



LEGISLATIVE ASSEMBLY
FOR THE AUSTRALIAN CAPITAL TERRITORY

QON No. 42

STANDING COMMITTEE ON ECONOMIC DEVELOPMENT AND TOURISM

JEREMY HANSON MLA (CHAIR), MICHAEL PETTERSSON MLA (DEPUTY CHAIR), MARK PARTON MLA,
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**Inquiry into referred 2016–17 Annual and Financial Reports
ANSWER TO QUESTION ON NOTICE**



Asked by MR COE MLA:

Chief Minister, Treasury and Economic Development Directorate 2016/17 Annual Report, Financial Management, Output 4.2

In relation to Post implementation review of Charles Weston School:

1. The AR states that the directorate conducted a post implementation review of Charles Weston School in Coombs:
 - a. What were the results of the review?
 - b. Was the project deemed to be efficient?
2. What consultation engagement was undertaken?
 - a. What was the total value paid to consultants for their engagements?
3. Can a copy of the template that will be used to assist future project reviews be provided?

Mr BARR MLA: The answer to the Member's question is as follows:—

1. The review was prepared for the consideration of the Budget Committee of Cabinet and remains Sensitive: Cabinet.
2. The engagement was to develop the structure, guideline and template for a Post Implementation Review under The Capital Framework and to undertake a pilot review of the Charles Weston School in Coombs.
 - a. The total amount to the consultants was \$165,500 exclusive of GST.
3. The guidelines and template are at Attachment A and Attachment B respectively.

Approved for circulation to the Standing Committee on Economic Development and Tourism

Signature: *Andrew Barr*

Date: *24.11.2017*

By the Treasurer, Andrew Barr MLA



ACT
Government

**The Capital Framework (TCF)
Post Implementation Review (PIR)**

PIR Report Guidance Notes

Update 2.2
2017

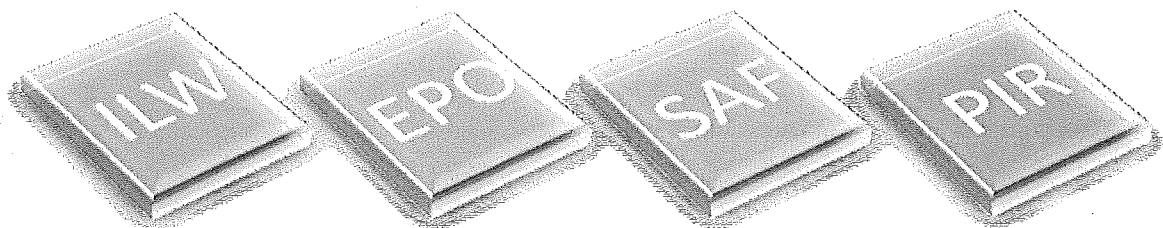


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Introduction

The ACT Government has developed The Capital Framework (TCF), which outlines a capital works review process for implementation from 2013 onwards. An overview of The Capital Framework is provided in **Figure 1**. Stage 6 of TCF, “Measure”, is a Post Implementation Review (PIR).

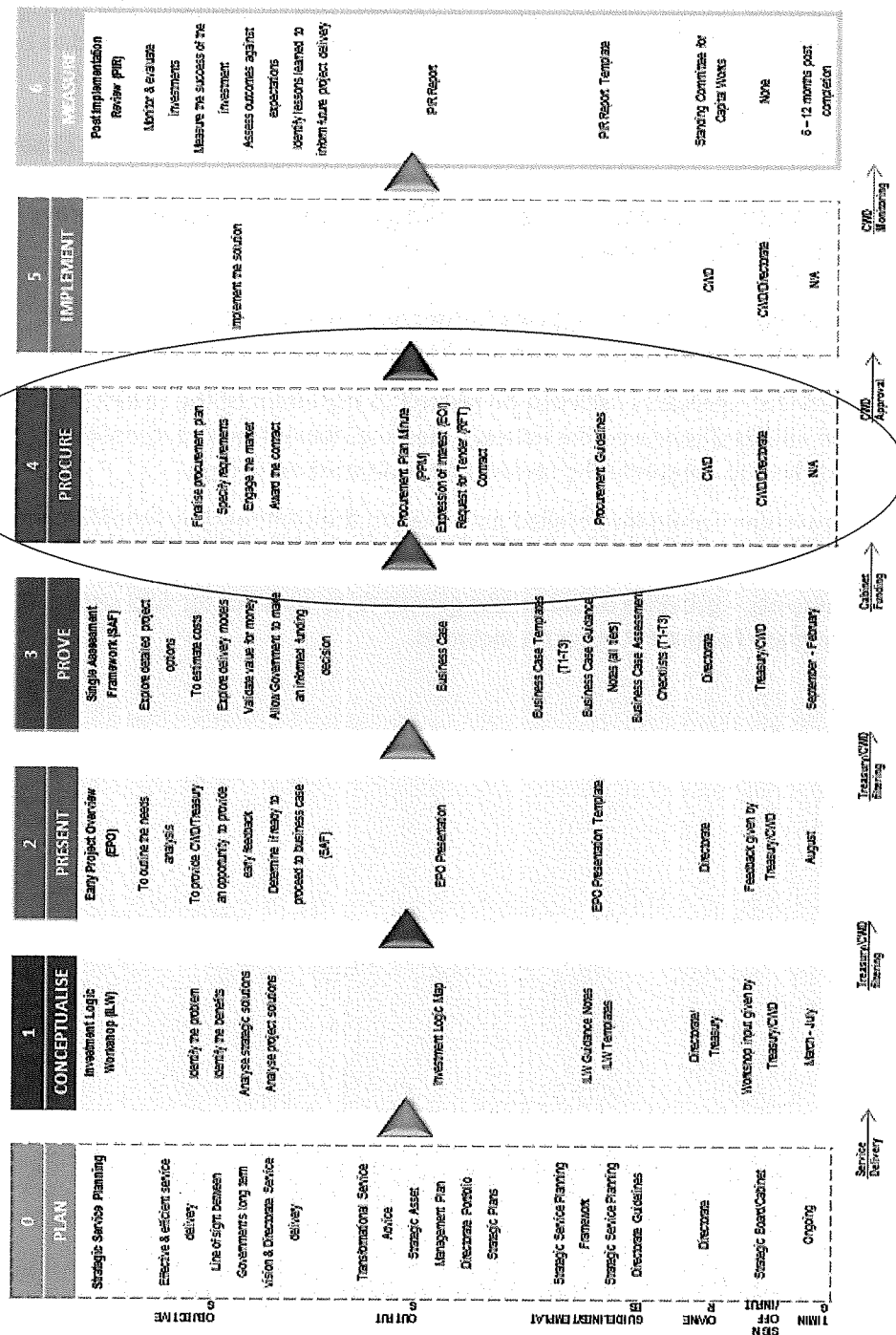
The PIR is conducted when the outputs and outcomes of a project can be assessed. The timing for the review will vary depending on the scope of the project, but will generally be expected to be twelve to eighteen months post commissioning of the asset.

The PIR assesses whether the deliverables and benefits defined in the approved Business Case have been achieved. It confirms that the asset investment delivered was as approved by cabinet in the business case and that the lessons learnt have been identified and communicated to improve procurement and implementation processes.

The purpose of this Guidelines document is to provide direction on how to complete the PIR. Information is provided within three main sections of this guidance document:

- A. PIR Process Overview – provides information related to the intent of the review, timing of the review, who initiates/approves the review, roles and responsibilities of review implementation, how to complete the review and review methodology.
- B. PIR Report Preparation – provides detailed guidance on the content that should be included in the different sections of the PIR report template.
- C. Reference Documents – provides detail on the questions to consider for each evaluation area. Also, a template for the PIR report is included.

Figure 1 The Capital Framework Process



A. PIR Process Overview

This section provides detailed guidance about how to initiate and carry out the review. Also included is a recommended implementation approach and the PIR methodology.

1 Why

The purpose of the PIR stage is to evaluate project outcomes against the expectations set out in the approved business case. The PIR aims to measure the success of a project using a consistent measurement approach.

The objectives of the PIR process are:

- To monitor and evaluate investments, projects or programs;
- To measure the success of an investment;
- To assess outcomes against expectations; and
- To identify lessons learned to inform future project delivery.

2 When

It is recommended that the PIR process is undertaken 12 – 18 months post project completion/commissioning. The purpose of allowing some time to pass post completion, prior to conducting the PIR, is to allow for measuring of benefits and outcomes realised once the asset is in operation.

Treasury (in consultation with the Project Directorate) may use their discretion in selecting a time period that is better suited to a particular project. The ideal timing for the PIR is when the outputs and outcomes of a project can be assessed. Consideration should also be given to budget cycles, and the expected timeframe for submitting the PIR report to Cabinet.

3 Resources

The following resources shall be used or referenced in conducting the PIR.

- **Post Implementation Review Report Guidelines**
 - This document
- **Post Implementation Review Project Report Template**
 - Template document can be found at:
<http://www.procurement.act.gov.au/about/capital-framework/post-implementation>
- **Commercial Infrastructure Advisor**
 - Note, a pre-qualified panel of providers is available, who can be engaged to complete the PIR.

4 Output

The output produced is a Post Implementation Review Report. The length of report and level of detail shall be commensurate with the scope and complexity of the report, noting that the primary audience is the Budget Committee of Cabinet (BCC).

The **Post Implementation Review Project Report Template** should be used as the basis for the Post Implementation Review Report. The Template can be found at:

- <http://www.procurement.act.gov.au/about/capital-framework/post-implementation>

For further detail about the contents to include in each section of the PIR report, see **Section B. PIR Report Preparation Guidance** of this document.

5 Sign-offs required

Sign offs required include:

- Senior Executive of the Project Directorate (Director General/Deputy Director General/Executive Director)
- Under Treasurer IFAD

6 How

6.1. How to initiate a PIR report

Treasury will have primary responsibility to initiate a PIR, however Project Directorates, PCW, or the Government Procurement Board (“GPB”) can identify projects that meet the criteria for a PIR.

The project characteristics that would influence selection for a PIR include:

- Tier 1 Projects under The Capital Framework
- where a new delivery model has been utilised
- where a new financing strategy has been utilised
- all Alliance, Managing Contractor or PPP projects
- projects with a high risk-profile
- projects of significant value or complexity

The intent to conduct a PIR should be identified at any point prior to sign off of the Procurement Plan Minute (“PPM”) of a project.

IFCW will engage the services of a panel member to undertake the PIR. The tender to engage these services will likely occur within the months just prior to the planned start date of the PIR.

6.2. Roles and Responsibilities

The following are the roles and responsibilities of those involved in the PIR.

- **Core Project Team:**
 - **Project Manager (from the PIR initiating directorate)** – this will be a representative from the directorate that initiated the PIR review. The project manager will support PCW in selecting a PIR Advisor. During the PIR process, the project manager will meet with the PIR Advisor group to assess progress and also support the group in progressing document requests or scheduling interviews as required.
 - **Treasury** – (IFCW & FABD) IFCW will manage the process (through the TCF Manager/Project Manager. The project delivery team from IFCW will participate as required and provide documentation to the PIR Advisor.
 - **PIR Advisor** – The PIR Advisor will be selected from the Panel for Commercial Infrastructure Advisors. The PIR Advisor should have had no previous

participation in planning and/or delivering the project being reviewed. The PIR Advisor will be responsible for:

- Determining the list of documentation required
 - Initiating and managing the document request
 - Conducting the PIR interviews
 - Conducting the evaluation based on the criteria specified within this document
 - Completing the PIR Report and updating the report based on the review process
 - Presenting the report to budget committee (if required)
- **PIR Steering Committee** – The PIR Steering Committee will consist of Senior Executives from Treasury (IFCW & FABD) and the Directorate responsible for the project. The PIR Steering Committee shall be available during the PIR process on an as needed basis. Once the PIR report is completed. The PIR Steering committee will review the report. The Steering Committee will also be responsible for distributing the report to the budget committee and also ensuring the recommendations of the report get distributed to the relevant recipients.
 - **PIR interviewees** – Individuals who had a role in delivering the reviewed project must be consulted and interviewed during the course of the PIR. The interviewees will likely have a critical role in sourcing and providing key documentation to the PIR Advisor. This will apply in particular to the Project Directorate that is responsible for the asset being reviewed.

6.3. PIR indicative timeframe and sequencing

It is anticipated the PIR process will take two to three months to complete. Completion of the PIR will include interviews with stakeholders, review of project documentation and producing a PIR report. While the PIR advisor can organise the process as individual project PIR circumstances require, an indicative phasing of the review stages is provided as follows:

1. **Document request and initial documentation review:** Develop and issue the document request at the beginning of the engagement. This approach will maximise the time for stakeholders to gather documentation while also providing immediate access to documentation readily available. Documentation received at the outset of the engagement can also help inform the design of the PIR Interview questionnaires.
 - Note: There are some information items that may take extra coordination to obtain complete documentation. These items should be requested early in the process, to allow time for review and clarification as required. Key examples of such items include; contract amounts, final project capital cost, scope items tracked through project lifecycle such as initial versus final project building area.
2. **PIR Interviews:** A critical component of the process will be to conduct interviews with individuals that had a role in the project. The interviews will be conducted with key individuals who have insight into the various stages of the reviewed project's

planning and delivery. Where appropriate interviews should also be conducted with the reviewed project's end users. The questions within **Attachment 1: Evaluation Questions and Items to Consider** can be used as a guide when framing the set of questions to ask each PIR interviewee.

3. **Document review and analysis:** In conjunction with or just following the completion of PIR interviews, a detailed documentation review and analysis will occur. The level of documentation review per evaluation area will vary based on the complexity of the project and identified areas specific to the project which warrant closer consideration. Evaluation questions per Evaluation Area are provided within **Attachment 1: Evaluation Questions and Items to Consider** at the end of this document. These questions and items to consider should be used as a basis for determining that content that needs to be covered in the review.
4. **Complete the Evaluation Matrix:** The information gathered and concluded during the documentation review should be summarised and populated in the "Evaluation Matrix" (template for matrix included in **Post Implementation Review Evaluation Project Report Template**). The evaluation matrix will be attached as an appendix to the PIR report.
5. **Draft PIR Report:** The PIR report template will be populated to generate the PIR report. **Section B. PIR Report Preparation Guidance** of this document contains further detail about the contents to include within each report section.
6. **Follow-up PIR interviews:** Once the PIR draft results have been identified, there may be follow up questions or interviews required to request additional information and/or verify observations. Another possibility is to conduct a brief presentation of preliminary results to the key PIR interviewees, to provide a chance for the interviewees to confirm the PIR assessment results are an accurate reflection of project performance.
7. **Finalise PIR:** Once completed, the Draft PIR report should be circulated for review and comment to; the PIR Steering committee members, the PIR initiating Directorate and selected members of the project delivery team. Once the results have been agreed the PIR report will be finalised and signed off by the appropriate individuals. Subsequently the Cabinet-in-Confidence reports will be issued for submission to the Budget Committee of Cabinet or a responsible Subcommittee of Cabinet. The relevant outcomes of the PIR should be fed into Strategic Service Planning to ensure lessons learned assist future planning.

6.4. Documents required for review

A detailed documentation review and analysis will provide an important basis for completing the review and determining key PIR findings.

The following list provides the documents that are typically required to complete the review:

- Business Case (as approved by Budget Committee of Cabinet)

- Business Case Supporting Appendices
- Functional Brief/Output Specification
- Procurement Plan Minute
- Business Case supporting documents including any feasibility study, risk management plan, communications strategy, etc
- Funding profile (budget approvals) and any subsequent changes to the profile
- Procurement Plan Minute
- Tender documentation (provided to tenderers)
- Tender process documentation (related to review, evaluation and award)
- Final design documentation and draft design or sketch plans (if applicable)
- Executed construction contract
- Notice of construction completion
- Steering Committee records
- Project Control Group minutes and other governance/management documentation
- Project Financial Reports including
 - Appropriation Drawdowns,
 - Expenditure Reports,
 - Asset Capitalisation Documentation, and
 - Any subsequent revaluation of the completed Assets
- Documentation necessary for measuring KPIs and Objectives stated in the business case
- Other documents relevant to the project

It is likely there will be themes and findings during the course of the review that will warrant closer consideration. This could result in document requests in addition to the list above and/or requests for specific items at a more detailed level.

6.5. Potential interviewees

PIR interviews should occur with enough individuals to get a comprehensive first hand accounting of the full project lifecycle from planning through asset completion and handover. Ideally interviews will occur with the different directorates that had a role in the project.

A list of potential interviewees and interview purpose is provided below:

- Business Case author and/or any other individuals that had a key role in informing the underlying assumptions and project objectives
- Procurement officer, PCW
- Project Authorised Person (PAP), PCW or External.
- Project officer, PCW
- Project planning, sponsoring Directorate
- Manager and/or project officer, Project Directorate
- Finance representative, Project Directorate
- Asset end user

7 Evaluation Methodology

A range of topics are to be covered in the PIR. In order to group together Evaluation Areas that share a common theme, the review has been split into three Evaluation Categories:

1. **Project Outcomes** – provides an analysis of the core delivered outcomes of cost, scope and time.
2. **Project Implementation** – considers whether the project was delivered as stipulated in the Business Case across the dimensions of risk management, delivery model selection, governance model, and stakeholder and advisor engagement.
3. **Asset Performance** – reviews the performance of the asset post construction completion and determines whether the delivered asset satisfies the project needs, objectives and benefits stated in the Business Case

Figure 2 below shows how the evaluation areas have been grouped within the Evaluation Categories.

Figure 2 Evaluation Areas by Category

Evaluation Category	Evaluation Area				
Project Outcomes	Scope	Time	Cost		
Project Implementation	Risk	Delivery Model	Governance	Stakeholders	Advisors
Asset Performance	Needs	Objectives	Benefits		

7.1. Evaluation questions

To provide consistency in review across the Evaluation Areas, the following three-step evaluation process shall be conducted for each of the Evaluation Areas:

1. **Completeness** – assesses to what extent the evaluation area was covered in the Business Case.
2. **Outcomes Alignment** – assesses whether the desired outcomes, as stated in the Business Case, were achieved.
3. **Unplanned Outcomes** – assesses the appropriateness of the Business Case in light of outcomes or results that it did not anticipate.

Consistent with this three-step evaluation process, Evaluation Questions have been developed for each Evaluation Area. In addition, “Items to consider in evaluation response” have been provided for each Evaluation Question (see **Attachment 1: Evaluation Questions and Items to Consider**).

These items and questions form the basis for the information that needs to be covered in the review. When conducting the PIR, these items should be considered and a response to these items should be provided to the extent possible for the project being reviewed.

7.2. Evaluation Matrix

A template Evaluation Matrix is provided within the **Post Implementation Review Evaluation Project Report Template**. This Evaluation Matrix template shall be used to record the detailed responses to the Evaluation Questions. In addition, any document referenced or interview conducted should be noted within the Evaluation Matrix.

B. PIR Report Preparation Guidance

Part B PIR Report Preparation Guidance, provides mirrored section headings to the section headings in the PIR Report Template. Guidance is included under each section heading to describe the content and level of detail expected in each section of the PIR Report.

1 Executive Summary

This section should contain a summary of the PIR report, capable as functioning as a standalone document. The level of detail and contents included should be tailored to each project.

1.1. Background and Purpose

- Project overview (potential items include: project context, project desired outcomes, risks and delivery model)
- Brief summary PIR purpose and methodology

1.2. PIR Results

- Summary of project outcomes table
- Summary of key findings and recommendations.

2 Background and Project Overview

2.1. The Capital Framework Background

- How this review fits in with The Capital Framework.
- Note which steps in TCF the project completed

2.2. Project Overview

The following list of items to discuss in this section can be tailored as appropriate to each project:

- Project Needs, Objectives and desired Outcomes
 - Describe the need for the project and how it came about
 - Brief summary of the project objectives
 - Brief summary of the project scope – i.e. the asset being delivered.
 - Project timing key dates – e.g. construction completion
 - Approved project funding including dates of approval
 - Final project budget and/or final capital expenditure
- Project Implementation
 - Summary of submitted and approved project Business Cases
 - Provide a brief summary of the Delivery Model selection process
 - Highlight the key risks that were considered in the delivery model selection process
 - Contractor selected for the primary construction portion
 - Other contracts awarded throughout the project lifecycle
 - Internal ACT Government participation (which directorates were responsible for delivering the project)

- Any other key project implementation information (stakeholders, governance, etc.)

Project Timeline - include a summary timeline (can be a diagram) that captures the following:

- Business case(s) submission dates and funding amount requested
- Approved budget and when the budget approval(s) occurred
- Tender key dates (e.g. tender close date, tender evaluation period)
- Date of signed construction contract
- Construction period (start and end)
- Final cost of project
- Post-completion asset performance metrics (as appropriate)
- Commencement of project PIR

3 PIR Objectives, Scope and Methodology

3.1. PIR Objectives and Scope

- Summary of purpose and objectives of PIR
- Details specific to the review
 - Dates the review occurred
 - Who conducted the evaluation

3.2. PIR Methodology

- Brief description of the project evaluation approach and evaluation areas
- If applicable, highlight any deviations from the Guidance Notes
- Brief description of approach to the review, including interviews and data collection
 - Note: provide a detailed list of the key documents reviewed and interviews conducted in the relevant appendices
- Brief summary of report sections that follow and content included in each section

4 Evaluation Findings

4.1. Evaluation Matrix

This section should contain a summary level write-up of the information contained in the Evaluation Matrix. A corresponding sub-section is included for each Evaluation Area found in the Evaluation Matrix.

4.1.1. Project Outcomes

A “Summary of Project Outcomes” table should be placed at the start of the Project Outcomes section. A template for this table is included below:

Table 1 Summary of Project Outcomes

		Business Case	Contract	Final
		<i>(list source)</i>	<i>(list source)</i>	<i>(list source)</i>
Cost (Millions)	Capex - Primary			
	Construction Contract			
	Capex - Contingency			
	Capex- All Other			
	Overall total			
Scope	<i>(Key scope item 1)</i>			
	<i>(Key scope item 2)</i>			
	<i>(Key scope item 3)</i>			
Time	Construction start			
	Construction end			
	Asset begin operations			

Following the table, include a separate sub-section for each of the Project Outcomes Evaluation Areas:

- Cost
- Scope
- Time

A summary write-up of the evaluation findings and observations per Evaluation Area should be included under each corresponding sub-section.

4.1.2. Project Implementation

Include a separate sub-section for each of the Project Outcomes Evaluation Areas:

- Risk
- Delivery Model
- Governance
- Advisors
- Stakeholders

A summary write-up of the evaluation findings and observations per Evaluation Area should be included under each corresponding sub-section.

4.1.3. Asset Performance

Include a separate sub-section for each of the Project Outcomes Evaluation Areas:

- Needs
- Objectives
- Benefits

A summary write-up of the evaluation findings and observations per Evaluation Area should be included under each corresponding sub-section.

4.2. Cost Comparison Analysis

This section should include a comparison of the reviewed project against similar recently completed projects within the ACT and/or other jurisdictions. The Project

should only be compared against other projects in its asset class. For example, it would not be reasonable to compare the cost of a school against a hospital.

Projects should be compared across a common factor (e.g. buildings are often compared by cost per square metre). Comparison of more than one measure can be considered if appropriate to the asset class. A summary table and/or graphic can be a useful tool for displaying the cost comparison results.

4.3. Key Findings and Recommendations

This section will include a summary of items determined as the key findings of the review. Although there are likely many important observations noted during the course of the review, this section is reserved for the key messages deserving particular consideration.

The key findings should be ordered in terms of importance. A list format of findings and recommendations may be used for this section.

5 Conclusions

This section should require no more than ½ to 1 page of content. A high level summary of strengths and improvement areas should be indicated. In addition, notable key takeaways may be incorporated in the conclusion commentary as well as an overall observation on project performance.

6 Appendices

The following appendices should be included with the PIR report:

6.1. Appendix A: Documents Review

Provide a comprehensive list of documents reviewed.

6.2. Appendix B: PIR Interview List

Provide a list of interviews that occurred as part of the PIR. For each interviewee indicate their role in the reviewed project as well as which directorate or company they represent. Indicate the purpose for each interview.

6.3. Appendix C: Detailed Evaluation Matrix

The full evaluation matrix should be attached as an appendix to the report. This will provide a comprehensive record of all items reviewed.

C. Attachment 1: Evaluation Questions and Items to Consider

Project Outcomes:

Evaluation Area	Evaluation Question	Items to consider in evaluation response	Potential documentation to review
Scope	[1] Completeness: What scope requirements were included in the business case?	• Note the extent of scope requirements outlined in the business case. • Note if the business case included a functional brief.	• Business Case
	[2] Outcomes Alignment: How did the final delivered asset meet the scope requirements stated in the business case?	• To determine if scope requirements were achieved, compare scope requirements per business case against two key phases of the project; (1) Contract stage, and (2) Final delivered asset. • Examples of potential key scope items to consider are: asset area (sqm), capacity requirements, sustainability rating requirement, key buildings spaces (if applicable). • Provide commentary as to reasons for scope change and/or at what stage in the project the scope changed (if applicable).	• Site tour and PIR Interviews • Contract document • Initial and final design
	[3] Unplanned Outcomes: Were any additional scope items delivered that weren't in the business case?	• Indicate any additional scope items delivered that were not indicated in the business case.	• Site tour and PIR Interviews • Contract document • Initial and final design
Cost	[1] Completeness: What information did the business case include related to cost and funding?	• Consider if the following items were included in the business case: ◦ Preliminary Cost Estimate - and note if it splits out capital vs recurrent amounts: ◦ Contingency ◦ Whole of life analysis ◦ Budget/Funding strategy - including amounts to be spent per year ◦ Other categories that were included (if applicable) --- For PPP, DCMO or DCM projects: • Did the Business Case clearly specify the future years maintenance and/or operational budget requirements	• Business Case
	[2] Outcomes Alignment: How did the final expended amounts compare to the cost estimates in the business case?	• Compare estimates of capital expenditure as stated per business case against two key phases of the project; (1) contract amounts, and (2) final capital expenditure. (Use "Project Outcomes" table template for high level summary of results) • Examples of capital expenditure cost categories to consider include: design costs, construction cost, contingency amount, and total of other costs (e.g. internal government costs, project management, ICT, commissioning, etc). • Consider the final capitalised Asset cost, to - Analyse any component of the project costs that were not capitalised – to look at efficiency of project related costs. - Analyse any subsequent revaluation of the final asset up or down – to compare the market value of the asset to the cost. • Consider if budget and cost reporting used consistent reporting categories, throughout the different stages in the project lifecycle (to allow for a clear line of sight to initial approved costs in the business case). • If the final costs differed from business case, consider at what point in the project the additional spending was decided. • Compare the amount of contingency spending against the planned contingency amounts, by	• Business Case (cost estimate) • Budgeted contingency amounts • Documentation of contract amounts (Actual contract or accounting record) • Final project financial summary

	contingency category. • Determine if the funding appropriation was sufficient to deliver the asset. If not, note where the discrepancy occurred. ---- For PPP, DCMO or DCM projects: • Compare estimates of operating and/or maintenance expenditure as stated per business case against two key phases of the project; (1) contracted amounts, and (2) any operations and maintenance expenditure to date.
	[3] Unplanned Outcomes: Describe any additional funding required beyond the amount approved by the business case or conversely any budget appropriations that were returned. • Note the amount of additional funds (above the initial amount approved per business case) and at what stage in the project the additional funds were requested and granted (if applicable) • Note the amount of returned funds (if applicable) • Record of additional appropriation or returned funds • PIR Interviews
Timing	[1] Completeness: What key project stages and associated timelines were included in the business case? • Note to what extent an indicative timeframe and/or key project milestones are outlined in the business case • Note if a project programme is included with the business case (possibly as an attachment) • Business Case and attached project programme (if included)
	[2] Outcomes Alignment: How did the actual timing of key project stages align with the dates set out in the business case? • Consider key documents produced at each key stage of the project to determine if the target timeline was met. • Examples of key dates/milestones include: project budget approval, tender evaluation process, completion of design, construction award, start of construction, substantial completion, and commencement of operations. • Functional Design Brief • Final sketch plans or other design deliverables • Development application • Tender documents • Construction contract • Construction start date • Project Control Group or Project Steering Committee meeting minutes • Updated project programme
	[3] Unplanned Outcomes: Were there any unplanned outcomes related to project timing and/or any key project stages that were not mentioned in the business case? • Indicate any major programme changes • Indicate any key project stages or milestones not listed in the business case that were later determined to be required during project implementation. • Updated project programme • Stakeholder interviews

Project Implementation:

Evaluation Area	Evaluation Question	Items to consider in evaluation response	Potential documentation to review
Risk	[1] Completeness: What risk assessments and analyses were used to inform the business case?	• Risk management workshops - note if the risks workshops required per TCF guidelines were conducted and if they were held within a reasonable timeframe in relation to the date of the business case. • Did the risks workshop result in a risk register capturing key information about risks (list, likelihood, impact, quantification, risk management plan). • Note the extent to which risks were considered in determining the delivery model. • Note the extent to which risks were considered in determining project contingency.	• Business Case and attached risk registers (if included) • Documentation showing contingency calculation
	[2] Outcomes Alignment: What risk management activities occurred	• Consider if there was a consistent project risk management approach applied throughout the project lifecycle • If the risk register included mitigation strategies, note	• Risk registers • Risk management reports • Documentation showing contingency spending

	during project delivery and how did this relate to original risk management plans established?	<i>if there is indication that the mitigation strategies were implemented.</i> • <i>If there were any realised project risks, consider if these were anticipated by the risks register and/or contingency.</i> • <i>Consider how the project team tracked contingency spending through the project.</i> • <i>Consider how risks were tracked, reviewed and updated throughout the project.</i>	• PIR Interviews
	[3] Unplanned Outcomes: Describe any unplanned project risks that arose, including any additional contingency requests above amount approved in the Business Case.	• Note if there were any unanticipated outcomes that were not captured in the initial risk workshops. • Note if there were any realised risks that were not captured in the initial risks workshops or in advance of the risks during project implementation	• Risk registers • Risk management reports • Contingency documentation • PIR Interviews
Delivery Model	[1] Completeness: What factors were taken into consideration in determining the delivery model, as stated in the business case?	• Summarise the evaluation process that occurred to select the delivery model. Include items such as: ◦ Projects risks that were taken into consideration in determining delivery model. ◦ Objectives of the procurement model that were considered. ◦ Items considered as justification for selecting a particular delivery model. ◦ Specific areas of risk transfer expected to be achieved through the selected delivery model. ----- The following items apply to PPP or DCMO projects only: • Summarise the financial analysis performed to support the selection of the delivery model. • Indicate if a Public Sector Comparator analysis was completed. • Indicate if a proxy model was completed. • Indicate if a market sounding occurred or if there was a plan for market sounding included in the business case.	• Business Case
	[2] Outcomes Alignment: What delivery model was used and how did it perform against the desired outcomes stated in the business case?	• Consider what delivery model was implemented and what contracting agreements were used to establish the delivery model. • Consider if the delivery model objectives (stated in the business case) were met by the chosen delivery model. • Note if the risk transfer objectives stated in the business case were achieved via the established contracts. • Consider (and validate as needed) any commentary from PIR interviews related to the effectiveness of the chosen delivery model for the project.	• Contract Document (relevant to the chosen delivery model) • Pre-execution legal analysis (which highlights the key contract components) • PIR Interviews
	[3] Unplanned Outcomes: Were there any unplanned outcomes related to the delivery model used?	• Note any outcomes that were not addressed by the chosen delivery model that could have been addressed by a different model.	
Governance	[1] Completeness: What information did the business case include relating to a governance plan?	• Indicate to what extent a governance plan or structure was outlined in the business case • Note if the governance section included mention of key roles and responsibilities	• Business Case

	[2] Outcomes Alignment: How did the governance in place during the project match the governance structure and process outlined in the business case?	• Compare how the governance committees during project implementation aligned with the project governance plan presented in the business case.	• Copy of meeting minutes for the governance groups • PIR Interviews
	[3] Unplanned Outcomes: Describe any unplanned governance structures that were implemented?	• Note if the governance groups took on any roles that were different from those originally decided in the business plan. • Note if there were any governance groups formed not part of the original governance plan in the business case • Note if the governance committee participants different from those planned in the business case	• Copy of meeting minutes for the governance groups • PIR Interviews
Advisors	[1] Completeness: What information did the business case include relating to the required advisors?	• Note which advisors the business case required and if it included any further detail as to the role or scope of work of each advisor.	• Business Case
	[2] Outcomes Alignment: Were the advisors listed in the business case consulted as planned?	• Determine if advisors were consulted as planned per business case.	• List of contracts for the project • Meeting minutes for the governance groups • Deliverable from the advisor
	[3] Unplanned Outcomes: Describe any advisors that were not listed in the business case but were needed.	• Indicate any advisors consulted that were not mentioned in the business case • Note any advisor identified in hindsight as someone that would have been useful to the project (regardless if the advisor was actually hired during the course of the project)	• List of contracts for the project • Meeting minutes for the governance groups • Deliverable from the advisor • PIR Interviews
Stakeholders	[1] Completeness: What information did the business case include relating to stakeholder engagement?	• Note if the business case includes the following: ◦ Identification of stakeholders ◦ Stakeholder engagement plan	• Business Case
	[2] Outcomes Alignment: To what extent did stakeholder management and communications operate according to the plan included in the business case?	• Note how stakeholder involvement matched the plan set out in the business case	• Meeting minutes for the governance groups • Meeting minutes from any stakeholder engagement sessions • PIR Interviews
	[3] Unplanned Outcomes: Describe any stakeholder involvement that occurred which was not included in the business case stakeholder engagement plan.	• Indicate if the need arose for stakeholder engagement that was not anticipated in the business case.	• Copy of meeting minutes for the governance groups • PIR Interviews • Meeting minutes from any stakeholder engagement sessions
Asset Performance:			
Evaluation Area	Evaluation Question	Items to consider in evaluation response	Potential documentation to review
Needs	[1] Completeness: What information did the business case include regarding the project needs?	• Summarise the needs statement provided in the business case (i.e. what is the service need or gap being filled, or the problem being solved by this project). • Summarise the basis for the needs statement (e.g. underlying data, assumptions, and/or analysis or modelling carried out).	• Business Case

	Briefly outline the options that were considered in order to meet this need.	
	[2] Outcomes Alignment: To what extent were the project needs realised?	Determine if needs stated per the business case have been met based on the early indicators of the performance of the delivered asset (i.e. review the assumptions or modelling used to validate the need coming to fruition). (Note: data reviewed here will likely vary depending on the project. It will likely require an update of underlying data produced in the business case to compare outcomes against projected need)
	[3] Unplanned Outcomes: Describe any unanticipated outcomes or project needs that were not in the original business case.	- Indicate here if there were unplanned outcomes related to the project needs identified in the business case. - Items noted by the stakeholder as needs not being currently met by the asset can be included here. - PIR Interviews - Project specific data (see note in cell above)
Objectives	[1] Completeness: What information did the business case include regarding project objectives?	- Summarise the project objectives stated in the business case. - Outline any associated objective related KPIs included in the Business Case that were derived from the Investment Logic Map (ILM, produced as a result step 1 of TCF step 1 Investment Logic Workshop). - Business Case
	[2] Outcomes Alignment: To what extent were the project objectives delivered?	- Determine if the project objectives stated per business case have been met based on the completed asset. - Determine if the KPIs per the ILM are being measured. - Determine if the KPIs per the ILM have been achieved. - PIR Interviews (Note: data reviewed here will likely vary depending on the project. It may require an update of underlying data produced in the business case or consulting existing measurement frameworks within the asset owner Directorate.)
	[3] Unplanned Outcomes: Describe any significant project outcomes that were not captured by the project objectives in the business case.	Indicate here if there were unplanned outcomes related to the project objectives identified in the business case.
Benefits	[1] Completeness: What information did the business case include regarding the expected project benefits?	- Summarise the project benefits anticipated in the business case. - Outline which of the project benefits were identified as being measurable and which were qualitative in nature. - Business Case
	[2] Outcomes Alignment: To what extent were the expected benefits (including social and environmental, stakeholder satisfaction) achieved?	- Determine if the project benefits stated per business case have been met based on the early performance of the delivered asset - Are the measurable or quantitative project benefit statements being measured and monitored - PIR Interviews (Note: data reviewed here will likely vary depending on the project. It may require an update of underlying data produced in the business case or consulting existing measurement frameworks within the asset owner Directorate.)
	[3] Unplanned Outcomes: Describe any benefits realised post-completion that were not in the original business case.	Indicate here if there were unplanned outcomes related to the project objectives identified in the business case.

Service (applies to PPP or DCMO)	[1] Completeness: What service outcomes were set out in the business case?	List the service outcomes that the business case required for the operations/maintenance phase of the project.	Business Case
	[2] Outcomes Alignment: How is the project performing against the anticipated service outcomes?	Compare actual outcomes with the desired objectives stated per the business case (may also make note if the service outcomes were updated at all during the contract phase)	(Note: data reviewed here will likely vary depending on the project. Contract review reports or other existing tracking against service outcomes should be consulted to determine if these items have been achieved.)
	[3] Unplanned Outcomes: Describe any unanticipated services outcomes that were achieved but not identified within the original business case.	Indicate here if there were unplanned outcomes related to the delivered services outcomes.	

Post Implementation Review Project Report Template

NOTE: This template should be completed using the PIR Report Guideline Notes



ACT
Government

Post Implementation Review (PIR)

Project Report

Tier 1 (Over \$50 million or High Risk)

Project Name:	
Final Project Value:	
Original Risk Assessment (high/med/low):	
Line Directorate:	
Delivery Model:	
Operational Commencement Date:	
PIR Project Report Date:	

Contact Officers

Contact Officer, Project Directorate

Reviewing Officer, Infrastructure Finance and Capital Works

Reviewing Officer, Infrastructure Finance and Capital Works

Commercial Advisor

Sign Offs

Chairman, Executive Steering Committee

Under Treasurer:

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1. Executive Summary

1.1 Background and Purpose

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1.2 PIR Results

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2. Background and Project Overview

2.1 The Capital Framework Background

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2.2 Project Overview

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2.3 Project Timeline

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3. PIR Objectives, Scope and Methodology

3.1 PIR Objectives and Scope

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3.2 PIR Methodology

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4. Evaluation Findings

4.1 Evaluation Matrix

4.1.1 Project Outcomes

4.1.2 Project Implementation

4.1.3 Asset Performance

4.2 Cost Comparison Analysis

4.3 Key Findings and Recommendations

5. Conclusion

6. Appendices

6.1 Appendix A: Documents Reviewed

Doc Type	Document Description/Notes	File Name or Folder Name
Business Case(s)		
Project Financials		

ACT Budgets

Contracts

Meeting Minutes

Tender Documents

Design Documents

Risk Management

Project Comparison Data

Objectives Measurement

Other

6.2 Appendix B: PIR Interview List

Name	Title and Directorate (Role during 'project')	Interview Objective
Dr. A. B. C.	Senior Scientist, Directorate of Research	Understand the initial phase of the project and the challenges faced.
Dr. D. E. F.	Project Manager, Directorate of Operations	Gain insights into the organizational structure and resource allocation.
Dr. G. H. I.	Lead Analyst, Directorate of Data Science	Explore the data collection methods and analytical tools used.
Dr. J. K. L.	Policy Advisor, Directorate of Policy Development	Investigate the policy implications and recommendations.
Dr. M. N. O.	Communications Officer, Directorate of Public Relations	Assess the communication strategies and public perception.
Dr. P. Q. R.	Finance Officer, Directorate of Finance and Administration	Examine the budgetary constraints and financial management.
Dr. S. T. U.	Legal Counsel, Directorate of Legal Affairs	Understand the legal framework and compliance issues.
Dr. V. W. X.	Human Resources Manager, Directorate of Human Resources	Explore the team dynamics and human resource management.
Dr. Y. Z. A.	Quality Assurance Officer, Directorate of Quality Assurance	Investigate the quality control measures and standards.
Dr. B. C. D.	Information Systems Officer, Directorate of Information Systems	Assess the technological infrastructure and data security.
Dr. E. F. G.	Environmental Impact Assessor, Directorate of Environmental Affairs	Understand the environmental impact and sustainability measures.
Dr. H. I. J.	Social Impact Assessor, Directorate of Social Affairs	Explore the social impact and community engagement.
Dr. K. L. M.	Economic Impact Assessor, Directorate of Economic Affairs	Investigate the economic impact and policy recommendations.
Dr. N. O. P.	Cultural Impact Assessor, Directorate of Cultural Affairs	Understand the cultural impact and heritage preservation.
Dr. Q. R. S.	Health Impact Assessor, Directorate of Health Affairs	Explore the health impact and public health measures.
Dr. T. U. V.	Education Impact Assessor, Directorate of Education Affairs	Investigate the education impact and policy recommendations.
Dr. W. X. Y.	Transportation Impact Assessor, Directorate of Transportation Affairs	Understand the transportation impact and infrastructure development.
Dr. Z. A. B.	Energy Impact Assessor, Directorate of Energy Affairs	Explore the energy impact and sustainable energy measures.
Dr. C. D. E.	Water Impact Assessor, Directorate of Water Affairs	Investigate the water impact and water resource management.
Dr. F. G. H.	Land Use Impact Assessor, Directorate of Land Use Affairs	Understand the land use impact and land management.
Dr. I. J. K.	Climate Change Impact Assessor, Directorate of Climate Change Affairs	Explore the climate change impact and mitigation measures.
Dr. L. M. N.	Biodiversity Impact Assessor, Directorate of Biodiversity Affairs	Investigate the biodiversity impact and conservation measures.
Dr. O. P. Q.	Coastal Impact Assessor, Directorate of Coastal Affairs	Understand the coastal impact and coastal zone management.
Dr. R. S. T.	Marine Impact Assessor, Directorate of Marine Affairs	Explore the marine impact and marine resource management.
Dr. U. V. W.	Arctic Impact Assessor, Directorate of Arctic Affairs	Investigate the arctic impact and arctic region development.
Dr. X. Y. Z.	Antarctic Impact Assessor, Directorate of Antarctic Affairs	Understand the antarctic impact and antarctic region management.

6.3 Appendix C: Detailed Evaluation Matrix

The following three questions are evaluated for each Evaluation Area.

[1] Completeness	General commentary noting to what extent the evaluation area was covered in the business case.
[2] Outcomes Alignment	Assesses whether the desired outcomes, as stated in the business case, were achieved.
[3] Unplanned Outcomes	Measures appropriateness of business case by considering the extent of outcomes or results that were not anticipated by the business case.

The Evaluation Areas and the associated Evaluation Categories are listed below:

Evaluation Categories	Evaluation Areas
Project Outcomes	Cost; Scope; Time
Project Implementation	Risk; Delivery Model; Governance; Advisors; Stakeholders
Asset Performance	Need; Objectives; Benefits

The three tables that follow provide an Evaluation Matrix per Evaluation Category. Each matrix provides detail on the questions evaluated as part of the PIR, a detailed response and then a list documentation referenced in evaluating each response. Finally a summary of key findings is presented, which link to the findings within the PIR report.

6.3.1 Project Outcomes

Evaluation Area	Evaluation Question	Evaluation Response	Documentation Reviewed	Summary of Observations and Key Findings
Cost	[1] Completeness: What information did the business case include related to cost and funding?			
	[2] Outcomes Alignment: How did the final expended amounts compare to the cost estimates in the business case?			

	[3] Unplanned Outcomes: Describe any additional funding required beyond the amount approved by the business case or conversely any budget appropriations that were returned.
Scope	[1] Completeness: What scope requirements were included in the business case?
	[2] Outcomes Alignment: How did the final delivered asset meet the scope requirements as stated in the business case?
	[3] Unplanned Outcomes: Describe any additional scope items were delivered that weren't in the business case?
Timing	[1] Completeness: What key project stages and associated timelines were included in the business case?
	[2] Outcomes Alignment: How did the actual timing of key project stages align with the dates set out in the business case?

	[3] Unplanned Outcomes: Were there any unplanned outcomes related to project timing and/or any key project stages that were not mentioned in the business case?
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6.3.2 Project Implementation

Evaluation Area	Evaluation Question	Evaluation Response	Documentation Reviewed	Summary of Observations and Key Findings
Risk	[1] Completeness: What risk assessments and analysis were used to inform the business case?			
	[2] Outcomes Alignment: What risk management activities occurred during project delivery and how did this relate to original risk management plans established?			
	[3] Unplanned Outcomes: Describe any unplanned project risks that arose, including any additional contingency requests above the amount approved in the Business Case.			

Delivery Model	[1] Completeness: What factors were taken into consideration in determining the delivery model, as stated in the business case? [2] Outcomes Alignment: What delivery model was used and how did it perform against the desired objectives stated in the business case? [3] Unplanned Outcomes: Were there any unplanned outcomes relating to the delivery model used?
Governance	[1] Completeness: What information did the business case include relating to a governance plan? [2] Outcomes Alignment: How did the governance in place during the project match the governance structure and process outlined in the business case? [3] Unplanned Outcomes: Describe any unplanned governance structures that were implemented or outcomes that arose?

Advisors	[1] Completeness: What information did the business case include relating to the required advisors? [2] Outcomes Alignment: How did the advisors used during the project compare to the advisors listed in the business case? Detail any variations. [3] Unplanned Outcomes: Describe any advisors that were not listed in the business case but needed.
Stakeholders	[1] Completeness: What information did the business case include relating to stakeholder engagement? [2] Outcomes Alignment: To what extent did stakeholder management and communications operate according to the plan included in the business case? [3] Unplanned Outcomes: Describe any stakeholder involvement that occurred which was not included in the business case stakeholder engagement plan.

6.3.3 Asset Performance

Evaluation Area	Evaluation Question	Evaluation Response	Documentation Reviewed	Summary of Observations and Key Findings
Needs	[1] Completeness: What information did the business case include regarding the project needs?			
	[2] Outcomes Alignment: To what extent were the project needs realised?			
	[3] Unplanned Outcomes: Describe any unanticipated outcomes or project needs that were identified post-completion and were not identified in the original business case?			
Objectives	[1] Completeness: What information did the business case include regarding project objectives?			
	[2] Outcomes Alignment: To what extent were the project objectives delivered?			