

Project Management the ACC Way

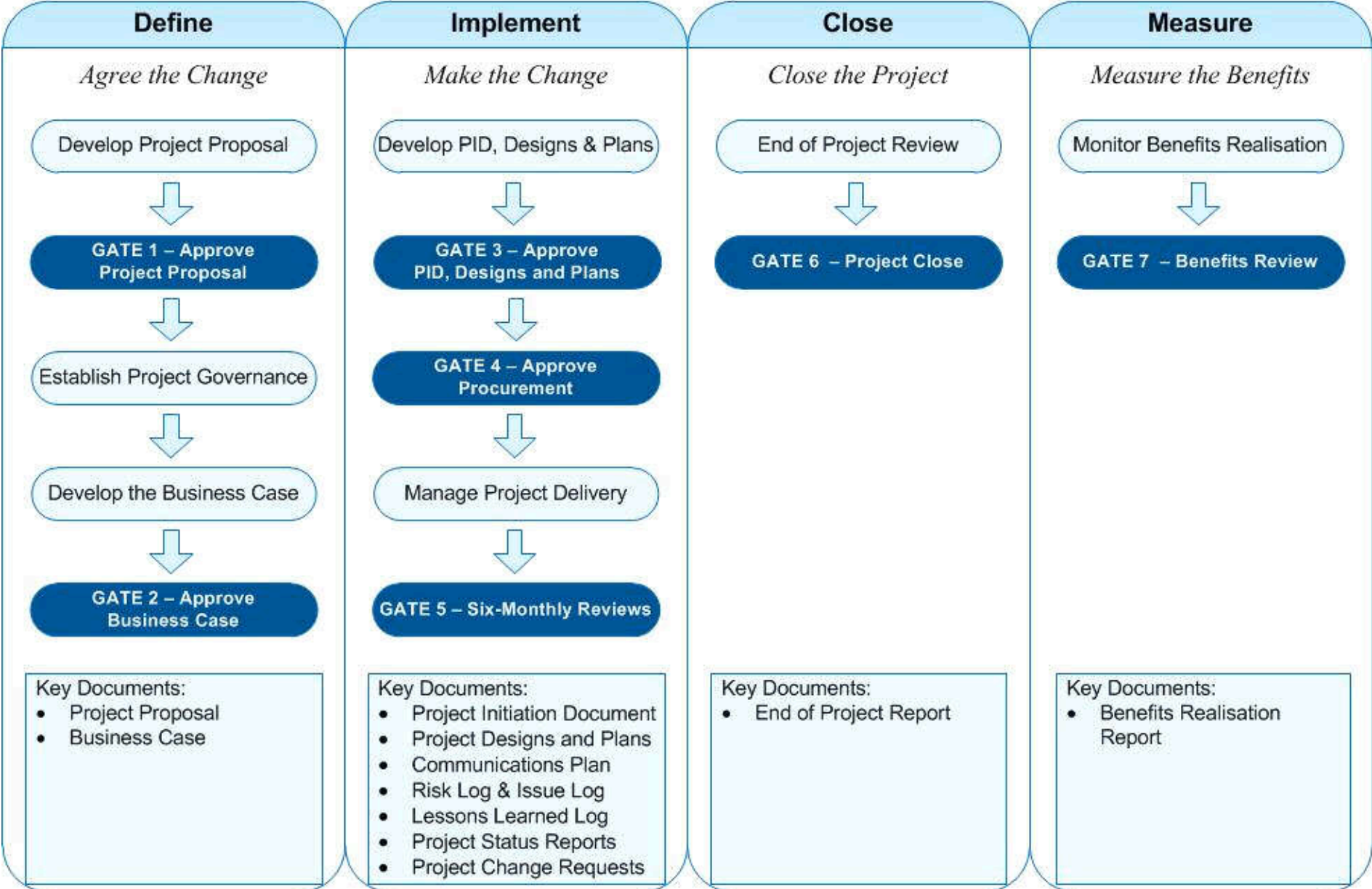
Delegate Pack

Exercise 1.1

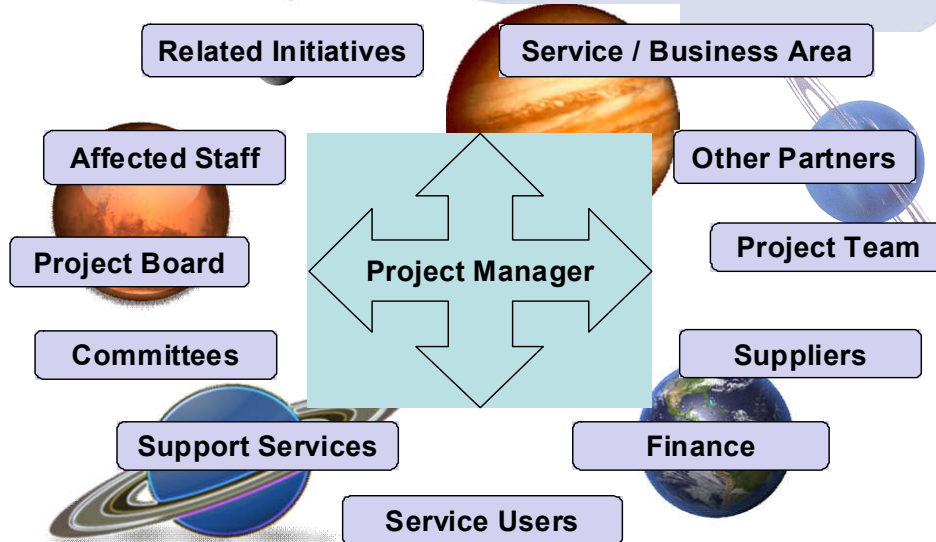
In groups, come up with a single sentence to define what a project is.

A project is ...

Project Management Process



Module 2 - The role of the project manager



Exercise 2

In groups using flipchart paper, for each of the key project relationships, define what you think the project manager's main activities will be.

Exercise 3

Read Part 1 of the Dukesgate Case Study.

In groups:

- Define the Business Need
- Identify the Objectives

Business Need

Objectives

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Step by Step Guide to an Options Appraisal

Step 1	Step 2	Step 3	Step 4	Step 5
Identify the options	Work up the options	Create a shortlist	Compare the shortlisted options	Make a recommendation
<p>How are we going to do this?</p> <p>Aim to meet the objectives</p> <p>Always include Do Nothing / Do Minimum</p> <p>Show your workings</p>	<p>Description</p> <p>Expected costs</p> <p>Risks specific to this option</p> <p>Advantages & disadvantages</p> <p>Any other relevant points</p>	<p>Score options against objectives</p> <p><i>Fully Delivers</i> 3</p> <p><i>Mostly Delivers</i> 2</p> <p><i>Delivers to ltd extent</i> 1</p> <p><i>Does not Deliver</i> 0</p> <p><i>Negative impact</i> -1</p> <p>Rank the options</p> <p>Identify the shortlisted options</p>	<p>Compare each shortlisted option, considering:</p> <ul style="list-style-type: none"> • Best fit to the objectives • Costs • Benefits • Risk 	<p>Choose the best option</p> <p>Show your reasoning</p> <p>Subsequent sections in the business case document assume that recommendation.</p>

Exercise 4a

Read Part 2 of the case study.

- Identify the options for delivering the project.

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Exercise 4b

In groups, work up the options, identifying for each option:

- Expected costs
- Pros and cons
- Any risks specific to this option

Option			
Costs			
Pros			
Cons			
Risks			

Option			
Costs			
Pros			
Cons			
Risks			

Exercise 4.c

In groups, create a shortlist by scoring the options using the Options Scoring Sheet below.

- Score each option against the objectives
- Rank the options

Scoring of Options Against Objectives

- Identify your shortlist

Use the table below to score options against the objectives in order to create a shortlist of options to be considered.

Objectives	Options							
	1	2	3	4	5	6	7	8
Provide young people with an appropriate standard of accommodation								
A homely environment								
Anonymity and privacy in the local community								
Integration into the local community								
Suitable working environment for staff								
A facility that meets Care Inspectorate requirements								
Maximise number of children who can be accommodated in Aberdeen								
Total								
Ranking								

Scoring

Fully Delivers = 3 Mostly Delivers = 2 Delivers to a Limited Extent = 1 Does not Deliver = 0 Will have a negative impact on objective = -1

Exercise 5

For the chosen option in the case study - 'Purchase Dukesgate and Refurbish' - profile the benefits under each category.

Customer Benefits						
Benefit	Measures	Source	Baseline	Expected Benefit	Expected Date	Measure Frequency

Staff Benefits						
Benefit	Measures	Source	Baseline	Expected Benefit	Expected Date	Measure Frequency

Resources Benefits (financial)							
Benefit	Measures	Source	Capital or Revenue?	Baseline (£'000)	Saving (£'000)	Expected Date	Measure Frequency

Exercise 6 – Planning

In groups, using post-its, identify the main activities required to deliver the project scope for the case study.

Tips:

- Use WBS - define the stages first
- Also think about what the blurb doesn't tell us

Exercise 6b

In groups, using our plan of activities, define the key milestones for the case study.

Module 7 – Managing Risk & Issue

In your groups consider each checklist for the case study and compile an initial list of risks and Issues

Module 7 - Managing risks & issues



Project Management Checklist

- Time
- Budget
- Scope
- Resource
- Quality
- Benefit

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Module 7 - Managing risks & issues



Governance & Approvals Checklist

- Political
- Legislative
- Regulatory
- Planning permission
- Building consents

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Stakeholders Checklist

- Service Users
- Service Staff
- Other staff
- Councillors
- SMT
- Unions
- Others

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Stages/ Workstreams

- Define Stage
- Design
- Procure
- Decant
- Construction
- Transition/ Move in

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Interdependencies Checklist

- Council strategies
- Service strategies
- Other projects
- Changes
- Other initiatives
- Suppliers

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Project Management the ACC Way -

Risk Log Example

ID	Description	Type	Date Identified	Original Risk			Proximity	Mitigation (Counter Measures)	Residual Risk (after Mitigation)			Owner	Updates	Date Last Updated	Status	Close Reason
				Impact	Likelihood	Score			Impact	Likelihood	Score					
1	Timescales are tight therefore any unforeseen issues during testing may affect completion date.	Project	07/07/16	3	5	15	Sep-16	Secure additional resource for fixes.	3	2	6	Jim Smith		23/08/16	Open	
2	Planned departmental restructure project may affect availability of project team members.	Project	14/07/16	3	4	12	Nov-16	Delay physical restructure until after go-live.	3	1	3	Alan Jones		19/07/16	Open	
3	New system processes may affect benefits expected by departmental restructure project.	Operational	14/07/16	2	4	8	from Nov 19	Project manager to review benefits with departmental manager.	2	1	2	Jim Smith	(01/09/2016) First meeting took place to identify those areas likely to be affected.	01/09/16	Open	
4	Security protocols available from the supplier may not be compatible with our planned access model.	Project	21/07/16	3	5	15	Now		2	1	2	Peter May	(24/08/16) First meeting with suppliers to compare system architectures.	05/09/16	Open	

Assessing Risks

Impact	
Catastrophic	4
Serious	3
Material	2
Negligible	1

Likelihood	
Very High	6
High	5
Significant	4
Low	3
Very Low	2
Almost Impossible	1

Type
Project
Programme
Operational
Strategic

Exercise 7b

In groups, assess the following risks from the case study using the risk log template.

ID	Description	Type	Original Risk			Proximity	Mitigation (Counter Measures)	Residual Risk (after Mitigation)		
			Impact	Likelihood	Score			Impact	Likelihood	Score
1	The seller may not agree with our internal valuation which will cause a delay to the project.									
2	The decant period may cause serious disruption to the young people's care.									
3	The existing strategy around Children's Services assets is currently being reviewed. There is a risk Dukesgate may not be part of any long-term plans devised by the current review									

Issues Log example

ID	Description	Action	Type	Priority	Owner	Date Identified	Last Updated	Status	Close Reason
6	System Access levels don't meet Security recommendations	<p>XYZ Ltd have restricted access to IP address range. This has been tested and accepted.</p> <p>Update 27/08/15 - Conference call took place to address the overall security concerns from IT. Issue now with ICT to decide which policies will be appropriate.</p> <p>Update 03/11/15 - Peter agreeing network config changes with XYZ.</p>	Concern	High	Peter Smith (ICT)	22/07/15	3/11/15	Open	
7	Pension not loading correctly for staff with multiple jobs	<p>Raised with XYZ.</p> <p>Update 27/08/15 - Patch supplied and installed.</p> <p>Update 03/11/15 – Rick to schedule installation of 10.17 before December.</p>	Concern	Low	Rick Jones	21/07/15	17/11/15	Open	

Issue Types

Concern
 Query
 Change

Exercise 8

In groups, read Part 3 of the case study and identify the expected costs and savings for the chosen option – ‘Purchase Dukeshire and Refurbish’, including any information which might be missing.

Record these in the appropriate cost table on the following pages.

Project Capital Expenditure & Income												
(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	
Staffing Resources												
Land Acquisitions												
New Vehicles, Plant or Equipment												
Construction Costs												
Capital Receipts and Grants												
Sub-Total												

Project Revenue Expenditure & Income												
(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	
Staffing Resources												
Non Staffing Resources												
Revenue Receipts and Grants												
Sub-Total												

Post- Project Capital Expenditure & Income												
(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	
Staffing Resources												
Land Acquisitions												
New Vehicles, Plant or Equipment												
Construction Costs												
Capital Receipts and Grants												
Sub-Total												

Post- Project Revenue Expenditure & Income											
(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Staffing Resources											
Non Staffing Resources											
Revenue Receipts and Grants											
Sub-Total											

Exercise 8.2

Using the information in Part 4 complete the PSR handout

(You will need to divide by months where cost timings are not yet known).

Exercise 9.1

For the case study, in groups draft a stakeholder engagement plan showing:

- The affected entities / groups
- Their stake in the project
- What do they need to know / be engaged about?
- How will you inform / engage with them?

Stakeholder Group	Stake in Project	What do they need to know / Be consulted on	How will we engage?

