# Project Management Improvement Programme: Action Plan

The below Action Plan was adopted by the Audit Committee as its meeting on 27 March 2013.

| No. | Area of Focus | Specific Actions | Timeframe for Implementation | Person Responsible | Progress Update - as at 20 May 2013 |
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| 1. | Project Management Process | • A new project management process has been proposed, to be applied consistently for capex and non-capex projects (See Attachment A) | Commencing April 2013, for 2013/2014 projects | Project Team, Chief Executive, Chief Financial Officer | Complete. Adopted by Audit Committee 27 March 2013 |
| 2. | Project Management Process | • Non-capex projects for 2013/2014 need to be identified. | By end of March 2013 | Strategy Team | Complete. |
| 3. | Project Management Process | • Meeting to brief Activity Managers and Project Leads regarding new Project Management Process | By mid-March 2013 | Strategic Planning Team Leader | Complete. |
| 4. | Project Management Process | • Activity Managers and Project Leads to complete project definitions by for all capex and non-capex projects for 2013/2014 year. | By end of April 2013 | Activity managers and project leaders | Process rolled out on time, but not all project definitions are complete. Project definitions will instead be prepared in order of priority, to be determined by the Strategy Team. |
| 5. | Project Management Process | • Make up of peer review team to be determined, with terms of reference set and appointments made. | By early April 2013 | Project Team, Chief Executive, Chief Financial Officer | In progress. Interim peer review team established. Terms of reference drafted. |
| 6. | Project Management Process | • Specific checklists to be developed for the various 'checkpoints' outlined in the new project management process (specifically, stages 1.2, 2.2, 2.6, 3.2, and 4.2) | By early April 2013 | Project Team, Chief Executive, Chief Financial Officer | Not yet started. |
| 7. | Project Management | • Design and implement an internal audit process for the new project management process and systems. | By mid-March 2013 | Chief Financial Officer | Not yet started. |

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| | Process | | | | |
| 8. | Roles and Responsibilities | • Project roles and responsibilities have been considered and clarified.<br>• The project team have not prescribed a set project structure, as roles and responsibilities will vary depending on the scale of the project, but typical roles and structure have been developed.<br>• Project structure requires approval, which is provided for in project management process.<br>• This work also provides the 'project terminology' with respect to roles and responsibilities, to be used at TCDC. | Commencing April 2013, for 2013/2014 projects | Project Team, Chief Executive, Chief Financial Officer | Complete. |
| 9. | Roles and Responsibilities | • Financial delegations to be revised/drafted in accordance with the new project management process. | By mid -March 2013 | Chief Financial Officer | Interim financial delegations adopted on 2 April 2013. |
| 10. | Templates | • Project Definition template has been reviewed.<br>• Project definition template in track 24 to be updated, and consider inclusion of the approvals and reporting requirements checklist. | By mid -March 2013 | Utilities Manager, Strategic Planning Team Leader, IT Project Manager | Complete. |
| 11. | Templates | • A new business case template has been drafted, which has been based on the work of Hamilton City Council and Treasury.<br>• In order to take the draft business case to the next stage, a variety of projects from the 13/14 year will be selected as tests to run through the template, as follows:<br>  ○ Thames sports complex<br>  ○ Tairua water metres investigations<br>  ○ Whitianga Coastal Erosion Project<br>  ○ Coromandel Great Walk | Underway by end of March 2013 | Various project managers for these identified projects, to work with the Chief Financial Officer | Business case template has been developed, but not yet put to use. |
| 12. | Templates | • The Strategy Team needs to identify the significant projects for 2013/2014 now so that the full business case development for these can get underway as soon as possible (after testing) | By April 2013 | Strategy Team | Complete. (as at 3 May 2013) |

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| 13. | Templates | • The need to revise existing and develop further templates for the lead-in and detailed project plans has been identified. Templates to be updated. | By June 2013 | Engineering Project Manager, Chief Financial Officer, IT Project Manager | Not yet started. |
| 14. | Reporting | • As an interim measure, a new template for reporting on significant projects to Council has been prepared. This is based on an enhancement from the Community Governance Project. | For next iteration of Community Board meetings | Area Managers to pull reports from Track 24 | In progress. |
| 15. | Reporting | • Further reports, for various audiences to be identified and developed | By June 2013 | Strategy Team | In progress. |
| 16. | System Integration & Improvements | • Naming protocol for projects across all corporate systems is developed. | By end of March 2013 | IT Project Manager, Chief Financial Officer | Complete for T24. Not yet complete for ALL systems. |
| 17. | System Integration & Improvements | • Process map current systems for JDE and Track 24 integration, (to an individual task level) to properly identify where improvements can be realised | March to July 2013 | IT Project Manager, Chief Financial Officer | In progress. |
| 18. | System Integration & Improvements | • Following the mapping exercise, business rules will need to be developed and training provided. | August - September 2013 | IT Project Manager, Chief Financial Officer | Links to the above action. |
| 19. | System Integration & Improvements | • Roll out of electronic processing of purchase orders and invoices | March 2013 | Chief Financial Officer<br>IT Project Manager | In progress, for roll out by July 2013. |
| 20. | System Integration & Improvements | • Integration of financial systems and project management systems to ECM. Further business rules regarding use of ECM are required. | July 2013 | Chief Financial Officer<br>IT Project Manager | Integration exists, but further business rules to be developed, particularly regarding issues of scalability. |
| 21. | System Integration & | • Confirm with the Strategy Team business rules around alerts and notifications (by email and text) within the | By mid-March 2013 | Strategy Team<br>IT Project | Complete. |

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| | Improvements | Track 24 system. | | Manager | |
| 22. | System Integration & Improvements | • Future work programme around finance process improvements: including set up, cashflow management and budget, budget model and revision, asset register are not yet specifically noted here in this action plan. [NB: this action needs to be refined as time has not allowed this to be covered yet.] | TBD | Chief Financial Officer | TBD. |
| 23. | Project Management Manual | • Complete the revision of the project management manual (which is currently underway) to reflect the update project management process and roles and responsibilities.<br>• Further, the scope of the manual has been broadened to cover not only physical construction projects, but all TCDC projects.<br>• The intention is that this manual sets out the 'TCDC protocol and way' when it comes to the management of projects, and the business rules regarding the use of Track 24.. | July 2013 | Engineering Project Manager, Chief Financial Officer, IT Project Manager | Commenced but incomplete. This is currently not resourced. |
| 24. | Training | • Project 'competency types' have been determined and described, so as to inform the competency required for various roles in the organisation. To be considered as part of the competency project currently being run by the HR Manager. | March - April 2013 | HR Manager | Ongoing. |
| 25. | Training | • The Project Team have considered all positions in the organisation, and their project management 'competency type'. This informs what level of project management training is required. This information will be considered as part of the competency project. | March - April 2013 | HR Manager | Ongoing. |
| 26. | Training | • Compulsory training to be conducted with activity managers and project leaders on new project management process, roles and responsibilities and project definition requirements. | By mid-March | HR Manager, Strategic Planning Team Leader | Initial training complete. Ongoing training to be determined. |

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| | | • An ongoing, annual training plan will also be established. | | | |
| 27. | Training | • Project Management to be more prominently reflected in job descriptions and considered as part of recruitment. Again, this will be considered as part of the competency project. | By mid-March and on-going | HR Manager | Ongoing. |
| 28. | Training | • Project Management training to be integrated into the induction process, and consider a project 'buddy' system for new employees. Again, this will be considered as part of the competency project. | By mid-March and on-going | HR Manager | Ongoing. |
| 29. | Training | • A compulsory training (refresher) session on procurement processes to be provided to all relevant staff. | By mid-April 2013 | Chief Financial Officer, Strategic Planning Team Leader | Not yet complete. |
| 30. | Training | • Project managers will have to demonstrate excellence in project management disciplines and be evaluated through several projects they do in 2013/2014. It will form a core of their 2013/14 PDP. | Throughout 2013/2014 | Managers / HR Manager | Not yet actioned formally. |
| 31. | Policies | • The Procurement Policy has been reviewed, to make it consistent with the new project management process.<br>• Some discrepancies around “values” that trigger different procurements processes have also been clarified. | March 2013 | Chief Financial Officer, Strategic Planning Team Leader | Procurement Policy has been reviewed. Need to bring formally to Audit Committee for endorsement. Not yet complete. |
| 32. | Contract Documentation & Insurance | • There is a need to have consistency in contract documentation and insurance across Council and a discussion has been initiated with the legal team regarding this piece of work. | April 2013 onwards | Chief Financial Officer, Legal Counsel | Not yet started. |
| 33. | Ten Year Plan Process | • The 2013/2014 budget review process, the 2014/2015 Annual Plan process and the next Ten Year Plan processes will be reviewed to be consistent with the new Project Management Process. | June 2013 and on-going | Strategic Planning Team Leader and Chief Financial Officer. | Ongoing. |
| 34. | Ten Year Plan | • Consideration will be given to the presentation of | On-going | Strategic Planning | Ongoing. |

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| | Process | projects, and project budgets in future Council documentation, so as to provide a more accurate representation of how 'confirmed' or otherwise a project budget is at that point in time. | | Team Leader and Chief Financial Officer. | |
| 35. | Ten Year Plan Process | • Consideration will be given to the Ten Year Plan process to ensure better integration (upward integration of information) to avoid duplication and variance of project information. | On-going | Strategic Planning Team Leader and Chief Financial Officer. | Ongoing. |