brief provides valuable input for the Project Sponsor who will incorporate it into a Business Case, which is used to inform the planning and design phase. The brief should cover the expected business benefits, the expected project costs, the key project milestones and the project governance arrangements (i.e. how the project will be monitored and controlled). The Project Brief is a short document designed to seek support for the project. It avoids the need for a complex detailed justification which may not obtain support for a number of reasons.

Planning and Design

This stage uses the Business Case to develop the Project Plan to an appropriate level of detail enabling the objectives of the Business Case to be detailed into a 'road map' of concrete deliverables.

The Project Plan may include some or all of the following:

- Detailed listing of resources required including costs.
- Tasks to perform.
- Key milestones and timelines.
- Constraints and or assumptions on delivering the project.

- Risks and proposed mitigation measures.

- Roles and responsibilities of staff.

- Communication and engagement strategy.

- A quality control process.

Execution

The execution phase implements the strategy documented in the Project Plan to accomplish the project's objectives. The process involves the coordination of people and resources in a structured and coordinated manner to deliver the project's outputs.

Monitoring and Controlling

This phase is about observing the project execution, so that potential problems can be identified in a timely manner and corrective action taken. Project monitoring occurs on a regular basis and is the main tool for management to assess the performance of a project. During this phase it may become evident that the project scope needs to be changed due to unforeseen circumstances or overruns. If this is the case the Business Case will need to be revisited and the project budget/scope may need to be re-approved, or in rare circumstances abandoned. Crucial to this is the final level of reporting, e.g. who or which Group (in some cases ELT) is the highest level to which progress on the project is reported.

Closing

The phase includes the formal acceptance and the end of the project. Typically this will involve the end and settlement of contractual arrangements, and the Project Manager handing over ownership.
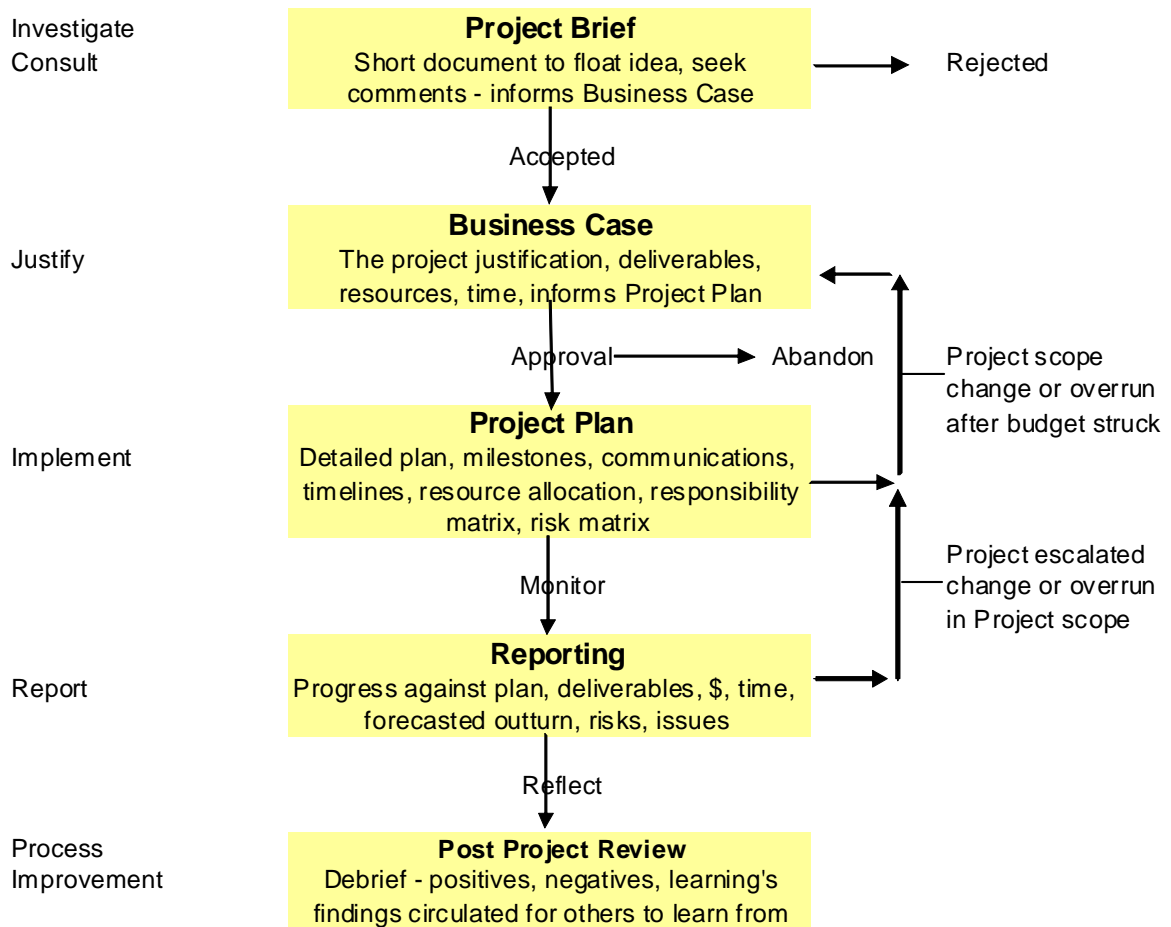
At the conclusion of the project the Project Manager will typically hold a debrief session which will include a review of the project, i.e. quality control and a Post Project Review with the project team. The purpose of a Post Project Review is to learn about the project, what went well, what went poorly, did the Business Case and Project Plan work well, what would be done differently next time. This information is summarised with recommendations by the Project Manager and is circulated to interested parties so that the whole organisation can benefit.

6.   Project Documentation

Project documentation will normally follow the sequence in *Figure 2* below.

The extent of the documentation will depend on the size (resources and funding) and the scope of the project (how long it will take, how involved the project is). The Project Sponsor and Project Manager (in consultation with the Business Manger if required) will determine the extent of the documentation required and will be guided by the Project Checklist and Procedures relating to this policy.

Project Documentation Process

Investigate Consult	**Project Brief** Short document to float idea, seek comments - informs Business Case	→	Rejected
Justify	**Business Case** The project justification, deliverables, resources, time, informs Project Plan		Project scope change or overrun after budget struck
	Approval → Abandon		
Implement	**Project Plan** Detailed plan, milestones, communications, timelines, resource allocation, responsibility matrix, risk matrix		Project escalated change or overrun in Project scope
	Monitor		
Report	**Reporting** Progress against plan, deliverables, $, time, forecasted outturn, risks, issues		
	Reflect		
Process Improvement	**Post Project Review** Debrief - positives, negatives, learning's findings circulated for others to learn from		

Figure 2

Project Documentation Process

Each document that covers the five processes above is discussed in detail below. The Checklist and Procedures that accompany this policy provide examples of how these documents should be constructed.

Project Brief

A Project Brief describes the project and its aims, investigates how a project could meet a business need and its strategic fit within the organisation. The brief is a reasonably well researched paper that consults with and seeks comments from *interested parties.*

The document should be concise and cover a no more than three pages at most.

The brief is a precursor to the Business Case and as such the Business Case is expected to not deviate widely from the core estimates and statements made in the Project Brief.

A Project Brief will include some or all of the following, as determined by the Business Manager and the Project Sponsor in consultation with the Checklist and Procedures that accompany this policy.

- A brief description of the proposed project and the business needs.

- A brief description of other options considered in choosing the proposed project.

- A brief description of the likely costs of the project and resourced required.

- A brief description of the deliverables and benefits of the project.

- A statement on the time frame and method for receiving feedback.

Interested parties in terms of the Project Brief circulation maybe General Managers, people affected by the project, individuals likely to be involved in implementation, anybody the Project Sponsor thinks may add value or should be informed about the potential project.

There is a balance between expending considerable resources to get accurate figures for the Project Brief and spending too little time and obtaining inaccurate figures. Where estimates are made the Project Sponsor should provide sensitivity analysis around the numbers concerned so readers are aware that prices estimates or expected project gains are likely to fall within certain boundaries.

Business Case

A Business Case is the justification for a project and is the document which provides sufficient qualitative and quantitative information about a project to demonstrate its benefits and costs and how it contributes to the Group's objectives. The case seeks approval for a project to proceed, and as such must have all the necessary information accurately presented. The Business Case is informed by the Project Brief and includes any comments received back from its consultation, and any preliminary investigation that may have been carried out.

A Business Case will generally include most or all of the following as determined by the Business Manager and the Project Sponsor in consultation with the Project Checklist and Procedures that accompany this policy.

A Business Case will generally cover most or all of the following items:

- Description of the project.

- The business needs the project is satisfying.

- The scope of the project, its assumptions and constraints, including timelines and planned midway decision points.

- Details of the deliverable the project will achieve.

- Costing estimates for time and resources.

- Detailed analysis and or a description of the options considered.

- Financial analysis to demonstrate the option chosen is the best one being cost effective.

- Project risks, KPI, critical success factors.

- Interdependencies with other parts of the organisation/community.

- Who will likely be the Project Manager.

Project Plan

The Project Plan is the detailed implementation plan, which reflects the material in the approved Business Case.

A Project Plan will include some or all of the following as determined by the Business Manger and the Project Manager in consultation with the Project Checklist and Procedures that accompany this policy.

- Detailed listing of resources required, e.g. materials, hours of labour, costing of these for each project task. Some of these may only become evident in detail after design work has been completed.

- All relevant tasks to be completed during the project, including procurement and any change management, e.g. completion of contractual arrangements i.e. NZS3910.

- Key events and milestones of the project, including project timelines.

- Events that may constrain the project scope i.e. (time, cost, quality) e.g., timing of consents or availability of resources.

- Risks that may impact on the project deliverables – a developed risk matrix with controls, level of risk transfer, i.e. to third parties, risk assessment on third parties delivery.

- Roles and Responsibility matrix - Who is doing what and accountable for what to whom.

- A Communication Strategy - i.e. the reporting and publicity around the project. I.e. briefing documents for various parties involved in the project.

- Quality control - the project is monitored regularly in terms of its scope, i.e. cost, time and quality of deliverables.

- Process of Project handover to Business as usual.

Many projects at Greater Wellington are undertaken by Contractors.

The Project Plan then becomes more about managing the Contractor and ensuring they have the necessary skills to carry out the work and monitoring them. While the contractor may have been delegated the work Greater Wellington will generally still maintain a *degree of risk* which must be evaluated and managed throughout the project.

Project Reporting

Project reporting frequency will be determined by the Business Manger and the Project Manager in consultation with the Project Checklist and Procedures that accompany this policy. As a minimum all projects $50,000 or more are required to be reported to the Chief Executive as part of the Group's normal quarterly reporting.

General Managers should use discretion and are encouraged to report on projects under this level especially where there is a level of risk, or potential adverse publicity that might surround the project thus warranting its reporting, and keeping the CE and the Council updated.

Ideally the reporting will be in a uniform format, however in the early stages of this policy it is noted differing formats may currently be in place and reporting by other entities may not match the Council's desired format. Project Managers are encouraged to adopt the Council's format and provide feed back on it should it not meet the needs of the organisation.

The project reporting format is available from the Treasurer or the Finance Manager as part of the suite of quarterly reporting templates. Any improvements to the Project Reporting template will be notified to the Business Mangers on a timely basis.

Project reporting will normally cover the following items.

- Project Name - short description.

- Project status - Project on time and on budget.

- Project Budget - Actual v Budget $ and forecasted.

- Key project issues.

- Project risk - Indentified and controls explained.

- Next tasks and deliverables.

- Decisions need - May need to revisit Business Case.

Post Project Review

A Post project review is primarily a quality control and 'learning' tool.

A post project review will include some or all of the following as determined by the Business Manager and Project Manager in consultation with the Project Checklist and Procedures that accompany this policy.

- Project Summary - such that an uninformed person can familiarise themselves with the project.

- Project Deliverables - Outcome/objectives achieved v expected outcomes and have they been successfully integrated into the organisation.

- Project Costs - Budgeted v Actual cost.

- Project Schedule - Planned schedule v actual time span.

- Project Quality - Did the project follow the plan, if not why not?

- Recommendations - From the above, what would be done differently next time? What did the project team learn from this project that can be transferable to other projects?

This information and recommendations completed by the Project Manager is to be circulated to all the Business Managers, the Treasurer and other interested parties.

A 'Project Management' folder on: Temp- Wgtn on Cheetah\Commonfiles on (V) Drive has been set up for this and also contains the Excel reporting templates.

The Business Managers will share the essence of the relevant recommendations with their Group and the Treasurer will summarise the finding and report on them as part of Investment Management's quarterly reporting to the Chief Executive.

7.   Project Checklist and Procedures

Project Checklist

The Checklist provides guidance in terms of the level of documentation required.

The Checklist also specifies the level at which this Project Management Policy is applicable, i.e. certain projects due to their nature or process with other agencies maybe excluded from part of this Policy for practical reasons.

Not all projects are the same, consequently differing levels of justification, implementation and frequency of reporting are desirable otherwise the process can become overly bureaucratic and inefficient.

A small project, spending say $10,000 and taking only 3 weeks to implement may have an exchange of emails as a project brief. The Business Case and the Project Plan maybe the same document and cover one page. Reporting may only occur at the completion of the project, except when there are issues with it. A Post Project Review may not be undertaken if the Project Manager believes there is little benefit to be gained. The sort of project referred to above might be one that is typically outsourced to an outside party who may have completed the task for Greater Wellington before on another occasion.

The Checklist referred to in the Policy has been formulated by the Business Managers in each Group and approved by the Chief Executive in consultation with the Executive Leadership Team.

The Checklist will provide direction as to the level of documentation required at each step of the project.

It is the responsibility of the Project Sponsor and the Project Manager to agree the level of detail to be included in each documentation phase and to be guided by the Checklist and assisted by the Business Manager if required.

Project Procedures

Project Procedures are a suite of templates for each step in the project documentation process to be used in line with the Project Checklist.

The Procedures will provide a series of questions and headings. A detailed set of the Procedures is also included with the templates these provide comment on the content required and should assist with the project. They will be updated to reflect business needs and 'best practice' annually.

Project Documents (ie the Project Procedures)

The three project documents plus the review document templates viz:

- Project Brief
- Business Case
- Project Plan
- Post Project Review

These will be structured so that the information provided at each step can be easily re-used at the next step. This will reduce duplication and additional work.

The detailed set of Procedure provides aids and ideas to consider and assist users as to what they might consider when completing the templates/projects.

8.   Projects using External Parties Project Methodology

The Council from time to time may enter into contracts and obtain funding from external parties and a condition of these may be adoption of a specified project management frame work specific to that organisation.

This requirement does not negate the need for rigorous project management.

The Project Management Policy Checklist acknowledges this and should be completed appropriately.

When the external frame work can be enhanced using our frame work, then it is recommended those parts of our frame work that can add value should be adopted.

The regular project reporting within the Council is unaffected by this and continues as normal.

9.   Review and Audit of Project Management

Good project management requires continued review of the processes in place and how well they are operating.

Much of this will be undertaken through the Post Project Review process, which will inform any changes to this Policy or the Checklist and Procedures.

An *Audit* of the Project Management Process will be undertaken as determined by the Chief Financial Officer from time to time in consultation with the Chief Executive. The results of these Audits will be presented to the Executive Leadership Team. The frequency of audit will be determined by the finding from the previous audits and it is anticipated audits will occur initially at least once per year.

Project Management Policy is to be reviewed at 12 months from the date of approval and at least every three years after that.

The Project Management Checklist and Procedures are to be reviewed annually.

PROJECT MANAGEMENT POLICY CHECKLIST

This checklist must be completed for all projects (projects are defined in the Project Management Policy) managed by Greater Wellington. This checklist is to be completed at the initiation of the project, as a record of the documentation required to manage the project successfully. As the documentation is finalised it should be attached and the appropriate file references added to the checklist. Appropriate project documentation is required for all projects. The extent of the documentation required will depend on the nature and scope of the project, its duration, amount of resources used and the level of risks of the project (financial, legal, reputational, environmental, business impact).

PROJECT DETAILS	
Name of Project	
Description of Project	*Briefly describe purpose and scope of project*
Project Budget	*Estimate the budget for the whole project ($), if the budget spans more than one year please record this.*
Name of Project Manager	

PROJECT DOCUMENTATION		
	Project Management Policy **Template** completed (✔ ✘)	Alternative method completed
Project Brief		*Describe the alternative template utilised (ie Flood Protection Plan) or briefly outline why this step is not required (ie project specifically required by legislation)*
Business Case		*Describe the alternative template utilised (ie NZTA business case) or briefly outline why this step is not required (ie project already approved in Annual Plan)*
Project Plan		*Describe the alternative template utilised (ie Water Supply project plan)*
Post-Project Review		*Describe the alternative template utilised (ie NZTA post project evaluation)*

Project Manager_____(name)_____(signature)

Sponsor_____(name)_____(signature)

(A Sponsor's signature is required for all projects with a budget of greater than $50,000 or those that have a high risk potential)

Project Procedure Document Templates

These are followed by in-detail documents describing what one might include when completing these project procedure templates.

Project Brief – Project XX

1. **A brief description of the proposed project**

2. **The business/community needs or objectives of the project**

3. **A brief description of the deliverables and benefits of the project**

4. **A brief description of the likely costs of the project and resources required**

5. **A brief description of other options considered in choosing the proposed project**

6. **A comment that the project aligns with the group's strategic plans**

7. **A statement on the time frame and method for circulating/ receiving feedback**

_____   _____

Sign off by Project Sponsor   **Date**

Business Case – Project XX

1. **Description of the project**

2. **The business/ community need the project is satisfying**

3. **The scope of the project**

4. **The Project assumptions**

5. **The Project constraints - including timelines and planned midway decision points**

6. **Details of the deliverable the project will achieve**

7. **Costing estimates for time and resources**

8. **Detailed analysis and or a description of the options considered**

9. **Financial analysis to demonstrate the option chosen is the best one and cost effective**

10. **Non Financial analysis**

11. **Project risks, KPI, critical success factors**

12. **Interdependencies with other parts of the organisation/community**

13. **Who is likely to be the Project Manager**

_____   _____

Sign off by the GM or delegated authority   Project Sponsor/BC preparer

Date:

Project Plan – Project XX

1. **All relevant tasks to be completed during the project**

2. **Detailed list of resources required**

3. **Key events and milestones of the project, including project timelines**

4. **Events that may constrain the project (time, cost, scope) e.g. timing of consents or availability of resources**

5. **Risks that may impact on the project deliverables – a developed risk matrix, with controls, level of risk transfer, i.e. to third parties**

6. **Roles and Responsibility matrix - Who is doing what and accountable for what to whom**

7. **A Communication Strategy - the reporting and publicity around the project i.e. briefing documents for various parties involved in the project.**

8. **Quality control**

9. **Outline the process to hand over the project to the users once the project becomes part of business as usual**

_____   _____

Sign off by the GM or delegated authority   Project Manager

Date:

Post Project Review – Project XX

1. **An overview of the Project**

2. **Project Deliverables**

3. **Achievement against Project Scope**

4. **Recommendations/project learning's**

_____   _____

Sign off by the Project Manager   **Date**

Generic Project Brief

Comment

The size of the brief should align with the level of criticality, cost, scope and risk associated with the project. In some instances the brief may be very short, e.g. an exchange of emails, in others instances it may cover all the points below.

A brief description of the proposed project

A description of the project, i.e. buy/create an asset, implement/introduce a new methodology, system or process.

The business/community needs or objectives of the project

What is the current issue or problem, or lack of, or requirement to be satisfied by implementing this project?

A brief description of the deliverables and benefits of the project

The project will likely alter/change/create something new, what is this, what are the measurable benefits of the projects, what will project success look like?.

A brief description of the likely costs of the project and resources required

The $ to be spent, staff employed, who will be part of the team, how long it could take.

A brief description of other options considered in choosing the proposed project

Briefly cover other options to solve the business/community need. Note that the LA act requires us to be cost-effective – See Business Case – financial analysis.

A comment that the project aligns with the group's strategic plans

Does the project have a budget in the plan, if not show how it fits in strategically and indicate how a budget could be obtained.

A statement on the time frame and method for circulating/ receiving feedback

Indicate who will get a copy of the brief, when you want comment back and to whom by when.

_____   _____

Sign off by Project Sponsor   **Date**

Generic Business Case

Comment

The Business Case is the justification for project approval so it can be implemented. The level of detail in a business case will depend on the size and scope of the project. It is required to be signed off by the person accountable for the project who has the requisite delegated authority.

Description of the project

What is it? See Project Brief.

The business/ community need the project is satisfying

What is the objective of the project? See Project Brief.

The scope of the project

The work that needs to be done to deliver the outcomes.

The Project assumptions

E.g. Cost of capital items, price of labour, availability of labour, price of materials, FX & interest cost.

Consider sensitivity analysis around these in the case of big projects, i.e. what if prices or labour increase by 5%, would we still do the project?

The Project constraints - including timelines and planned midway decision points

E.g. obtaining consents, contractor availability, and skilled labour availability. If it's a project that has control points, i.e. these being points in a project that may necessitate a differing course of action.

Details of the deliverable the project will achieve

At the end of the project we are expecting to increase/reduce something happening.

Satisfying a community need, make a monetary saving or avoid a cost or generate some revenue, NB we should be able to <u>measure</u> the success of the project.

Costing estimates for time and resources

Note comment on project assumptions above, and how these may impact on the project budget, outcome etc. Include costs of skill and knowledge transfer to business as usual.

Detailed analysis and or a description of the options considered

Detail the financial if applicable, and non financial benefits of the options considered to satisfy the business/community need the project is satisfying.

Financial analysis to demonstrate the option chosen is the best one and cost effective

E.g. consider technology components v build to last an eternity.

The LG Act requires us to meet the current and future needs of our communities with good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and communities.

Consider using NPV, and payback analysis to determine the best option.

Consider a whole life approach in the case of a fixed asset purchase.

Non Financial analysis

Which options best satisfies the business/community need.

Project risks, KPI, critical success factors

Identify the risks on delivering the project objectives and achieving the project within this business case?

Identify the controls/mitigating factors to reduce/control these risks.

What are the key points in the project that will determine its success?

Interdependencies with other parts of the organisation/community

What are the relationships this project has with other parts of GW and the community? NB It will require a communication plan in the Project Plan, and might necessitate additional cost, hence the need to identify these early on.

Who is likely to be the Project Manager

_____   _____

Sign off by the GM or delegated authority   Project Sponsor/BC preparer

Date:

Generic Project Plan

Comment

The project plan is the implementation plan for the project and reflects the material that has been approved in the Business Case. The level of detail in a project plan is a function of the size and complexity of the project.

All relevant tasks to be completed during the project

Comment

A project can be broken down to a set or tasks of activities i.e. (discrete work items a single person can be assigned to). Doing this enables the Project Manager to delegate and manage the project in small chunks, understand the interdependencies and plan the project timelines and better understand what resources will be required. These may range from procurement to change management to contractual arrangements.

This process involves just listing all the task and activities that need to be undertaken in order to complete the project deliverable as set out in the Business Case. It fits in quite closely with item 3, which expands on this to include a time dimension and with item 6 which includes roles & responsibilities. There are various tools that can be used i.e. Microsoft Project, Excel.

Detailed list of resources required

E.g. Materials; contractor costs; hours of labour; costing of these for each project task. Some of these may only become evident in detail after design work has been completed.

These items collectively sum up to the project budget and can be discerned from the list of project tasks.

Key events and milestones of the project, including project timelines

This may include a detailed list of the project tasks and their timing and interdependencies, depending on the project's size it might include Gantt chart (Microsoft project should be considered) or PERT charts, or just a plain excel spread sheet with a calendar of tasks/activities and dates for completion. Decision or control points may be indentified which are necessary to determine which route to take the project on next. Also regular review of risks around the project should be included as a project task.

Events that may constrain the project (time, cost, scope) e.g. timing of consents or availability of resources

They are critical to understand as they will impact on the timing and cost of the project. It is essential that they are identified upfront before the project starts. Contingency plans can then be considered if these constraints look like they will hold up the project or cause it to deviate from the plan. Clearly they will influence the progress of the project, and need to be planned into the project timelines

Risks that may impact on the project deliverables – a developed risk matrix, with controls, level of risk transfer, i.e. to third parties

Comment

A risk analysis at the start of the project will assist with the identification of known risks that could upset the project and in doing so mitigation plans/trigger points or controls can be developed to minimise these. Once risks are identified plans to control these can be established, e.g. transfer of risks to third parties – insurance, penalty clauses in contracts. Other may include some contingency in the budget or time. When the projects are undertaken externally by third parties the risk assessment needs to be undertaken by a GW staff member, both in terms of the contractor delivering the work and their risk influence on GW.

Complete a risk analysis that should involve:

What could possibly go wrong?

What is the likelihood/probability of it occurring?

What is the consequence/severity of it on the project?

What can be done about it i.e. controls/risk transfer/acceptance?

The assessment of risk is something that needs to be regularly revisited during the project, consider setting dates to review risk.

Consider completing a risk Matrix:

Risk description	**P**robability Score 1-5	**S**everity Score 1-5	**P**x**S***	**Action to be taken** Mitigate/reduce/ transfer/accept
				Explanation

*Score Probability & Severity 1 being low and 5 being high – Enables risks to be ranked

Roles and Responsibility matrix - Who is doing what and accountable for what to whom

Comment

The purpose of a matrix is to establish who is responsible for achieving the project tasks, and who is accountable to ensure the correct and thorough completion of a deliverable or a project task. The person who has accountability is the one who is ultimately answerable for the task and signs off on a task or deliverable. There is also a

need to consult with and keep others informed during the project. Having clearly defined roles means people know exactly what is expected of them, making it easier for them to complete the project tasks effectively.

A roles & responsibility matrix sets out the responsibilities, accountabilities of each person in the project and indicates whether they need to be informed or consulted on aspects of the project.

*	General Manager	Project Manager	Mr B	Miss J	Mrs C
Project task					
Task 1	C	A/R	I	I	C
Task 2	A	I	C	I	A
Task 3	A	I	C	I	A
Task 4	C	A	R	I	C

R= responsible; A= accountable; C- consulted; I - informed

Also known as an RACI Matrix

A Communication Strategy - the reporting and publicity around the project i.e. briefing documents for various parties involved in the project.

Comment

While Project Managers make use of project plans, it is common to underestimate the need for clear communications. Clearly articulated project communication will:

Reduce confusion within the project team, bring new information affecting the project into play quickly, reduce time expended by reducing enquiries, reduce confusion among the project team, suppliers, contractors etc, reduce the probably of something been forgotten or missed.

The strategy should include:

How those managing the project will communicate to the project implementers and outside parties

What information will be communicated?

Who is to be communicated with?

What is the purpose of the communication?

What will be the frequency of communication/meetings?

What will be the mode of communication?

Who will be responsible for communications (point of contact)?

What the reporting frequency on the project is – refer to the reporting template in the Project Guidelines & Procedures.

Quality control

Comment

Quality is a function of both the item being *delivered* and the *process* of getting it delivered. The item and/or its deliverables will be defined in the business case along with the resources being consumed and the time the project will take. These need to be monitored during the project on a regular basis to check that the project is on track. If the project is not on track with the Business Case it may need to be stopped altogether, or authority obtained to update the Business Case recognising project scope (cost, time, quality) will likely change. Management of project variations can be mitigated through the development of robust scope of works. In some cases the Business Case will indentify the likelihood of variances if the project is leading edge or outside business as usual.

The control plan should include comment on the following:

How often the project or project tasks are monitored for project scope (cost, time, or deliverable) creep. A statement along the lines... The overall project will be assessed for current and projected scope creep every week coinciding with the Project Managers report to the General Manager.

Predetermine when project scope creep will require a Business Case update and at what point the project maybe abandoned if applicable. This fits in closely with questions 3 and 6 above.

Outline the process to hand over the project to the users once the project becomes part of business as usual

Comment

A number of projects at Greater Wellington are undertaken by contractors due to the specialised nature of them and lack of internal expertise. Thus when the project is completed it's imperative that Greater Wellington staff have the knowledge and expertise to administer and deliver on the created project. Thus the need for education and knowledge transfer is essential such that the benefits from the project can be obtained on an enduring basis.

A plan should be developed to enable knowledge and skill transfer over to GW staff. This will likely note who is responsible for this task and how this process will take place be it training, manuals, on going product support, user acceptance periods, staff certification etc.

_____   _____

Sign off by the GM or delegated authority   Project Manager

Date:

Generic Post Project Review

Comment

This part of the project deals with closing the project and reviewing how it went in terms of the Business Case. The purpose is to share the findings and learning experiences from the project so others in the Group and at the Council can learn and gain from real time experience. It is not a process of finding out what went wrong and apportioning blame.

There are two parts to post project review. The first is assessing the project just after completion and the other is measuring the gains from the project deliverables which may not be evident until quite some time after the project.

Note the Project Manager is to report the findings to the Business Manger in their Group and to the Treasurer for wider circulation.

Project Closure

All contracts pertaining to the contract should be reviewed to determine if they are active in terms of the Council's ongoing liability where applicable.

A brief review that satisfactory handover of the project to business as usual has occurred and that any post project arrangements in place are satisfactorily handed over to new owners.

Post Project Review

A post project Review should consider the following:

1. An overview of the Project

A Project Summary such that an uninformed person can familiarise themselves with the project.

2. Project Deliverables

Outcome/objectives achieved v expected outcomes and have the outcomes been successfully integrated into the organisation.*

3. Achievement against Project Scope

Project Costs - Budgeted v Actual cost; Project Schedule - Planned schedule v actual time span.

Project Quality - Did the project follow the project plan? If not why not?

4. Recommendations/project learning's

From the above, what would be done differently next time? What did the project team learn from this project that can be transferable to other projects?

Comment on the project methodology and templates, could the process be improved, did it serve the project well, anything to learn here?

*These may not be evident until well after the project is implement in which case this part of the review should not be completed until the Project Manager is able to reliably measure the deliverables.

_____   _____

Sign off by the Project Manager   **Date**

Excel versions of the Project Reporting at Group Level to GM or Group Manager and Quarterly Report to the Chief Executive are available on Temp- Wgtn on Cheetah\Commonfiles on (V) Drive.