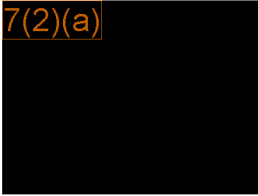


Decision paper – Prepared by PM Improvements Project Team (27 May 2024)

Project Name	Project Management Improvements : Tool decision
Project Team	Ian Morton Lorenzo Canal Jan Richardson 7(2)(a) 
Decision maker	Glen McIntosh (Acting GM Operations)

Decision sought	<p>Should TCDC progress with</p> <p>(i) Enhancements to existing Project Management Tool – Project Online OR</p> <p>(ii) Implement a new Project Management Tool – Powa PPM</p> <p>Note : Both tools align with TCDC roadmap – Microsoft based.</p>
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Background	<ul style="list-style-type: none"> • In 2020/21 Project online was implemented across TCDC. A significant amount of effort was invested in this tool, however the business did not require PM’s to use this tool & therefore the uptake of users was below expectations. • Between July 2023 – August 2023 a health check was carried out of TCDC’s 23/24 capital delivery programme, this identified areas for improvement around people, processes and tools. • In September 2023 a new CEO KPI was agreed to improve deliverability of the capex delivery programme, with a target of 85% against spend (excluding variations). Average deliverability between 2020-2023 for TCDC was 65%. • In January 2024 an approach to progress with enhancements to the existing tool (Project online) was agreed & detailed requirements were captured. • As these requirements were captured the vendor noted that Project online would be unsupported from 2027. This led the project team to consider alternatives. • The options considered were
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	<ul style="list-style-type: none"> ○ Enhancements to existing Project Management Tool – Project Online OR ○ Implement a new Project Management Tool – Powa PPM
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<p>Mission Statement : PM Improvements at TCDC</p>	<ul style="list-style-type: none"> ● Vision <ul style="list-style-type: none"> ○ Implement a PM system and processes that is tailored to the needs of TCDC. ● Goals / Objectives <ul style="list-style-type: none"> ○ Improve PM delivery - currently only 60-65% capital delivery programme is delivered against (using an average over last 3 years) ○ Deliver reporting for internal / external stakeholders to improve decision making ○ Improve PM capability across council ○ Implement standardization of the PM approach across council that meets the needs of TCDC, where lessons can be captured and incorporated back into the process (continual improvement)
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<p>Product/ Service : PM Improvements at TCDC</p>	<ul style="list-style-type: none"> ● End to end project management system for TCDC ● Include : <ul style="list-style-type: none"> ○ Project management system ○ Appropriate and scalable project management processes ○ Initial training for all users ○ Clear RACI (Responsibility Accountability Contribute Involve) Matrix for the wider organization ○ Integrate to existing systems (i.e. finance / procurement / risk etc) ○ Reporting for internal / external stakeholders ● To note <ul style="list-style-type: none"> ○ There are currently approx. 10 project managers at TCDC ○ The capital delivery programme is approximately \$50m per annum
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<p>Option analysis</p>	<ul style="list-style-type: none"> • The vendor s7(2)(i) prepared a compliance matrix against the identified requirements – <i>See Appendix A</i>. This is summarized below : • Enhancements to existing Project Management Tool – Project Online PRO's : <ul style="list-style-type: none"> ○ Meets the requirements ○ Can be implemented quickly – configuration changes to existing ○ Existing knowledge at TCDC • Enhancements to existing Project Management Tool – Project Online CON's : <ul style="list-style-type: none"> ○ Platform support will stop in 2027 (current understanding) ○ Limited investment in this tool going forward for new functionality ○ Not as easy to navigate – users ○ Poor perception from users – Last roll out not effective • Implement a new Project Management Tool – Powa PPM PRO's : <ul style="list-style-type: none"> ○ Easy to navigate - users ○ Significant investment in this tool – future functionality (linked to AI/other tools) ○ User perception – New tool, current technology • Implement a new Project Management Tool – Powa PPM CON's : <ul style="list-style-type: none"> ○ Take longer to implement (2 months estimate) ○ More implementation risks – this is a developing product ○ Cost more to implement – within IT budget ○ More ongoing costs – within IT budget
<p>Recommendation</p>	<ul style="list-style-type: none"> • Both of these solutions will deliver against the core requirements from TCDC. • Powa PPM had a slight advantage due to the user perception and future proofing of the tool. Even through there are some increased risk with Powa PPM, the benefits outweigh the risks and the risks can be mitigated. • As a result the team recommend progressing with the Powa PPM solution.

<p>Risk Assessment – Powa PPM</p>	<ul style="list-style-type: none"> • Risk 1 : Requirements change result in delayed implementation • Mitigation 1 : Existing requirements, any additional requirements will be managed through formal change control. • Risk 2 : Powa PPM is in a development phase, may result in some outages / performance issues as the product is developed
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	<ul style="list-style-type: none">• Accept 2 : Risk needs to be transparent & clearly communicated to users / business.
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Timeframe for Rollout	<ul style="list-style-type: none">• The vendor has advised that PowaPPM has been rolled out in 1 month for one client and 6 months for another client.• The vendor has recommended a rollout of 2 months, noting requirement changes need to be managed appropriately.
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Appendix A : Assessment of Requirements (Project Online vs PowaPPM)

TCDC PPM Requirements							
#	Title	Requirement	MosCow	Do-ability (Nonsuch)	Project Online	PowaPPM	Configuration/ Customisation
HPD 01	Project details	As a Project Manager I want a project details section for each project so that I can capture all the information about the project.	Must have	Easy	Meets requirement	Meets requirement	Configuration
LPD-01	Milestones	As a Project Manager I want to set milestones so that I can set and view milestones for planning, design, consent, target dates, tenders, contracts awarded, work commencement, defects, and liabilities.	Must have	Easy	Meets requirement	Meets requirement	Configuration
LPD-02	Budget and funding sources	As a Project Manager I want to view the budget source and the amount available so that I can determine the total cost and funds needed to complete the project.	Must have	Moderate - POL Easy - PowaPPM	Via Power BI Reporting	Meets requirement	Configuration
LPD-03	Schedule	As a Project Manager I want to schedule projects so that they I make informed decisions based on resources, workloads, deadlines, and fund availability.	Must have	Easy	Meets requirement	Meets requirement	Configuration
LPD-04	Project scope	As a Project Manager I need to capture the scope of the project so that I can deliver to the goals, deadlines, and deliverables of the project.	Must have	Easy	Meets requirement	Meets requirement	Configuration
LPD-05	Project background	As a Project Manager I want to capture the background of the project so that I can establish the context, need and feasibility of the project.	Must have	Easy	Meets requirement	Meets requirement	Configuration
LPD-06	Gantt chart	As a Project Manager I need a Gantt chart that is easy to create and manage so that I can plan and keep track of project timelines, tasks completed and outstanding tasks.	Must have	Easy	Meets requirement	Meets requirement	Configuration
LPD-07	Project closeout	As a Project Manager I want a project closeout section so that I can close out projects according to the prescribe closeout process.	Must have	Easy	Meets requirement	Meets requirement	Configuration
LPD-08	Preferred solutions	As a Project Manager I want to capture the preferred solutions of the project so that I can review the solution when the scope changes.	Should have	Easy	Meets requirement	Meets requirement	Configuration
LPD-09	Objectives and benefits	As a Project Manager I need to outline the objectives and benefits of the projects, so I have a clear direction for the scope of work.	Should Have	Easy	Meets requirement	Meets requirement	Configuration
LPD-10	Organisational Chart	As a Project Manager I want a space to add an organisation chart so that I have an overview of the people responsible and their roles.	Could have	Hard - POL Moderate - PowaPPM	Could be met using a link to a sharepoint page with this information	Meets requirement	Configuration
LPD-11	Contracts and agreements	As a Project Manager I want to capture the contract and agreement information so that I can ensure that contracts and agreements are delivered to at the end of the project.	Should have	Easy	Meets requirement	Meets requirement	Configuration
LPD-12	Handover documents	As a Project Manager I want a space in the tool where I can capture and map specific documents as part of the closeout process for smooth transition and continuity of work after the project has been completed.	Could have		Further details required to understand this requirement		TBC
LPD-13	Lessons learned	As a Project Manager I want to capture the lessons learned so that I can measure the success of the project.	Could have	Easy	Meets requirement	Meets requirement	Configuration

Financial Tracking Requirements

#	Title	Requirement	MosCow	Source	Do-ability	Project Online	PowaPPM	Configuration/Customisation
HFT-01	Financial tracking	As a Project Manager I want to track financial information so that I can make informed decisions about the budget for each project.	Must have	CashTrack	Moderate	Meets requirement	Meets requirement	Configuration
LFT 01	Baseline tracking	As a Project Manager I want to track the funds at each baseline that is set so that I can determine whether there are sufficient funds to complete each project.	Must have		Moderate	Meets requirement	Meets requirement	Configuration
LFT-02	Purchase Order tracking	As a Project Manager I want to track invoices so that I know which purchase orders are invoiced, and which are not.	Must have	CashTrack		Further details required to understand this requirement	Further details required to understand this requirement	TBC
LFT-03	Budget tracking	As a Project Manager I want to track the budget forecast on a month-by-month basis, for each project so that I can determine the funds spend and remaining funds available.	Must have	CashTrack	Moderate	Meets requirement	Meets requirement	Configuration
LFT-04	Contingency tracking	As a Project Manager I need contingency tracking so that I can capture the financial risk, a scenario, the impact, and the mitigations.	Should have			Further details required to understand this requirement	Further details required to understand this requirement	TBC

Reporting Requirements

#	Title	Requirement	MosCow	Source	Frequency	Do-ability	Project Online	PowaPPM	Configuration/Customisation
HRr-01	Reporting	As a Project Manager I want to generate reports so that I can communicate essential information with contractors, consultants, and GM's	Must have			Easy	Meets requirement	Meets requirement	Configuration
LRr-01	Project status and planned work report	As a Project Manager I want to view the status of the project so that I can keep track of what part of the project is completed, what is in progress and what is outstanding for example RAG Status Report	Must Have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-02	Baseline reporting (RAG)	As a Project Manager I want to view the status of each baseline against its KPI as a red, amber, and green so that the I have an overview of project performance. For example, see RAG Report.	Must have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-03	Monthly forecasting	As a Project Manager I want a monthly forecasting report so that I have an overview of the cashflow forecast for each project.	Must have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-04	Community board reports	As a Project Manager I want to generate and send reports to community boards so that they have an overview of the progress of projects in the community for example Mercury Bay Community Board and Project Summary Report	Must have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRR-05	Project risk and assurance report	As a Project Manager I want to create a capex delivery report so that the Risk and Assurance Committee have an update on the issues of all capex projects for example Risk and Assurance report	Must have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRR-06	Chargeable hours report	As a Project Manager I want to generate a report that outlines the chargeable hours for everyone so that I have a view of the hours spend on the project and correct payments can be made for example Chargeable hours report.	Must have	CashTrack	Weekly	Easy	Meets requirement	Meets requirement	Configuration
LRR-07	Monthly status report	As a Project Manager I want a monthly status report of the project so that I am informed about the project progress, funding, compliance, and outstanding work of the project for example Monthly Status Report	Must have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-08	Monthly actuals	As a Project Manager I want to generate a report from the financial system that shows the actual budget for each project so I understand the budget amounts allocated to each project.	Must have	CashTrack	Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-09	Purchase order accruals	As a Project Manager I want to generate a report from the finance system so that I have an overview of purchase orders that have not been invoiced for example Accrued Purchase Orders.	Must have	CashTrack	Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-11	Project budget/funding sources report	As a Project Manager I want to show the breakdown of costs per contract and funding source so that I can determine the high-level cost over multiple financial years for long term projects for example Funding Sources report.	Should have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-10	Financial Summary	As a Project Manager I want a report that informs to the current budget, amount spend to date and the cost to completion so that I can make informed decisions about the funding of the projects.	Could have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-12	Health and safety report	As a Project Manager I want a health and safety report so that I can keep track of health and safety issues during the project and to ensure that the health and safety policy of the organisation is adhered to.	Could have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-13	Top 3 issues	As a Project Manager I want a report that highlights the top 3 issues identified during mitigation so I can keep track of the progress.	Could have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-14	Top 3 risks	As a Project Manager I want a report that outlines the top 3 risks so that I can properly manage risk and track the mitigation strategy for each risk.	Could have		Monthly	Easy	Meets requirement	Meets requirement	Configuration
LRr-15	Portfolio level reporting	As a Project Manager I want a portfolio level report so that I can view the totals at activity level for all projects from the same project group.	Could have		Monthly	Easy	Meets requirement	Meets requirement	Configuration

Dashboard Requirements							
#	title	Requirement	MosCow	Do-ability	Project Online	PowaPPM	Configuration/Cus tomisation
HDB-01	Project Dashboard	As Executive Leadership we need a regularly updated visual dashboard so that we can view the project status in relation to project milestones and baselines.	Must have	Easy	Meets requirements	Meets requirements	Configuration
LDB 01	Financial tracking	As Executive Leadership we want to view the financial tracking against the budget so that we are informed about the current budget, amount spend and cost to completion	Must have	Easy	Meets requirements	Meets requirements	Configuration
LDB-02	Allocated resources	As Executive Leadership we want to view the resources allocated to each project so that we are informed about the roles and responsibilities of resources.	Must have	Easy	Meets requirements	Meets requirements	Configuration

System Requirements							
#	title	Requirement	MosCow	Do-ability	Project Online	PowaPPM	Configuration/Cus tomisation
HSR-01	Integration	As a Project Manager I want a tool that can be integrated with the financial system and reporting tools so that I can manage financial tracking and reporting.	Must have	Hard - POL Moderate - PowaPPM	Integrated only at the data layer in Power BI	Meets requirements	Reporting: Configuration FMIS Integration: Customisation
LSR-01	Financial integration	As a Project Manager I want to generate reports and view information from the financial system so that I can make informed decisions about project budget and expenditure.	Must have	Hard - POL Moderate - PowaPPM	Integrated only at the data layer in Power BI	Meets requirements	Configuration
LSR-02	Reporting integration	As a Project Manager I want to generate reports and view information through a reporting platform so that I have weekly, monthly, quarterly, and annually updated reports.	Must have	Easy	Meets requirements	Meets requirements	Configuration
LSR-03	Approval Workflow	As a Project Manager I want an approval workflow so that the completed phases of the project can be approved before moving onto the next phase.	Must have	Easy	Meets requirements	Meets requirements	Configuration
LSR-04	Records management integration	As a Project Manager want a link to the records management system so that I can retain project documentation, photos, emails, and meeting notes.	Could have	Easy	Meets requirements	Meets requirements	Configuration
LSR-05	Microsoft Teams	As a Project Manager I want a link to Microsoft Teams so that I can share files and effectively collaborate with recourses.	Could have	n/a	Meets requirements	Meets requirements	Configuration
hSR-06	Bulk import	As a Project Manager I want to import multiple projects at once from a spreadsheet so that I do not have to create individual projects in the tool.	Should have	Moderate	Meets requirements	Meets requirements	Customisation
hSr-07	Visual and easy to navigate	As a Project Manager I need a tool that is visual and easy to navigate so that I can easily find the projects, schedules, resources, and budgets.	Should have	n/a	(Subjective) Meets requirements	Meets requirements	Configuration
hSR-08	Auto Save	As a Project Manager I want a tool that have autosave functionality so that changes to project details are not lost when I forget to save the changes.	Could have	Hard	Does not meet requirements	Meets requirements	Configuration
hSR-09	Tutorials	As a Project Manager I want to record step-by-step instructions of project management in the tool so that I can save the tutorials on the intranet for new employees.	Could have	Hard	Does not meet requirements	Partially with help feature available	Configuration
hSR-10	Personalisation	As a Project Manager I want to make personal changes to the look and feel of the tool so that I can have a personalised view of my projects.	Could have	Hard	Does not meet requirements	Partially with "My Dashboard" and ability to create personalised views	Configuration
hSR-11	Home screen	As a Project Manager I want a home screen with tiles for each project I own so that I have an overview of the projects I am responsible for.	Could have	Hard - POL Easy - PowaPPM	Does not meet requirements	Meets requirements	Configuration

Non-Functional Requirements

#	title	Requirement	MosCow	Do-ability	Project Online	PowaPPM	Configuration/Customisation
hNF-01	Support	The project management tool must be fully supported by a vendor for lifecycle management.	Must have	Easy	Meets requirements	Meets requirements	n/a
hNF-02	Lifecycle	The project management tool must regularly update so to ensure continuous security and issues can be fixed and bugs removed.	Must have	n/a	Project Online only receives updates for security purposes. No new feature updates	Meets requirements	n/a
hNF-03	Document Retention	The project management tool should retain information about the project so that information about the project is kept safe and organised.	Must have	n/a	Meets requirements	Meets requirements	Configuration
hNF-04	Security	The various project management roles should have respective security permissions. Business users need to be able to create, edit, delete, or view projects in the project management tool	Must have	Easy	Meets requirements	Meets requirements	Configuration
hNF-05	Configuration	The tool must have the ability to be configured according to business needs	Must have	Easy	Meets requirements	The amount of configuration available depends on the PowaPack product selected	Configuration
hNF-06	Auditability	The tool must be auditable to ensure data integrity.	Must have	Hard - POL Moderate - PowaPPM	Does not meet requirements	There is an audit facility within PowaPPM that can be turned on for certain tables/fields. However, caution of the space this will take up and lack of OOB reports on this.	Configuration
hNF-07	Change Management	The tool must have change management control so that the lifecycle of the tool can be managed and to enable changes to be made with minimum disruption to project management	Must have	Hard - POL Easy - PowaPPM	Meets requirements	Meets requirements	Configuration
hNF-08	DR Backups	The tool must have a backup ability to ensure that data is not lost during lifecycle changes	Must have	n/a	Microsoft Project Online DR policy manages this requirement		n/a
hNF-09	Single Sign on	The project management tool must have single sign on to prevent key problems and provide greater security compliance.	Should have	n/a	Meets requirements	Meets requirements	Configuration

