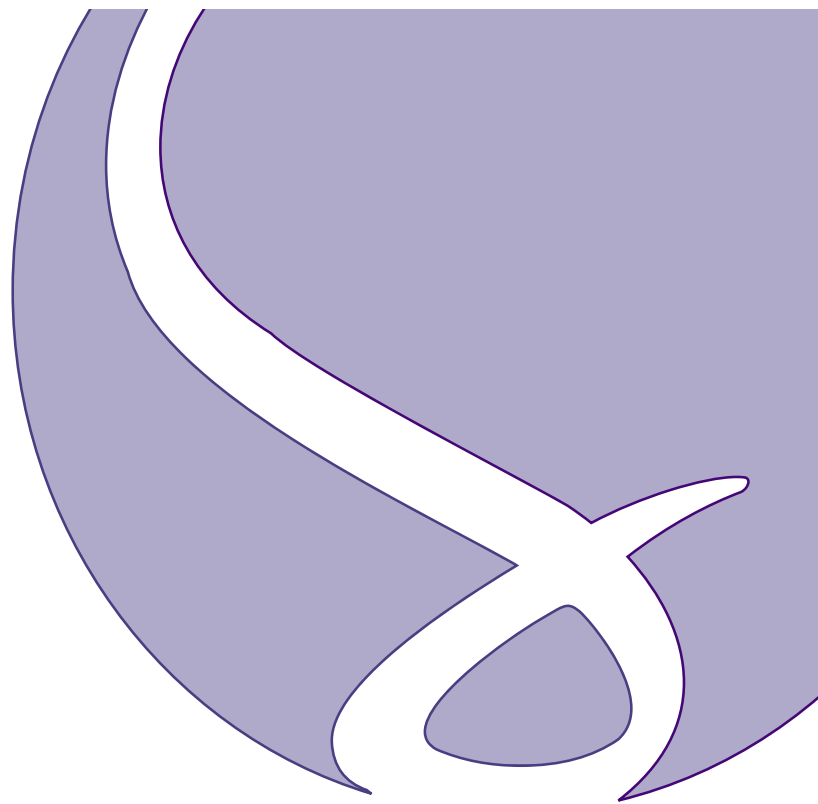




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PRINCE2®

Managing Successful Projects
with PRINCE2® : 2017



Example Management Products



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Woodglen Hotel – Refurbishment Project

To assist you with your overall learning on your SPOCE Project Management PRINCE2® training course, this document contains worked examples for not all, but many of the ‘key’ PRINCE2® management products. They are based on the following project scenario which is an adaptation of the scenario used on SPOCE’s Foundation and Practitioner training courses. We have included the scenario here so you can put the following example management products into context. If you have any questions regarding their content, please ask your course tutor.

PROJECT SCENARIO

Woodglen Leisure Group (WLG) operates a small chain of 3 hotels (Woodglen, Oakmoor and Cherryvale) along the south coast. Over the last few years, revenues have been falling - and this has been perceived, in part, to be due to a lack of investment in the business, especially in the hotels themselves.

The owners have therefore decided to invest in a **‘Modernisation’ Programme** over a period of 12 months, which will include a Re-branding project and the refurbishment of their hotels, which includes their ‘flagship’ Woodglen Hotel.

Woodglen Hotel Refurbishment Project Information

Although ownership and management of the projects will remain with Woodglen Leisure Group, much of the work will be outsourced to HRC (a specialist interior refit company) and GDC (a professional landscaping company). All work must comply with the new branding standards which are being developed by the Re-branding project.

This project is expected to be completed in 6 months and the budget is £1.5 million. It is expected to increase holiday guest, wedding/function bookings and non-residential use of facilities, bar and restaurant within the first year of project completion.

The project includes the redesign and refurbishment of bars, lounges, restaurants, leisure and conference facilities, bedrooms, and gardens, resulting in a ‘newly refurbished’, low-maintenance, 4-star hotel.

The project work will include the creation of the following:

- Refurbished Bar
- Refurbished Lounge
- Refurbished Restaurant
- Refurbished Premier Bedrooms
- Leisure and Conference Facilities
- Redesigned and landscaped garden including a garden room for wedding ceremonies.

The end ‘Project Product’ will be a ‘Refurbished Hotel and new Garden/Wedding Function Facility’.

The design of the interior must comply with WLG’s new branding standards (being created by the Re-branding project).

Woodglen Hotel – Refurbishment Project

The project will consist of the following management stages:

Stage 1: Initiation (2 weeks)

- Set-up the project and create the project initiation documentation

Stage 2: Design (4 weeks)

- Interior & garden designs

Stage 3: Preparation (7 weeks)

- Preparation of all interior and garden areas

Stage 4: Construction (11 weeks)

- Installation of garden room, fittings and furnishings. Decorating and hard & soft landscaping.

The objectives of the project are summarized as follows:

Time:	The project is expected to be completed within 6 months (24 weeks), before the peak summer period begins
Cost:	The project is to cost £1.5 million.
Quality:	To create a product (refurbished hotel including a new wedding function facility) that meets official 4-star hotel rating standards. Materials used should last a minimum of 15 years with only minor maintenance required every 3 to 4 years.
Scope:	The project will aim to refurbish/landscape only the following areas: <ul style="list-style-type: none">○ Bar, lounge, restaurant, leisure and conference facilities and 40 premier bedrooms. No other internal areas are to be included.○ The rear garden area adjacent to the glen where weddings are held. No other garden areas are to be included.
Benefit:	To increase both holiday guest and wedding/function bookings by 30% and non-residential use of facilities, bar and restaurant by 20%, within the first year.
Risk:	Anything that may prevent the project from completing on time or the outcome not resulting in the projected increase in bookings should be identified and managed.

Woodglen Hotel – Refurbishment Project

PROJECT BRIEF	
Programme: WLG Modernisation Programme	
Project: Woodglen Hotel Refurbishment	
Author: 'Programme Manager of Modernisation Programme NB {When part of a programme, the Programme Manager will create the Project Brief (including the outline Business Case as part of it) which will be treated as the Project Mandate}'	Date: 30 th November

Background to Project

WLG operates a small chain of 3 hotels (Woodglen, Oakmoor and Cherryvale) along the south coast. Over the last few years, revenues have been falling - and this has been perceived, in part, to be due to a lack of investment in the business, especially in the hotels themselves.

The owners have therefore decided to invest in a '**Modernisation' Programme**' over a period of 12 months, which will include a Re-branding project and the refurbishment of their hotels, including their 'flagship' Woodglen Hotel. The Woodglen Refurbishment project is therefore part of the 'Modernisation Programme'.

Project Definition

Objectives of the project:

Time:

The project is expected to be completed within 6 months of the start date of 2nd January, before the peak summer holiday period starts from the end of June.

Cost:

The project is to cost £1.5 million

Quality:

To create a product (refurbished hotel including a new wedding function facility) that meets official 4-star hotel rating standards. Materials used should last a minimum of 15 years with only minor maintenance required every 3 to 4 years.

Scope:

The project will aim to refurbish/landscape only the following areas:

- Bar, lounge, restaurant, leisure and conference facilities and 40 premier bedrooms. No other internal areas are to be included.
- The rear garden area adjacent to the glen where weddings are held. No other garden areas are to be included.

Benefit:

- To increase both holiday guest and wedding function bookings by 30% in the year following project completion.
- To increase non-residential use of facilities, bar and restaurant by 20% in the year following project completion.

Risk:

Any situations that may prevent the project from completing on time or the outcome not resulting in the projected increase in bookings should be identified and managed accordingly.

Woodglen Hotel – Refurbishment Project

Desired Outcomes:

- Increase in star rating from a 3 to 4-stars
- More people booking weddings and other parties/functions
- An increase in holiday guest bookings attracting a new calibre of holiday guest
- More people using the hotel's facilities, bar and restaurant on a general/daily basis

(Please refer to the 'Outline' Business Case section for the benefits expected from these outcomes).

Scope and Exclusions:

The project work will include the following:

- Refurbished Bar
- Refurbished Lounge
- Refurbished Restaurant
- Refurbished Premier Bedrooms
- Leisure and Conference Facilities
- Redesigned and landscaped garden including a garden room for wedding ceremonies and other similar occasions.

*All other hotel areas are **excluded** from this project.*

*Only the wedding garden area adjacent to the glen is to be re- landscaped. All other garden areas are **excluded**.*

Constraints:

- WLG's branding standards must be applied.
- Health and Safety regulations for related building/electrical work must be observed at all times.
- No major construction work is to be carried out before 8 a.m. or after 6 p.m. each day. No work to be carried out on Sundays.

Assumptions:

- Any required planning consent will be granted.
- The weather conditions will remain fine during all exterior/garden related work.
- Woodglen branding/standards department and WLG's Maintenance Manager will be available for giving advice/guidance, when required, during the project.

Project Tolerances:

The following are the permissible deviations allowed before the project is deemed to be in exception:

Time: +4 days/-1 week.

Cost: ± £100,000.

Scope: *Exterior:* Some less important garden related products can be excluded, if necessary, in response to any time slippage where the completion date is at risk. E.g. the woodland paths and ornamental pond may be omitted as these are of considered lower priority (Could Have).

Interior: The number of premier bedrooms to be refurbished may be reduced if the completion date is threatened. No more than 40 should be refurbished. (Refer to the Project Product Description for *specific* tolerances for acceptance criteria).

Quality: Seating capacities of the lounge, bar, restaurant and garden room must be sufficient to deliver revenue targets but may be increased/reduced to allow for any design constraints. (Refer to the Project Product Description for *specific* tolerances for acceptance criteria).

Benefit: Holiday guest bookings: 30% increase in year one (+/- 10%). Wedding/function bookings: 30% increase in year one (+/- 5%). Non-residential use: 20% increase in year one (+/- 10%).

Risk: Any threats to the project completion date will not be tolerated and must be formally managed and escalated to WLG senior management and the Modernisation Programme's management.

Woodglen Hotel – Refurbishment Project

The User(s) and any other known interested parties:

- Existing regular holiday guests
- Existing local customers
- Local Tourist Board
- Local community (particularly the adjacent rest home)
- Hotel staff (Particularly the hotel's General Manager, Bar and Restaurant Manager, WLG Head Gardener, WLG Maintenance Manager and their related staff)
- WLG's corporate and 'Modernisation Programme' management
- Local Building Control and Planning departments.

Interfaces:

During the project, the relevant interfaces should be maintained with the following people/departments:

- Programme Manager of the 'Modernisation Programme'
- WLG's Re-branding project
- Building inspectors (from Building Control Department)
- WLG's Maintenance Manager regarding the hotel's existing wiring/plumbing, infrastructure etc
- WLG's Head Gardener regarding areas to be landscaped and existing areas with poor drainage.

The detail of these work interfaces will be shown in the relevant Work Packages.

Woodglen Hotel – Refurbishment Project

‘Outline’ Business Case

Reasons:

The project is required because Woodglen Leisure Group (WLG) has been experiencing negative feedback from their customers regarding the decorative state of their hotels, including their ‘flagship’ Woodglen Hotel and its gardens. It is thought this is the reason for a 40% drop in bookings of wedding functions, a 20% drop in holiday guests and a 10% drop in non-residential use compared to the previous 2 years.

The project will also contribute to WLG achieving their Modernisation Programme’s objectives and strategy over the next 12 months.

Business Options:

1. One means of addressing the situation is to give the hotel a quick, low-cost cosmetic make-over, plus carry out a general tidy-up of the garden area.
2. Another consideration is to invest extra time and money by carrying out a complete revamp of the somewhat dated hotel interior, including the replacement of somewhat ‘dated’ furniture. It is thought that this will give the decorative look of the hotel a much longer lifespan of 15 years and create a far more pleasant and contemporary atmosphere. For the garden area, extensive landscaping could be undertaken to radically change its appearance.
3. The trend in the drop in bookings will continue if nothing is done to address the situation causing revenue and profits to drop even further. Doing nothing to address the problem is not considered to be a viable business option.

Option 2 has been selected by WLG’s senior management based on it being a solution that will deliver a longer term investment and is more likely to create a far superior visual impact with a more comfortable environment. It is believed that this will lead to the additional star rating, allowing the hotel to increase their tariff rates and consequently increase the chances of achieving the expected business benefits.

Timescales:

- The project can be started on 2nd January and must be completed by the end of June. Regarding the project tolerances, earlier completion of up to 1 week is feasible and a later completion of up to 4 days beyond this date is also acceptable.
- Benefits are expected to accrue in year one following project completion and breakeven is expected at year two. This is based on previous similar refurbishment project performances.

Costs:

- The project will be funded by the WLG’s Modernization Programme budget.
- The project is yet to be fully planned, but the estimated cost is £1.5 million. This is based on past, similar refurbishment projects of this scale and assumes no major problems will be encountered when the work begins.
- Operational costs are anticipated to be increased by £50,000 per annum and are to be funded by the Woodglen Hotel’s own revenues.

Woodglen Hotel – Refurbishment Project

Expected Benefits:

Based on previous similar project performances, the WLG are expecting to see the following increase in bookings:

Holiday guest bookings:

- 30% increase per annum in the first 3 years (approx. £900,000 per annum)

Wedding and function bookings:

- 30% increase per annum in the first 3 years (approx. £300,000 per annum)

Non-residential use (of facilities, bar and restaurant):

- 20% increase per annum in the first 3 years (approx. £10,000 per annum)

Expected Dis-benefits:

An estimated loss of £40,000 in revenue is expected during the project due to partial hotel closure.

As a result of a recent survey carried out, it has been identified that 5% of existing regular holiday guests will be lost due to the increase in bedroom tariffs.

Preliminary Risk Assessment:

The schedule is very tight and it is vital that the work is completed before the majority of summer holiday guests begin to arrive from 1st July. Not meeting the deadline could result in unhappy customers and a consequential loss of bookings in the first year.

Although based on a previous similar project, the projected forecast increase in new customers might be over optimistic, causing the expected benefits to not be realized in the first year, thus delaying the payback period of the investment.

If the outcome of being awarded of a 4-star status is not achieved, the increased room rates cannot be applied and hence the level of increased profitability will not be achieved.

Project Product Description

(Although the Project Product Description is assembled as part of the Project Brief, please see the separate sample 'Project Product Description' in this 'Example Management Products' document)

Woodglen Hotel – Refurbishment Project

Project Approach

Interior:

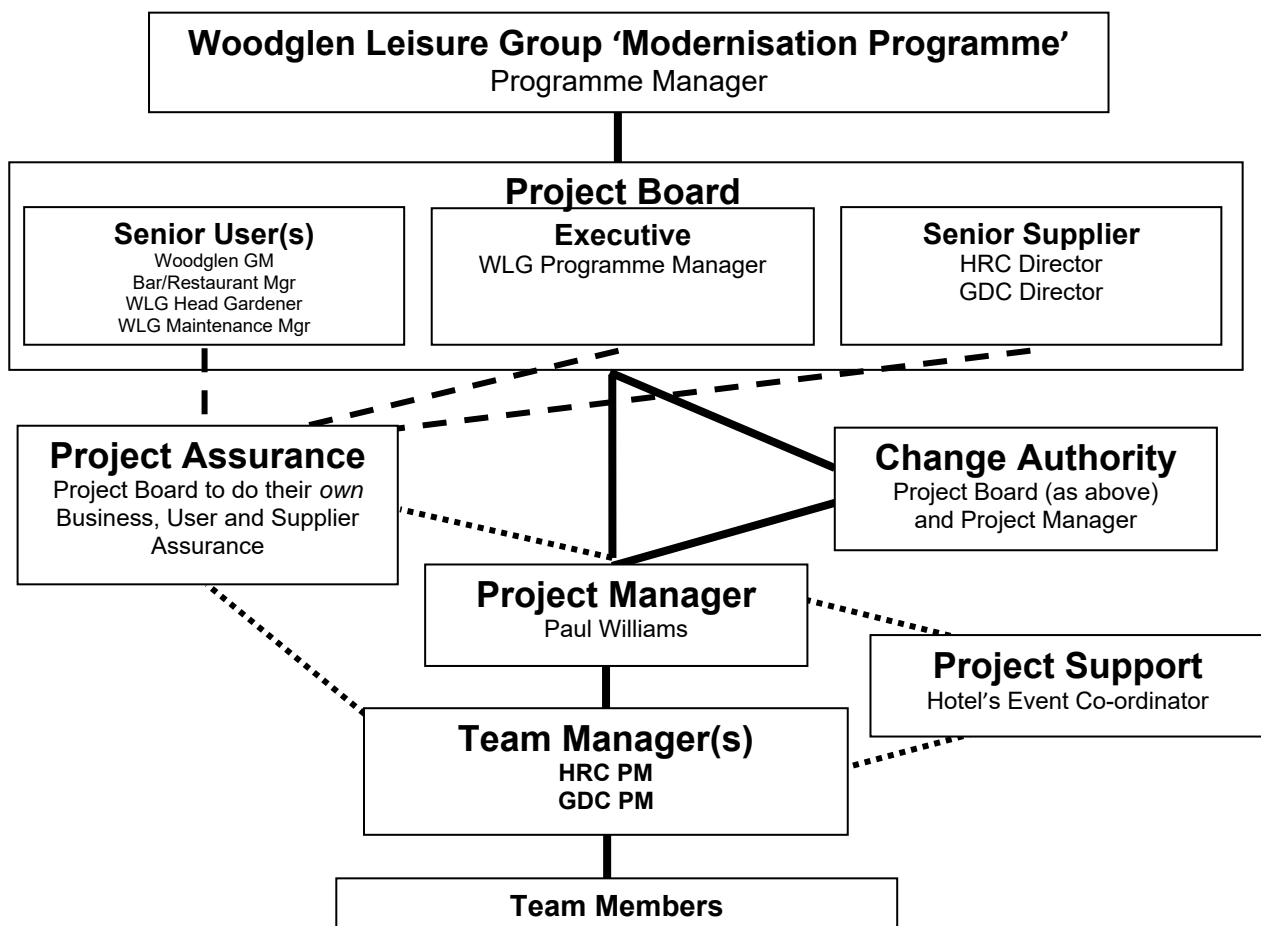
- A complete refit of the hotel interior to be outsourced and designed & built by a professional hotel refurbishment company.
- Use WLG’s Maintenance Manager for advise on existing hotel wiring/plumbing infrastructure.

Exterior:

- The design and build of the landscaping and garden room to be outsourced to a professional landscaping/building company.

Due to the nature of the work, the delivery approach will be to use a traditional ‘waterfall’ delivery approach/lifecycle, rather than an ‘Agile’ delivery approach.

Project Management Team Structure, Roles and Responsibilities*



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* **Note:** Although responsibilities for each role are not included here as examples, please refer to Appendix C of the PRINCE2 Manual for examples of 'standard' roles and responsibilities.

References

Refer to archived project documentation held on the hotel's project server regarding 'Project X', (a previous similar project to refurbish another hotel), in particular its related Lessons Report.

Woodglen Hotel – Refurbishment Project

PROJECT PRODUCT DESCRIPTION

Title	Woodglen Hotel Refurbishment	
Purpose	To provide an attractive and comfortable environment for all guests that complies to the hotel industry 4-star standard, making their stay at the hotel more memorable and pleasurable.	
Composition	<ul style="list-style-type: none"> ▪ Interior <ul style="list-style-type: none"> ○ Refurbished Bar ○ Refurbished Lounge ○ Refurbished Restaurant ○ Refurbished Premier Bedrooms. ▪ Exterior <ul style="list-style-type: none"> ○ Landscaped Garden, Wedding/functions area and Garden Room. 	
Derivation	<ul style="list-style-type: none"> ▪ WLG Corporate Branding Standards ▪ Garden design ideas from magazines ▪ Official 4-Star hotel rating standards ▪ Official Fire, Health & Safety Regulation manuals 	
Development Skills Required	<ul style="list-style-type: none"> ▪ Interior design and fitting ▪ Landscape design/gardening ▪ Joinery ▪ Bricklaying & Tiling ▪ Decorating ▪ Electrical (electrical safe registered) ▪ Plumbing (gas safe registered) 	
Customer's quality expectations	General: A professionally refurbished hotel and wedding garden area using materials which will last a number of years with only minimal/low cost maintenance required.	Priority 1
	Interior related: The finished hotel interior meets the required criteria and standards for being awarded a 4-star-rating.	1
	(Users) The user's quality expectations include:	1
	▪ Each of the premier bedrooms to be refurbished should be equipped with Cable TV, mini bar, internet access and ensuite bathroom with shower.	1
	▪ Increased restaurant seating capacity	2
	▪ Increased bar seating capacity with internet access and cable TV	2
	▪ Increased lounge seating capacity	2
	(Ops/maintenance) It is expected that the interior solution will be easy and low cost to maintain with particular focus on:	
	▪ Any new pipe work and wiring to be easily accessible and come with comprehensive maintenance diagrams	1
	▪ All surfaces and fabrics can be easily cleaned and maintained.	2
	Exterior related:	
	▪ All wooden structures to last a minimum of 15 years (guaranteed)	1
	▪ The garden lawn must be easily accessible for mowing (e.g. no steep slopes)	2
	▪ Low maintenance, gravelled areas.	2

Woodglen Hotel – Refurbishment Project

Acceptance Criteria and Project-level quality tolerance	Priority 1 (High)	Quality Tolerances (Project-level)
	<ul style="list-style-type: none"> The standard of the refurbishment and the facilities provided are sufficient for the hotel to be awarded the 4-star rating 	None
	<ul style="list-style-type: none"> All work and related products must comply with relevant British Standards and the interior must comply with the EU fire precautions Standard 'XXYYZZ-02' 	None
	<ul style="list-style-type: none"> WLG's corporate branding standards must be followed regarding the interior styling and colour schemes 	None
	<ul style="list-style-type: none"> Relevant Health and Safety Standards must be adhered to 	None
	<ul style="list-style-type: none"> Refurbishment of 40 of the premier bedrooms - each of the bedrooms to be equipped with cable TV, mini bar, internet access and en-suite shower/bathroom 	(+0/-5 bedrooms)
	<ul style="list-style-type: none"> No major refurbishment required for a minimum of 15 years from completion, with only minor/low cost maintenance required every 3 to 4 years which will not pose a threat to the hotel's operations and revenues. 	(-0/+3years)
	<ul style="list-style-type: none"> Refurbished Restaurant - seating capacity of 150 	+20/-10 restaurant seating capacity
	<ul style="list-style-type: none"> Redesigning and landscaping of the garden area where wedding functions are held - to include a garden room for wedding ceremonies to have a seating capacity for 120 guests 	+15/-5 seating
	Priority 2 (Medium)	
	<ul style="list-style-type: none"> Refurbished Bar - seating capacity of 50 with internet access and cable TV 	± 10 bar seating capacity
	<ul style="list-style-type: none"> Refurbished Lounge - seating capacity of 100 	± 20 lounge seating capacity
	Priority 3 (Low)	
Acceptance Methods	Acceptance on completion will be sought from the following people using the following methods: <ul style="list-style-type: none"> Sign-off from Building Control (via formal inspection) Sign-off from fire safety officer (via formal inspection) Sign-off from WLG's Maintenance Manager regarding their acceptance criteria (via visual inspection of respective products) Sign-off from the hotel's Bar and Restaurant Manager regarding their acceptance criteria (via visual inspection of respective products) Sign-off from the hotel's General Manager regarding their acceptance criteria (via visual inspections of all products) Confirmation from a hotel inspector that the work is sufficient for the hotel to be awarded the 4- star-rating (via formal visual inspections of the hotel). 	
Acceptance Responsibilities	<ul style="list-style-type: none"> The Senior Users and Executive will be responsible for confirming the acceptance criteria being met once all products have been confirmed as 'approved' by the respective people. Building Control will provide sign-off against all building and fire regulation standards. 	

Woodglen Hotel – Refurbishment Project

BUSINESS CASE (DETAILED)

Executive Summary

This project is vital to the ongoing success of both the hotel and WLG. The increase in star-rating will be fundamental to the delivery of the benefits. Being our prime business, the most significant benefits are the increase in holiday guest and wedding function bookings.

The project must be completed in time for the peak summer holiday guest arrivals (end of June), so every effort must be made to control any risks relating to the threat of late completion.

Experience has shown that to be awarded an additional star rating and to complete on time will mean a healthy return on this project investment within just 2 years.

Reasons

The project is required because Woodglen Leisure Group (WLG) has been experiencing negative feedback from their customers regarding the decorative state of their hotels, including their 'flagship' Woodglen Hotel and its gardens. It is thought this is the reason for a 40% drop in bookings of wedding functions, a 20% drop in holiday guests and a 10% drop in non-residential use compared to the previous 2 years.

The project will also contribute to WLG achieving their Modernisation Programme's objectives and strategy over the next 12 months.

Business Options

1. One means of addressing the situation is to give the hotel a quick, low-cost cosmetic make-over, plus carry out a general tidy-up of the garden area.
2. Another consideration is to invest extra time and money by carrying out a complete revamp of the somewhat dated hotel interior, including the much needed replacement of furniture. It is thought that this will give the decorative look of the hotel a much longer lifespan of 15 years and create a far more pleasant and contemporary atmosphere. For the garden area, extensive landscaping could be undertaken to radically change its appearance.
3. The trend in the drop in bookings will continue if nothing is done to address the situation causing revenue and profits to drop even further. Doing nothing to address the problem is not an acceptable business option.

Option 2 has been selected by WLG senior management based on it being a solution that will deliver a longer term investment and is more likely to create a far superior visual impact and more comfortable environment. It is believed that this will lead to the additional star rating, allowing the hotel to increase their tariff rates and consequently increase the chances of achieving the expected business benefits.

Timescales

- The project can be started on 1st February and must be completed by 31st May. Regarding the project tolerances, earlier completion of up to 1 week is feasible and a later completion of up to 4 days beyond this date is also acceptable.
- The costs/benefits will be analysed over a 2 year period after the completion of the project.
- Benefits are expected to accrue in year one following project completion and breakeven is expected at year two.

Woodglen Hotel – Refurbishment Project

Costs

The project will be funded by the WLG's Modernization Programme budget.

The project is estimated cost is £1.5 million (based on the Project Plan). This is also based on past, similar refurbishment projects of this scale and assumes no major problems will be encountered when the work begins.

Operational costs are anticipated to be increased by £50,000 per annum and are to be funded by the Woodglen Hotel's own revenues.

Expected Benefits

Based on previous similar project performances, WLG Senior management and the Executive are expecting to achieve the following increases in bookings:

<u>Benefits</u>	<u>Tolerances</u>
Holiday guest bookings:	
30% increase in year one	(+/- 10%)
Wedding function bookings:	
30% increase in year one	(+/- 5%)
Non-residential use:	
20% increase in year one	(+/- 10%)

(See Investment Appraisal section for the financial values of these benefits)

Method and Timing of Benefit Measurements

Please see the separate 'Benefits Management Approach' document for the actions and resources required to ensure the outcomes and benefits are realized.

Expected Dis-benefits

- An estimated loss of £40,000 in revenue is expected during the project due to partial hotel closure
- As a result of a recent survey carried out, it seems that 5% of existing regular holiday guests will be lost due to the increase in room tariffs.
- The investment in this project means that Woodglen can not now invest in the new furniture which is needed at another one of their hotels.

(See Investment Appraisal section for the related financial values of these dis-benefits)

Major Risks

- The schedule is very tight and it is vital that the work is completed before the majority of summer holiday guests begin to arrive from the end of June. Not meeting the deadline could result in unhappy customers and a consequential loss of bookings in the first year.
- Although based on a previous similar project, the projected forecast increase in new customers might be over optimistic, causing the expected benefits to not be realized in the first year, thus delaying the payback period of the investment.
- If the outcome of being awarding of a 4-star status is not achieved, the increased room rates cannot be applied and hence the level of increased profitability will not be achieved.

Woodglen Hotel – Refurbishment Project

Investment Appraisal

Year	0	1 (Year End)	2 (Year End)	3 (Year End)
Costs:				
Project (includes Change & Risk budgets)	£1,500,000	£0	£0	£0
Operational	£0	£50,000	£50,000	£50,000
Dis-benefits:				
Loss of Revenue During Project	£40,000	N/A	N/A	N/A
Loss of existing Holiday Guests	0	£15,000	£15,000	£15,000
Benefits:				
New Holiday Guest Bookings	0	£900,000	£900,000	£900,000
Wedding Function Bookings	0	£300,000	£300,000	£300,000
Non-Residential Use	0	£10,000	£10,000	£10,000
Cash Flow	£- 1,540,000	£1,145,000	£1,145,000	£1,145,000
Cumulated	£- 1,540,000	£-395,000	£750,000	£1,895,000

Note:

This is a 'simplified' example of an investment appraisal in the form of a 'costs/benefits analysis'. The figures have been kept the same across each year for simplicity. Despite the Business Case only showing the expected benefits for year 1 (see 'Expected Benefits' section in the Business Case), this investment appraisal above shows the expected costs and benefits over a 3 year period, as this is a more realistic period for an investment appraisal.

Also, in reality, the expected benefits and costs are very likely to differ year on year. Based on this simple example you can see that the original investment (project cost) has a 'payback/breakeven period' by the end of year 2, as a result of the 'return on investment' (the financial benefits), also taking into account the expected dis-benefits and operational costs.

Woodglen Hotel – Refurbishment Project

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Woodglen Hotel – Refurbishment Project

BENEFITS MANAGEMENT APPROACH

This benefits management approach defines the benefits management actions and benefits reviews that will be put in place to ensure that the project's outcomes are achieved and confirm that the project's benefits are realized and how product performance will be assessed.

Benefits Reviews

Actions to achieve Outcomes	Expected Benefits	Tolerance	Baseline Measures	Method of Measure	Measurement Date(s)	Staff Accountable
Sales & Marketing to ensure details are published to advertise the hotel refurbishment	Holiday guest bookings increase of 30% in year one	+/- 10%	Currently, an average of 50 bedrooms are occupied daily	Review bedroom bookings	6 and 12 months after project completion	Woodglen GM
Sales & Marketing to ensure details are published to advertise the new wedding facilities	Wedding function bookings increase of 30% in year one	+/- 5%	Currently, an average of 5 weddings are held annually	Review wedding function bookings	3, 6 and 12 months after project completion	Sales and Marketing Mgr
Sales & Marketing to ensure details are published to advertise the hotel refurbishment	Non-residential use Increase of 20% in year one	+/- 10%	Currently, approximately £2,000 per week is taken	Review bar/restaurant takings (food and beverages)	3, 6 and 12 months after project completion	Bar and Restaurant Mgr

Product Performance Assessment

Product	Method of Assessment	Beneficial Side Effects	Adverse Side Effects	Required Action	Action Owner
Restaurant	Visual Inspection & Customer Questionnaire				
Bar, Lounge	Visual Inspection & Customer Questionnaire				
Leisure/conference facilities	Visual Inspection & Customer Questionnaire				
Premier Bedrooms	Visual Inspection, test of facilities & Customer Questionnaire				
Wedding Area/Garden Room	Visual Inspection & Customer Questionnaire				

N.B. Information regarding the side effects and required actions/action owners would be included once the 'post-project' product assessment has taken place.

Woodglen Hotel – Refurbishment Project

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Woodglen Hotel – Refurbishment Project

RISK MANAGEMENT APPROACH

Introduction

This risk management approach is to be applied to the Refurbishment Project to help control the risks to the project's objectives. It covers the procedures to be followed for all risks (both threats and opportunities) relating to both the work during the project and the products when in operational use.

- The Project's Executive is ultimately responsible for this approach.
- The Project Manager will be responsible for maintaining the approach throughout the project.

Risk Management Procedure

The following steps should apply to the project's risk management procedure:

- Identify step
 - Risks (both threats and opportunities) should be identified, (aided by the tools and techniques mentioned below), and added to the Risk Register. Risks should be clearly described in unambiguous terms and include the 'risk cause', 'risk event' and 'risk effect' (impact) on the project's objectives.
- Assess step
 - Each risk should be assessed for its probability (the likelihood of it occurring), its impact (how it will affect the project's objectives should it occur) and its proximity (when it's likely to occur), using the guides outlined in the scales and proximity sections of this approach.
 - The net expected monetary value of all risks should also be calculated
- Plan step
 - Identify and evaluate a range of options for responding to threats and opportunities. Prepare specific risk management responses to the threats and opportunities to ideally remove or reduce the threats and maximize the opportunities. See risk response category section of this approach
- Implement step
 - Project Plans, Stage Plans and Work Packages should be updated (where appropriate) to include any relevant risk response actions. Any fallback plans should be included within the relevant plan and triggered if the related risk occurs.
- Communicate step
 - The following products should be used to communicate risks both within the project and externally to Woodglen corporate management and other key stakeholders as indicated in the Communication Management Approach.
 - Highlight Report (for Project Board regarding Stage and project-level risks). Also use to keep corporate management informed where required
 - Checkpoint Report (for Project Manager regarding Work Package risks)
 - End Stage Report (for Project Board regarding risk status at the end of each stage). Also use to keep corporate management informed at stage end
 - End Project Report (for Project Board regarding risk status at the end of the project)
 - Exception Report (in the case of a risk tolerance being exceeded)

Woodglen Hotel – Refurbishment Project

Tools and Techniques

The following risk techniques and tools should be used to help with the identification and assessment of risks:

- Reviewing lessons from our previous similar refurbishment projects
- Risk Checklists (using Woodglen Hotel's standard 'Hotel Refurbishment' risk checklist)
- Risk Brainstorms - involving appropriate project team members/users
- Risk Breakdown Structure (using the risk categories as 'potential risk sources', as listed in the 'risk categories' section of this Risk Management Approach)
- Expected Monetary Value to help with assessing the 'financial value' of the overall impact/risk exposure of all risks on the organization and the project's viability
- Summary risk profile should be used to summarize risks and their estimations (to be include in Highlight Reports)
- Probability impact grid should be used to rank and summarize risks qualitatively, using the chosen risk scales as outlined under the 'Scales' section of this Risk Management Approach.

Templates for the Risk Checklist, Risk Breakdown Structure and Probability impact grid can be found in the 'project' directory on the hotel's main server within the Projects/Templates folder.

Records

A Risk Register is to be used which will give documented evidence that risks have been identified and are being controlled. It should contain the following details for each identified risk:

- Risk Identifier (RSKⁿⁿ)
- Risk Author (the person who raised the risk)
- Date Registered
- Risk Categories (Strategic; Environmental; Legislative; Organisational; Economic; Technical; Health and Safety)
- Risk Description (to include: risk 'cause', 'event' and 'effect on the project's objectives')
- Probability, Impact and Expected Values (for inherent risk (pre-response action) and residual risk (post-response action))
- Proximity
- Risk Response Categories (for threats and opportunities – (see 'Response Categories' section of this Risk Management Approach for further guidance)
- Risk Response (the action(s) chosen to manage the risk)
- Risk Status (open or closed)
- Risk Owner (the person who will manage/monitor all aspects of the risk assigned to them)
- Risk Actionee (the person who will carry out the selected risk response actions)

Woodglen Hotel – Refurbishment Project

Reporting

The following management reports should include information on the project's risks:

- Highlight Reports*
- Checkpoint Reports
- End Stage Reports
- End Project Report
- Exception Reports

*A Summary Risk Profile should be used to summarize/communicate risks and be included as part of each Highlight Report. This should include a '**RAG**' colour coding status where **Green** would represent 'No risk action applied and/or actions applied and risk currently stable'; **Amber** represents 'formal risk actions applied, risk increasing but within tolerance' and **Red** represents 'formal risk actions applied, but risk currently beyond tolerance'.

The templates for the Risk Register and Summary Risk Profile can be found in the 'project' directory on Woodglen Hotel's main server within the Projects/Templates folder.

Risk Management Activity Timings

Key risk management activities (e.g. Identification/Assessment/Plan and Implement should be undertaken at the following points of the project:

- 'Minimally' at the end of each stage, as part of reviewing all risks and 'during' each management stage on a weekly basis
- Each time a Plan is produced and authorized (Project, Stage and Team level plans)
- On creation of any Exception Plans
- Each time a Work Package is authorized (via discussions with the Team Manager)
- When carrying out impact analysis on issues or assessment of any risk.

Scales

The following scales should be used for assessing the probability (likelihood) of each risk:

- 0.9 - Very High (71-90%)
- 0.7 - High (51-70%)
- 0.5 - Medium (31-50%)
- 0.3 - Low (11-30%)
- 0.1 - Very Low (up to 10%)

The following scales should be used for assessing the impact of each risk on the project's objectives of time and cost:

- 0.8 - Very High
- 0.4 - High
- 0.2 - Medium
- 0.1 - Low
- 0.05 - Very Low

The Probability score should be *multiplied* by the Impact score to provide an overall assessment of the risk's severity.

The overall risk exposure to the project and to WLG should be evaluated by *combining* the effect of each individual risk. The risk exposure should not exceed WLG's risk appetite.

Woodglen Hotel – Refurbishment Project

Risk Tolerance

- WLG have stressed that any threats that, if they were to occur, would lead to a loss of business/revenue must be escalated to WLG corporate, Programme Management and the Project Board.
- Based on the overall risk assessment values of a risk (e.g. the probability and impact combined) the risk should be managed as follows:
 - Any risk value below 0.05 won't require formal action but should be continuously reviewed and be shown on the risk profile in green.
 - Any risk with a greater value of 0.045 but less than or equal to 0.14 must be proactively managed and shown on the risk profile in amber
 - Any risk with a greater value of 0.14 must be escalated to the Project Board and shown on the risk profile in red.

Proximity

Risk proximity (i.e. when the risk is expected to materialize) scales to be used:

- Imminent (e.g. within 24 hours)
- Within the current stage
- Within the project
- Beyond the project (typically risks related to the products when in operational use)

Risk Categories

Within this project, the following categories should be used (as per the Risk Breakdown Structure) to help identify specific sources of risks:

- **Strategic** (regarding the Business Case/benefits)
- **Environmental** (regarding the interior, but in particular the exterior work, e.g. weather conditions, hazardous materials such as asbestos)
- **Legislative** (rules/regulations/standards etc) regarding all interior and exterior work, e.g. 4-star hotel criteria/standards, building standards)
- **Organisational** (regarding performance/capability/availability of all project human resources)
- **Economic** (regarding costs of materials, inflation etc)
- **Technical** (regarding all specialist work and related specifications/criteria)
- **Health and Safety** (following health and safety rules/regulations)

Woodglen Hotel – Refurbishment Project

Risk Response Categories

The following are valid response categories to be used for the refurbishment project.

For Threats:

- **Avoid** - to stop the risk from occurring or to prevent any impact
- **Reduce** - to treat the risk in order to reduce the impact and/or probability
- **Prepare Contingent Plan** - a plan of action to be used if the risk happens
- **Transfer** - a third party takes on responsibility for some or all of the financial impact
- **Share** - via procurement, the negative impact of the threat can be shared with the supplier
- **Accept** - A conscious decision to retain the threat usually due to it being more economical to do nothing than to attempt to take action. (The threat should still be monitored for any signs of change).

For Opportunities:

- **Exploit** - seize the opportunity to ensure it WILL happen and the impact WILL be realized
- **Enhance** - take action to enhance the probability of the event occurring and enhance the impact of the event should it occur
- **Prepare Contingent Plan** - a plan of action to be used if the risk occurs
- **Transfer** - a third party takes on responsibility for some or all of the financial impact
- **Share** - via procurement, the negative impact of the threat can be shared with the supplier
- **Accept** - A conscious decision to retain the opportunity usually due to it being more economical to do nothing than to attempt to take action. (The opportunity should still be monitored for any signs of change).

Early Warning Indicators

- Any 'forecast', prolonged adverse weather conditions (e.g. heavy rain/wind) (re exterior/garden work)
- If specialist team resources fall below 70% availability (for all work areas)
- If project schedule is ahead by 4 days, or behind schedule by 2 days (linked to project time tolerances)
- 50% of issues remaining unresolved.
- If the average number of days for resolving critical or major issues exceeds 2 days

Risk Budget

- There is a risk budget which will be divided over each stage of the project, the amount of which to be agreed with the Project Board at each stage end. The *amount* of risk budget available should be documented in the relevant plans (e.g. project and stage plans).
- Risk budget use:
 - Only for funding any agreed risk management actions to the project's threats and opportunities, e.g. for funding contingent plans, actions that will reduce the risk threat, avoidance actions, or for exploiting or enhancing any recognized opportunities.
- Only the Project Manager will be allowed access to the risk budget.

Woodglen Hotel – Refurbishment Project

Roles and Responsibilities for Risk

Role	Responsibility
WLG / Programme Mgt	<ul style="list-style-type: none"> ▪ Provide details of the WLG's corporate or programme management risk management standards/policies.
Executive	<ul style="list-style-type: none"> ▪ Ensure risks related to the Business Case are identified, assessed and controlled. ▪ Monitor and where appropriate manage/own risks at a business/ strategic level ▪ Approve the Risk Management Approach
Senior User	<ul style="list-style-type: none"> ▪ Ensure risks to the users are identified, assessed and controlled
Senior Supplier	<ul style="list-style-type: none"> ▪ Ensure risks relating to the supplier aspects are identified, assessed and controlled
Project Manager	<ul style="list-style-type: none"> ▪ Create and maintain the Risk Register ▪ Ensure all risks are identified, recorded in the Risk Register and regularly reviewed. ▪ Manage specific risks assigned to them ▪ Approve risk response actions at Work Package level
Team Manager	<ul style="list-style-type: none"> ▪ Participate in the identification, assessment and control of risks
Project Assurance	<ul style="list-style-type: none"> ▪ Review risk management procedures to ensure they are performed in-line with this Risk Management Approach
Project Support	<ul style="list-style-type: none"> ▪ Assist the Project Manager with the maintenance of the Risk Register. ▪ Baseline and protect the Risk Management Approach.

Woodglen Hotel – Refurbishment Project

QUALITY MANAGEMENT APPROACH

Introduction

This quality management approach is to be applied to the Woodglen Refurbishment Project to define the quality techniques and standards required and the various responsibilities for achieving the required quality levels during the project.

- The Project's Executive will approve this approach.
- The Project Manager will be responsible for maintaining this approach throughout the project and for ensuring the quality management processes and procedures are implemented.

Quality Management Procedure

The corporate quality management procedures align with the PRINCE2 quality management procedures, which are summarized as follows:

Quality planning

- The customer's quality expectations within the Project Product Description should be used to establish the project's acceptance criteria. The acceptance criteria must be clearly stated in 'measurable' terms and agreed before work any specialist work begins
- We must ensure that the project's quality management approach aligns with WLG's Modernisation Programme strategy throughout the project, including any specific WLG corporate quality standards
- Agreement on specific quality methods, tools and techniques (both that of WLG and of any suppliers) regarding the specialist work must be established for each stage of the project
- Agreement on the involvement of WLG's internal standards department in carrying out quality assurance activities must be established - specifically when and how they wish to be involved at each stage. These activities should be included in each Stage Plan
- Product Descriptions should be created for each specialist product, e.g. interior designs, and must contain measurable quality criteria with applicable quality tolerances, quality methods to be used to check the product's 'fitness for purpose' and the quality responsibilities for the product
- A Quality Register should be used to capture 'planned' quality control activities, such as when, how and by whom quality checks on each product/deliverable will be done, including the results and cross-references to quality and approval records.

Quality Control

- Quality Standards/Procedures/Regulations to be applied
 - WLG corporate BRANDING standards must be applied in regards to any branding/interior designs/colour schemes etc
 - Health and Safety procedures for all relevant work must be followed
 - Building Regulations must be followed where they apply
 - XXYYZZ-02 fire regulations must be considered for any related products (e.g. interior wood/fabrics etc)

Woodglen Hotel – Refurbishment Project

Quality Control continued...

- **Templates and Forms**
 - The Quality Register should be updated throughout to show ‘actual’ quality control (quality check) activity dates and the results
 - The Product Descriptions should be used as a basis against which to quality check each product
 - Standard templates for Product Descriptions and the Quality Register can be found in the ‘project’ directory on the hotel’s main server within the Projects/Templates folder
- **Quality Methods**
 - Appraisal type methods to be applied
 - Visual Inspections (for all construction work)
 - Quality Inspections (using PRINCE2® Quality Review Technique) for all management products, e.g. the Business Case, PID and all specialist document type products, e.g. any designs, blue prints, etc.
 - In-process type methods to be applied
 - Surveys (of any groundwork and building work)
 - Formal building inspections (re building regulation compliance)
 - Metrics to be used
 - British Standard electricity and gas metrics (re voltage and co2 emissions) to be used to ensure safety compliance of all gas and electrical installations.
- **Quality Assurance**
 - WLG’s standards department will check that the correct processes, procedures and standards are in place, including WLG’s new branding standards, in order to ensure the quality requirements of the project will be met.

Tools and Techniques

WLG’s quality management system, standards and procedures should be applied throughout, specifically in relation to corporate branding and interior design (see quality control/quality standards above)

Records

The Quality Register will be used to summarize the planned and actual results of all the quality activities (e.g. results of quality inspections, design reviews, etc) and should be used to provide quality result information for Highlight Reports, End Stage Reports and the End Project Report. To provide evidence of the quality checks carried out, any quality records/documentation generated from a quality check (e.g. sign-off certificates from Building Control, question lists from doing quality reviews etc) should be cross-referenced in the Quality Register and be stored with the Quality Register in the quality folder of the ‘project’ directory on the hotel’s main server.

The standard template for the Quality Register can be found in the ‘project’ directory on the hotel’s main server within the Projects/Templates folder.

Woodglen Hotel – Refurbishment Project

Reporting

Highlight Reports, End Stage Reports, Issue Reports and Exception Reports should be used, as indicated in the Communication Management Approach, to report on the current or completed state of the project's products and their quality results. Lessons Reports will advise on any changes that may be recommended to WLG's quality management system standards and procedures. These should be passed to WLG's standards department for consideration.

Approval for each product should be indicated in the Quality Register and by the approver(s) signature(s) on the relevant Product Description and related quality records/documentation.

Acceptance for the ultimate approval of the refurbished hotel and garden/wedding area will be recorded on an 'acceptance record'.

The template for the 'acceptance record' can be found in the 'project' directory on the hotel's main server within the Projects/Templates folder.

Timing of Quality Management activities

During project initiation:

- The customer's quality expectations and project's acceptance criteria within the Project Product Description should be used to help identify any specific quality standards as part of creating the Quality Management Approach.
- Set up a Quality Register for use throughout the project for capturing planned and actual quality management activity results.

For each subsequent management stage:

- Write clear, unambiguous Product Descriptions containing measurable quality criteria/ quality tolerances, quality method(s) suitable for checking the related product and quality responsibilities for the creation, reviewing and approval of the product.
- The Quality Register should be updated to show the planned quality inspection methods and timings for each product within each stage and subsequently updated with the results of each quality inspection performed as part of each Work Package execution.
- Quality management activities (e.g. quality inspections and quality reviews) of the products should be undertaken as outlined in the Work Package and relevant Stage Plan and Quality Register.
- Quality records and approval records should be created and stored to support the Quality Register entries, e.g. building inspector sign-off certificates for related building work.
- Regarding the above, the Project Manager should monitor the status of all quality inspections/audits etc by regularly reviewing the Quality Register
- Quality assurance audits will be carried out by our standards department both during and at the end of each stage to ensure conformity to WLG's corporate branding standards.
- The Quality Management Approach should be reviewed at the end of each management stage and updated (where necessary) to reflect any new quality standards or methods applicable to the work and/or products of the next stage.

At the end of the project:

- The Project Product Description and acceptance criteria will be reviewed and final acceptance will be sought to confirm the quality expectations and acceptance criteria have been met. The final acceptance record should be signed to confirm this.
- The Quality Management Approach should be reviewed for its effectiveness during the project and any lessons should be included in the Lessons Report/End Project Report.

Woodglen Hotel – Refurbishment Project

Roles and Responsibilities for Quality

Role	Responsibility
WLG / Programme Mgt	<ul style="list-style-type: none"> ▪ Provide details of the corporate or programme quality management system. ▪ Provide Quality Assurance to the project (from WLG's standards department).
Executive	<ul style="list-style-type: none"> ▪ Approve the Project Product Description. ▪ Approve the Quality Management Approach from a business perspective ▪ Confirm acceptance of the project product.
Senior User	<ul style="list-style-type: none"> ▪ Provide the customer's quality expectations and acceptance criteria. ▪ Approve the Project Product Description. ▪ Approve the Quality Management Approach from a user perspective ▪ Approve Product Descriptions for key user products. ▪ Provide resources to undertake user quality activities and product approval. ▪ Provide acceptance of the project product.
Senior Supplier	<ul style="list-style-type: none"> ▪ Approve the Project Product Description (if appropriate). ▪ Approve the Quality Management Approach from a supplier perspective ▪ Approve any quality methods, techniques and tools adopted in product development (where appropriate) ▪ Provide resources to undertake supplier quality activities. ▪ Approve Product Descriptions for key specialist products.
Project Manager	<ul style="list-style-type: none"> ▪ Document customer's quality expectations and acceptance criteria. ▪ Prepare the Project Product Description (with users). ▪ Prepare the Quality Management Approach. ▪ Prepare and maintain the Product Descriptions. ▪ Ensure that Team Managers implement the quality control measures agreed in Product Descriptions and Work Packages.
Team Manager	<ul style="list-style-type: none"> ▪ Produce products consistent with Product Descriptions. ▪ Manage quality controls concerned with each with Work Package. ▪ Assemble quality records. ▪ Advise the Project Manager of product quality status.
Project Assurance	<ul style="list-style-type: none"> ▪ Advise the Project Manager on the Quality Management Approach. ▪ Assist the Project Board and Project Manager by reviewing the Product Descriptions. ▪ Advise the Project Manager on suitable quality reviewers/approvers. ▪ Assure Project Board members on the implementation of the Quality Management Approach, i.e. the proper conduct of the project management and quality procedures.
Project Support	<ul style="list-style-type: none"> ▪ Provide administrative support for quality controls. ▪ Maintain the Quality Register and the quality records. ▪ Assist Team Managers and members with the application of the project's quality processes. ▪ Baseline and protect the Quality Management Approach.

Woodglen Hotel – Refurbishment Project

CHANGE CONTROL APPROACH

Introduction

This change control approach is to be applied to the Woodglen Refurbishment project to identify, assess and control any potential and approved changes to the project baselines.

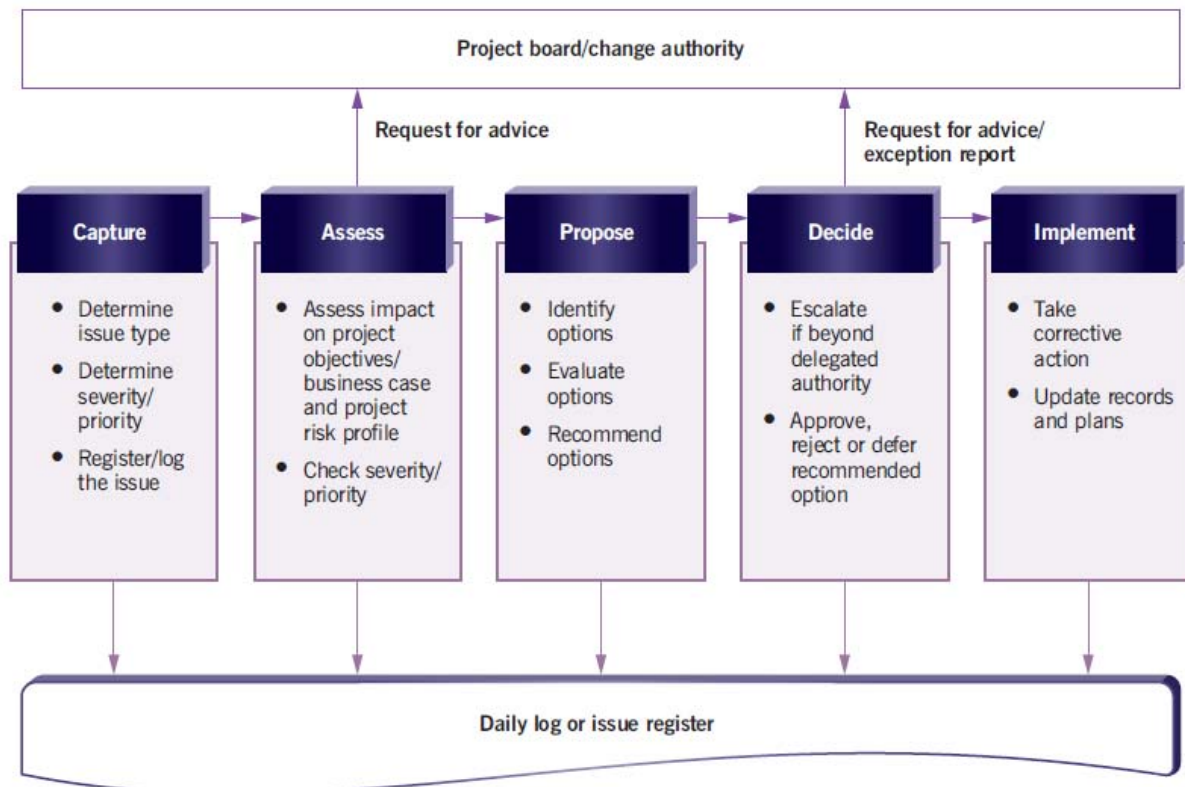
- The Project's Executive will approve this approach.
- The Project Manager will be responsible for maintaining this approach throughout the project and for managing the issue and change control procedures.

Issue Management and Change Control Procedure

The project's Issue Management and Change Control Procedure will be as follows:

The issue management and change control procedure (as outlined on the following diagram and summarised below) will be used by this project to capture, assess, propose, decide and implement actions in response to all issues and changes.

See 'Priority and Severity Scales' and 'Change Authority' sections for appropriate level of management referral. Refer to 'Change Budget' section for guidance on use of the change budget. Also see separate section for timings regarding issue assessment and change control.



Woodglen Hotel – Refurbishment Project

Issue management and change control procedure in summary

All issues **must** be captured.

The following must be entered in the Issue Register and an Issue Report produced for them:

- All requests for change and off-specifications
- Any problems/concerns needing to be managed formally

The Daily Log can be used for handling informal problems/concerns.

Issues should be prioritized and an impact assessment should be carried out (where appropriate) on requests for change, off-specifications and any 'formally' managed problems/concerns to assess their severity.

Where appropriate, options to resolve issues should be considered and a recommendation made.

A decision should be made (within the agreed timeframe) and adequate steps taken to ensure issues are resolved and any required actions implemented within the agreed tolerances.

If corrective action were to cause tolerances to be exceeded, then an Exception Report should be produced and sent to the Project Board for their consideration.

Managing Product Baselines

Products are to be 'baselined' at the states of: 'Draft', 'For Review' and 'Approved'.

Once a product has been baselined, it should NOT be changed without going through formal change control.

If authorisation is given to make subsequent changes (see change authority section of this approach) then a copy of the product should be taken and will only become the latest version once those changes have been approved. The latest version will then become the new baseline. The previous version must be archived.

Configuration Item Records will be created and maintained for all products subject to baselining.

The product's Configuration Item Record should be updated with the product's latest status, version number, copy holders, location and other related information (see the Records section of this approach).

Version numbering conventions:

- Small/minor changes will require a 'point' number version increment (i.e. v1.1, v1.2, v1.3 etc)
- Large/major changes will require a 'full' number version increment (i.e. v1, v2, v3 etc). A major change to a product which currently has a 'point' version, e.g. v1.1, should be given a new 'full' number increment, i.e. v1.1 increased to v2.

Woodglen Hotel – Refurbishment Project

File Retrieval and Security:

Project Support will be responsible for the security and preservation of project documents/products and copies will only be issued to the approved copy holders as indicated in each product's Configuration Item Record.

All of the projects documents/products will be stored on Woodglen Hotel's file server in the following folders:

- All management products and records will be stored in:
 - Projects/Refurb/Management
- All specialist will be stored in:
 - Projects/Refurb/Specialist

All folders should have 'Baselined' and 'Archived' sub-folders.

Tools and Techniques

MS Word will be used to create all documents. Field codes will be used to automatically insert the project name and placement holders for the other information required for the identification scheme. A macro will be written to display a prompt when each document is saved to act as a reminder to fill in the required fields.

Records

Configuration Item Records will be used to record such information as the product's history, status and version of each configuration item (product) and details of any relationships between them. A cross-reference to any related issues and risks should also be included.

The Issue Register will be used to capture and maintain information on all of the issues that are being managed formally. The Daily Log will be used to capture and manage 'informal' issues.

The standard templates for the Configuration Item Record and Issue Register can be found in the 'project' directory on Woodglen Hotel's main server within the Projects/Templates folder.

Reporting

Issue Reports should be created for any issues which are to be managed 'formally'. Issue Reports should contain the following detail:

- Date raised and closed
- Issue author
- Clear description of the issue
- Impact assessment of the issue (impact on the project's objectives and other related products)
- Options and Recommendation to address the issue
- Issue approver

A Product Status Account should be produced to report information about the state of the products over a defined period of the project, a stage, a particular timescale of the project, or for a particular product's history. This report can contain any combination of information from the Configuration Item Records of the selected products.

The standard templates for the Issue Report and Product Status Account can be found in the 'project' directory on the hotel's main server within the Projects/Templates folder.

Highlight reports are to include statistics for issues: 'Raised, Resolved and Pending Review.

Woodglen Hotel – Refurbishment Project

Timings for Issue Management and Change Control and Issue Activities

- Configuration Item Records to be continuously maintained with any change in related information, e.g. product status/latest version/copy holders/related issues etc.
- Product Status Accounts will be used for progress review purposes to check the status of products at key points during each stage at the request of the Project Manager and at the end of each stage, including the final stage at closure.
- Reviews and audits shall be undertaken ‘minimally’ at the end of each stage to ensure conformity of the products, e.g. the actual status of products ties-up with the information in the Configuration Item Records.
- Issue and change assessment:
 - All open issues/changes are to be assessed on a ‘weekly’ basis and at the end of each management stage
 - Specific issue assessment timings (depending on severity - see scales below) to be as follows:
 - Critical issues - **to be assessed immediately**
 - Major issues - **to be assessed within 24 hours of receipt**
 - Significant issues - **to be assessed within 3 days of receipt**
 - Minor issues - **to be assessed within 1 week of receipt**

Priority and Severity Scales

Priority:

The MoSCoW rating will be used to rate the issues as follows:

Must have - The change is essential for the viability of the project

Should have - The change is important and its absence weakens the Business Case

Could have - The change is useful but its absence does not weaken the Business Case

Won't have (for now) - The change is not essential nor important and can wait

Severity:

Critical - If not addressed, one or more of the expected business benefits will not be realized to the required level (to be dealt with by WLG corporate or Programme Management)

Major - The hotel interior appearance would be affected or the final product won't work properly if not addressed and/or acceptance criteria will not be met (to be dealt with by the Project Board)

Significant - Its absence would be very inconvenient, although a work around is possible for a while (to be dealt with by the Project Manager or Project Board depending on time/cost impact)

Minor - cosmetic/minor change of no importance and does not change interior appearance (to be dealt with by the Project Manager)

Woodglen Hotel – Refurbishment Project

Change Authority/Limits:

The Change Authority will be undertaken by the Project Board but with some authority given to the Project Manager within pre-defined limits (see below).

The Project Manager will have some authority for change, as follows:

- The Project Manager should not authorize any *single* **minor** change which would exceed 10% of the agreed change budget*
- Any combination of **minor** changes which would not exceed 30% of the change budget*

Any changes exceeding these limits should be escalated to the Project Board for their approval.

*Any changes regarding the appearance of the interior of the hotel **must** be referred to the Project Board for approval, regardless of cost.

Change Budget:

There is a change budget allocated to the project. Refer to the Project and Stage Plans for the available amount. The change budget is **only** to be used to pay for any 'approved' requests for change.

Roles and Responsibilities for Change

Role	Responsibility
WLG/Programme Management	<ul style="list-style-type: none">▪ Provide the corporate or programme strategy for change control, issue resolution, product baselining and version control
Executive	<ul style="list-style-type: none">▪ Determined and agree the change budget▪ Set the scale for severity of issues▪ Set the scale for priority ratings for requests for change and off specifications▪ Respond to requests for advice from the Project Manager and makes decisions on escalated issues from the business justification viewpoint
Senior User	<ul style="list-style-type: none">▪ Respond to requests for advice from the Project Manager and make decisions on escalated issues with the focus on safeguarding the expected benefits
Senior Supplier	<ul style="list-style-type: none">▪ Respond to requests for advice from the Project Manager and make decisions on escalated issues with the focus on safeguarding the integrity of the complete solution
Project Manager	<ul style="list-style-type: none">▪ Manage the issue and change control procedure and create and maintain the Issue Register assisted by Project Support. Implement corrective actions to resolve issues
Team Manager	<ul style="list-style-type: none">▪ Implement corrective actions to resolve issues
Project Assurance	<ul style="list-style-type: none">▪ Advise on examining and resolving issues
Project Support	<ul style="list-style-type: none">▪ Assist with administering the issues and change control procedures▪ Safeguard all master copies of products▪ Maintain Configuration Item Records▪ Produce Product Status Accounts when required▪ Assist the Project Manager to maintain the Issue Register.

Woodglen Hotel – Refurbishment Project

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Woodglen Hotel – Refurbishment Project

COMMUNICATION MANAGEMENT APPROACH

Introduction

This communication management approach is to be applied to the Woodglen Hotel Refurbishment project to ensure there's a bidirectional flow of information to help keep the project's stakeholders (both internal and external to the project) engaged throughout the project.

- The Project's Executive will approve, and is ultimately responsible for, this approach.
- The Project Manager will be responsible for maintaining this approach throughout the project

Communication Procedure

To ensure the most effective level of communication during the project, the communication procedures/methods to be used should include:

- The usual weekly staff briefings with key hotel staff/users, e.g. bar and restaurant managers and their staff.
- Formal, face-to-face communications with building inspectors (as required)
- Consultations to be conducted with local residents (particularly the adjacent rest home) once a month.

Tools and Techniques

The following techniques/tools should be used to help with the effective communication between the project and its stakeholders:

- MS Publisher for newsletters
- Email (existing/pre-booked guests and staff)
- MS Word or Acrobat PDF for email attachments
- The hotel's staff notice board (for informal updates)
- WLG's Website, Facebook and Twitter for all online marketing/blogs
- Newspapers and hotel magazines for marketing the refurbishment/grand re-opening
- Face-to-face meetings

Records

Any communication correspondence should be stored in the 'communication' folder of the 'project' directory on Woodglen Hotel's main server.

Reporting

The following management reports should include information on the project's communication performance:

- Highlight Reports (at monthly intervals during each delivery stage)
- End Stage Reports (at end of each stage)
- Lessons Reports (at end of each stage (where appropriate) and at the end of the project). These should form part of the End Stage Reports and End Project Report.
- End Project Report (at the end of the project)

Stakeholders both internal and external to the project may require copies of these reports during the project, (as shown on the 'Stakeholders and Information Needs' table).

Woodglen Hotel – Refurbishment Project

Communication Activity Timings

Key communication activities should be undertaken as agreed with each stakeholder - see the 'Stakeholder and Information Needs' table in this approach.

In addition, key communications should happen throughout the project at the following intervals:

- At the end of each management stage to review which stakeholders require information at that time, for example copies of the End Stage Report and Lessons Reports may need to be sent to external Stakeholders (see 'Stakeholders and Information Needs' table)
- When reporting highlights during each management stage - via Highlight Reports, at the intervals agreed with the Project Board. This will be default to monthly for each delivery stage, unless otherwise specified
- At intervals agreed in each Work Package - via Checkpoint Reports
- At the end of the project to inform key stakeholders that the project is about to end.

Roles and Responsibilities for Communication

Role	Responsibility
Woodglen Hotels Corporate and Programme Mgt.	Provide information to the project regarding WLG's internal communication policies and procedures.
Executive	Approve the Communication Management Approach. Communicate with external stakeholders as required, e.g. with Corporate Management regarding project progress and any business/strategic related communications.
Senior User	Advise on any necessary stakeholder engagement in regards to user aspects, e.g. user staff in the respective hotel areas being refurbished (bar/restaurant/functions etc. Communicate with external stakeholders as required. (e.g. local tourist board and adjacent rest home residents).
Senior Supplier	Advise on any necessary stakeholder engagement in regards to supplier aspects. Communicate with external stakeholders as required. (e.g. adjacent rest home residents regarding major external work disruption).
Project Manager	Review and update this Communication Management Approach, (in particular at the end of each stage) to reflect the next stage communication requirements Communicate with internal and external stakeholders as required.
Team Manager	Advise on any necessary stakeholder engagement at team member level.
Project Assurance	Advise throughout the project on stakeholder engagement and check the effectiveness of the Communication Management Approach.
Project Support	Provide administrative support for the collating, storing and distributing of communication records and reports during the project. Baseline and protect the Communication Management Approach.

Woodglen Hotel – Refurbishment Project

Stakeholders and Information Needs

N.B. The following are just a few examples of the stakeholders and their communication requirements in the Woodglen Hotel Refurbishment project.

Interested party	Current relationship	Desired relationship	Interfaces	Key messages	Info needed by project	Info to be provided by project	Info provider	Info recipient	Frequency	Means	Format
WLG's Finance Director	Concerned re the substantial percentage of Woodglen Hotels finances to fund project	Fully support use of finances and buy-in to business case/benefits	Project Board Executive to liaise with Finance Director	Expected benefits and ROI (Return on Investment)	Current Woodglen Hotels finance figures	Business Case projected benefits / investment appraisal	Project Board Executive	WLG's Finance Director	Monthly	Face-to-face Presentat'n	Power-point
Adjacent rest home residents	Opposes to the project (re new Garden Room/exterior work)	'Supporters' of the project's outcome!	Senior Supplier to liaise with Resident Home Committee	Project completion dates/major exterior work dates. Benefit to them re use of new hotel facilities	Key times when disturbance is considered to be high impact	building work schedule	Senior Supplier	Chair of Residents Committee	Weekly	E mail	Table showing key external works and related dates
Existing regular holiday guests	Uncertain of how new 4-Star rating will impact them financially for future holidays	Supporters, wishing to book future holidays	Senior User to existing guests	New bedrooms, Bar and Restaurant facilities	Their current concerns/ opinions regarding refurb and new room tariff	Marketing details re new bedrooms, bar, restaurant and proposed new room tariff	Senior User	All existing guests	Once - mid-way through project	Email & hotel's quarterly newsletter	Email/ News-letter
WLG Corporate and Programme Management	Have set the project budget and tolerances	Keep informed re project-level tolerances, any deviations and alignment with corporate and programme strategy	Project Board Executive to WLG Corporate and Programme Management	Information regarding project-level tolerance and strategic direction of project	Any changes in WLG's business strategy	Project-level tolerance information and strategic focus of project	Project Board Executive	WLG Corporate and Programme Management	Monthly (Highlight Report) and event-driven, e.g. End Stage Reports and when project-level tolerances are deviated (Exception Reports)	Highlight Reports, End Stage Reports and Exception Reports via email	Formal reports using project templates

Woodglen Hotel – Refurbishment Project

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Woodglen Hotel – Refurbishment Project

WORK PACKAGE

WORK PACKAGE AUTHORISATION

Project: Woodglen Hotel Refurbishment

Authorized by: Project Manager

Date: 28th April

Team Manager/Team/Person Authorised:

GDC Garden Team Manager (Mike Flowers)

Work Package Description:

This work package involves the construction of the garden room and pond, laying the garden paths and new lawns and creating the flowerbeds and borders.

Extracts or References:

Stage Plan Extract

NB. This detail will be the relevant section of the stage plan for the current management stage (or a pointer to it) showing some form of schedule for the work, e.g. showing when each activity/product is to be worked on and quality checked etc. This could be in the form of a Gantt/bar chart.

Product Description(s):

NB. Product Descriptions would be included for the related products, including the garden room, ornamental pond, flowerbeds etc. (*Please refer to the separate sample Product Description for the 'Garden Room' in this 'Example Management Products' document*).

Techniques/processes/procedures to be used

Health and Safety procedures must be followed at all times

All building and electrical work must comply with all related building regulations.

Joint Agreement on the Effort, Cost, Start and End Dates:

Start Date: 29th April

End Date: 2nd June

Effort: 30 days (excludes Sundays) x 6 persons

Cost: Garden Room: £120,000 (materials and labour)

Main landscaping/paths/pond/lawns/flowerbeds & borders etc: £80,000

Total: £200,000 (materials and labour).

Woodglen Hotel – Refurbishment Project

Work Package Tolerance:

Time: +1 day/-3 days

Cost: +£10,000/-£10,000

Scope: Exclusion of all the paths and ornamental pond is permitted but ONLY in the case of the time tolerance being threatened.

Quality: As per the tolerance stated in each products Product Description. (Please refer to the separate sample Product Description for the 'Garden Room' in this 'Example Management Products' document)

Development Interfaces:

Building inspector for all relevant building control inspections.

WLG's Maintenance Manager (for advice on hotel's existing electrical wiring system).

WLG's Head Gardener (for advice on positioning and poor drainage areas).

Operations and Maintenance Interfaces:

The electrical wiring system of the garden room must be linked to and be controllable from the hotel's existing main electrical circuit and fuse box.

Change Control Requirements:

- Inform Project Support of any change in products and Work Package status.
- Architect plans/garden room designs should be obtained from and returned to Project Support or the Project Manager at the beginning and end of each day.
- Copies of Product Descriptions (where required) should be obtained from Project Support.

Constraints to Observe:

- Due to local noise pollution regulations, any heavy/noisy building work can only commence between the hours of 9 a.m. and 6 p.m. Monday to Saturday. No work is to be carried out on Sundays.
- All relevant health and safety regulations MUST be adhered to at all times (e.g. for use of tools and other building equipment).
- Only approved GDC resources are to be used (as per the contract).

Reporting Requirements & Arrangements:

Checkpoint Reports are to be submitted weekly (on a Friday) to the Project Manager by email, or in person. (Please refer to an example Checkpoint Report in this Example Management Products document).

Problem Handling and Escalation:

- Any issues or risks identified in relation to this Work Package, or any other project work, should be raised immediately (or at the latest by the end of the working day/first thing the next morning, depending on the urgency and when the issue was identified).
- All issue and risks should be sent to the Project Manager either by email or in person.

Approval Method:

- Each product should be signed-off by the authority (the approver) as defined in each product's Product Description.
- WLG's Head Gardener and Maintenance Manager will give final sign-off for the completed Work Package.

Woodglen Hotel – Refurbishment Project

PRODUCT DESCRIPTION

Identifier	HotelRefurb-Exterior-GardenRoom-v1			
Title	Garden Room			
Purpose	To hold wedding ceremonies and other parties/functions			
Composition	Brick base Wall panels Central aisle Seating Roof			
Derivation	Garden Room Designs Building Regulation Documents			
Format and presentation	Hexagonal shape with a pitched style roof Traditional central aisle Bench seating either side of aisle Open sided			
Development skills required	Joinery, tiling, bricklaying and electrical with appropriate industry qualifications			
Producer	GDC Construction Team			
Quality criteria	Quality tolerance	Quality method	Quality skills required	Quality responsibilities
Conforms to all relevant building regulations	None	Inspection	Knowledge of building regulations	Reviewer - Official Building Inspector Approver - Official Building Inspector
Have a seating capacity of 120	+15/-5 seats	Inspection	N/A	Reviewer - WLG Head Gardener Approver - WLG Head Gardener and Woodglen General Mgr
All entrances and exits to be 90cm width to allow for wheelchair access	Min 84cm/ max 100cm	Inspection	Knowledge of building regulations	Reviewer - Official Building Inspector Approver - Official Building Inspector
Aisle to be 200cm width to allow two people to walk side-by-side	Min 170cm/ max 230cm	Inspection		Reviewer - WLG Head Gardener Approver - WLG Head Gardener and Woodglen General Mgr
Wood to be pressure treated with a minimum 15 year anti-rot guarantee	None	Inspection of wood and verification of warranty details	N/A	Reviewer - WLG Head Gardener Approver - WLG Head Gardener and Woodglen General Mgr
Metal fixings to be rust proof	ALL fixings to be galvanized steel and plastic coated	Visual inspection	Knowledge of building regulations	Reviewer - Official Building Inspector Approver - Official Building Inspector

Woodglen Hotel – Refurbishment Project

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Woodglen Hotel – Refurbishment Project

CHECKPOINT REPORT

(for WP-07)

Author: HRC Interior Team Manager

Date: 22nd April

Period Covered

15th April to 22nd April (Weekly)

Follow-ups

There are no outstanding unresolved issues or action items from previous reports.

This Reporting Period

WP-07 - Decoration Work	Bedrooms Bar Lounge Restaurant	In development In development Completed Delayed but started
-------------------------	---	--

Quality Activities:

Decorated Lounge has been Inspected and Approved.

Lessons Identified:

The 'dry' removal of wallpaper has proven to be easier and quicker than using a steamer. This removal technique will be used for the next period of work which will help save considerable time and perhaps recover the time tolerance used. (See Tolerance Status below).

Next Reporting Period

WP-07 - Decoration Work	Bedrooms Bar Restaurant	To be continued Due to be completed To be continued
-------------------------	-------------------------------	---

Quality Activities:

No Quality Activities are planned during the next reporting period.

Work Package Tolerance Status

Although the work to decorate and paint the restaurant started later than planned we are confident that the Work Package will be completed within agreed tolerance.

Budget/Cost

	Planned	Expenditure To Date	Forecast Total Expenditure	Tolerance Set	Tolerance Used/ Forecast	Tolerance Remaining
Work Package-07	£100,000	£45,000	£98,000	±£10,000	£+0 / £-2,000	£+10,000/ £- 8.000

Schedule/Time

	Planned End	Current Forecast	Tolerance Set	Tolerance Used/ Forecast	Tolerance Remaining
Work Package-07	6 th May	7 th May	+ 1 day	1 day	0 days

Issues and Risks

Issues:

Re Issue 22. There was a problem obtaining the Heritage paint ordered for the Restaurant. It was eventually delivered but 2 days later than required. However, as already stated, the Work Package is still forecast to remain within tolerance.

Risks:

There are currently no risks associated with the work for either this, or the next working period.

Woodglen Hotel – Refurbishment Project

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Woodglen Hotel – Refurbishment Project

HIGHLIGHT REPORT

Author: Project Manager

Date: 1st May

Period Covered

15th April to 1st May (bi-weekly)

Status Summary for Stage 4

The last management stage is currently on time (within agreed tolerance) and within budget. A few issues have been raised and addressed. The products are also being completed as planned with no significant problems.

This Reporting Period

The following is the status of Work Packages and related products for this reporting period:

Work Package	Products	WP/Product Status
WP-06: Installation of Fittings	Installed Plumbing Installed Electrical Fittings	Completed Completed
WP-07: Decoration Work	Bedrooms Bar Lounge Restaurant	In development Completed Completed Delayed but started
WP-08: Garden Work	Garden Room Woodland Paths Ornamental Pond Lawn Flowerbeds/borders	Not started Not started Not started Not started Not started
WP-09: Fitting of Flooring	Fitted Flooring	In development

NB. Ideally, the status information above should be backed up by dates such as 'planned start/actual start' and 'planned completion/actual completion'.

Corrective Actions Taken:

No corrective actions were required.

Next Reporting Period

Work Package/Product Status:

The following is the status of Work Packages and related products for the next reporting period:

Work Package	Products	WP/Product Status
WP07 - Decoration Work	Bedrooms Restaurant	To be completed To be completed
WP08 - Garden Work	Garden Room Woodland Paths Ornamental Pond Lawn Flowerbeds / borders	To be started To be started & completed To be started & completed To be started & completed To be started
WP09 - Floor Fitting	Fitted Flooring	To be completed
WP10 - Furniture and Furnishings	Installed Furniture Installed Soft Furnishings	WP to be authorized

NB. Ideally, the status information above should be backed up by dates such as 'planned start/actual start' and 'planned completion/actual completion'.

Corrective Actions to be completed:

None.

Budget Status and Tolerances

	Planned	Expenditure To Date	Forecast Total Expenditure	Tolerance Set	Tolerance Used/Forecast	Tolerance Remaining
Project (£)	£1.5m	£1.1m	£1.55m	±£100,000	£+50,000	£+50,000
Stage (£)	£800,000	£360,000	£810,000	±£50,000	£+10,000	£+40,000

Woodglen Hotel – Refurbishment Project

Schedule Status and Tolerances

	Planned End	Current Forecast	Tolerance Set	Tolerance Used/ Forecast	Tolerance Remaining
Project	26 th June	30 th June	+4 days/ -1 week	+2 days	+2 days
Stage	26 th June	30 th June	+ 2 days	0 days	+2 days

Requests for Change

RFC Details	Status
A request to change the roof of the Garden Room to be thatched instead of tiled was raised, but has been deferred for a decision to be made by yourselves.	Deferred. Waiting for Project Board consideration.
A request for change was raised regarding the Garden Room design and spec. Areas would become dangerously slippery in wet weather so required a special non-slip surface to be applied. This delayed the work by 2 days and cost an additional £3,000 (funded by the change budget). This work was not on the critical path, so had no impact on time tolerance.	Implemented.

Key Issues and Risks

Risk Status:

Summary of Key Risks	Assessment Summary
RSK-32. An initial inspection of the new Bar Design has highlighted the following new risk: Because the layout of the fixed-seating shown on the designs is very closely positioned together, there is a threat that the building inspector might ask the seating to be re-positioned (for fire, health and safety reasons), which would mean having to create new Bar Designs which would consequently delay the project. Having fewer seats may also impact the acceptance criterion for the seating capacity and the benefit of increase in bar revenues.	Probability (Medium). Impact (High). Proximity (within current stage).

There are no other new key risks. No existing risks have changed in their status.

Issue Status:

Summary of Key Issues	Status
An issue has been raised regarding a concern that the new bar seating (shown on the designs) may be too closely positioned and consequently might not meet fire, health and safety regulations. (See related risk 'RSK-32' above).	Transferred to Risk Register & Closed
The required colour of paint for the new restaurant was thought to be unavailable, however it was successfully obtained, albeit delivered 2 days later than planned.	Resolved & Closed

Lessons Report

- As a result of RSK32 (see above), health and safety regulations will be more rigorously followed for all other products affected by such regulations.
- The 'dry' removal of wallpaper has proven to be easier and quicker than using a steamer. This removal technique will be used for the next period of work which will help save considerable time and perhaps recover the Work Package time tolerance used.

Woodglen Hotel – Refurbishment Project

EXCEPTION REPORT

Author: Project Manager

Date: 3rd May

Description of Exception:

As a result of an issue raised related to Work Package-08 (execution of which began 5 days ago), project-level time tolerance is now forecast to be exceeded due to a problem with the garden room foundations. The work to resolve the situation could take up to a further 6 days to complete the stage and consequently project. As we are in the last stage of the project and there is only 2 days tolerance remaining for the project, we are now forecast to not complete the project within the agreed deadline and tolerance. HRC have additional resources which they can release for the project, at an additional cost.

Cause of the Exception:

Some water pipes and sewage drains have been discovered which are situated where the garden room foundations are being dug. The pipes and drains must either be moved or protected in some way, otherwise the weight of the garden room is likely to crush the pipes and drains, causing severe water leakage and consequential subsidence of the garden room.

Consequences of the Deviation:

Depending on the options available to resolve this issue (see below), it is estimated that the work will take a further 6 days to complete the garden room using the current available resources, at an additional cost of £10,000.

Being one of the last scheduled products of the project, if not addressed after using the 2 days remaining tolerance, this will cause the project to be completed 4 days later than agreed time tolerance and potentially impact pre-bookings for weddings and holiday guests, which would significantly effect the Business Case.

The Available Options:

Use the available change budget to fund one of the following:

1. Create a deeper foundation and build concrete plinths over the pipes and drains to protect them from the weight of the garden room structure.
 - This option would take an additional 3 days to complete the garden room using all available resources at an additional cost of £7,000, meaning the project will complete just 1 day later than the agreed time tolerance.
 - This option includes using the available scope tolerance of eliminating the woodland paths and ornamental pond to help regain some lost time. The inclusion of both of these products are priority 3 (low priority).
 - With this option, there is a risk of future drainage problems if they become blocked and can't be easily accessed. WLG will incur costs if this occurs.
2. Dig up the pipes and drains and re-route them around the *outside* of the garden room.
 - This option would take 6 days using all available resources at a cost of £10,000, meaning the project will complete 4 days later than the agreed time tolerance.
 - This option does not reduce the scope unlike option 1.
 - The first wedding function booked for 6th June may have to be cancelled if this option takes any longer than planned. This would seriously impact the Business Case through loss of this revenue and potential further loss through bad publicity.
 - There is a risk that the local water company (who own the drains/pipes) may not grant us permission to dig up and relocate the drains/pipes.

Woodglen Hotel – Refurbishment Project

Recommendation:

Despite the on-going operational risk of blocked drainage problems, it is recommended that this is the best option, given the quicker time to resolve and less risk to the Business Case compared to option 2.

Lessons:

In the future, it is recommended that a more thorough ground survey should be undertaken to check for any pipes, drains or other 'foreign' objects where any such building work is required.

Decision by the Project Board:

Option 1 is approved. We have referred this to WLG corporate and programme management and they have approved the additional time tolerance (and subsequent later completion of the project) required to implement **option 1**.

Option 2 is **rejected**. The extra work and time required for option 2 would be too high impact on the Business Case should the garden room not be completed on time for the first wedding booking on 6th July.

Direction from the Project Board Executive:

Name: Sam Davis

Role: Project Board Executive (and WLG Modernisation Programme Manager)

Premature Close: No	Comment: N/A	Decision: N/A
Produce Exception Plan: Yes	Comment: Additional time (of 2 days) has been allowed to complete the project. Please submit an Exception Plan to me by the end of the day for approval.	Decision: Approved
Make a Concession: (Off-specifications only) N/A	Comment: N/A	Decision: N/A
Other: N/A	Comment: N/A	Decision: N/A

Woodglen Hotel – Refurbishment Project

ISSUE REGISTER

The following are some examples of issues related to the Woodglen Hotel Refurbishment project.

ID	Type	Date Raised	Raised by	Issue Report Author	Description	RFC Priority	Issue Severity	Status	Date Closed
001	Off-Spec'n	1 st April	J.Brown	Project Mgr	Timber for the garden room is not properly treated with rot protection; A quality criteria will consequently not be met.	N/A	Major	Open	
002	Problem/Concern	4 th April	M.Smith	Project Mgr	Local tourist board are unaware of refurbishment project. They are stakeholders and should be included in Communication Management Approach.	N/A	Significant	Closed	5 th April
003	Request for change	5 th April	M.Smith	M.Smith	Although not originally requested, the customer has asked if the roof of the garden room could be thatched rather than tiled, giving it a nicer look and attract more bookings.	Could Have	To be confirmed	Open/awaiting impact analysis	
004	Problem/Concern	28 th April	D.Cole	Project Mgr	There is a concern that the new bar seating (shown on the designs) may be too closely positioned and consequently might not meet fire, health and safety regulations.	N/A	Major	Closed and Transferred to Risk Register*	29 th April

*NB. Issues, particularly concerns, can often be transferred to the 'Risk Register' where they have any element of 'uncertainty' to them.

Issue Types

- Request for Change (a proposal for a change to a baseline)
- Off-Specification (something that should be provided by the project, but is currently not (or is forecast) not to be provided.
- Problem/Concern (any other type of issue, e.g. observations, questions, suggestions.

Issue Priorities (for requests for change)

- Must Have (The change is essential for the viability of the project)
- Should Have (The change is important and its absence weakens the Business Case)
- Could Have (The change is useful but its absence does not weaken the Business Case)
- Won't Have (for now) (The change is not essential nor important and can wait)

Severity

- **Critical** - If not addressed, one or more of the expected business benefits will not be realized to the required level (to be dealt with by WLG Corporate and Programme management)
- **Major** - The final product won't work properly if not addressed and/or acceptance criteria will not be met (to be dealt with by the Project Board)
- **Significant** - Its absence would be very inconvenient, although a work around is possible for a while (to be dealt with by the Project Manager or Project Board depending on time/cost/business case impact)
- **Minor** - cosmetic/minor change of no importance (to be dealt with by the Project Manager)

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Woodglen Hotel – Refurbishment Project

QUALITY REGISTER

The following are some examples of planned quality management activities (including PRINCE2's recommended Quality Review technique) and their results, for the Woodglen Hotel Refurbishment Project.

Quality Activity ID	Product ID	Product Title	Method	Roles & Responsibilities	Planned Quality Activity Date	Forecast Quality Activity Date	Actual Quality Activity Date	Planned Sign-off Date	Forecast Sign-off Date	Actual Sign-off Date	Result	Quality Records
001	RP-Designs-Bar-01	Bar Designs	*Quality Review	Presenter - J.Smith Reviewer - Bar Mgr Administrator - Receptionist Chair - PM	3 rd Feb	3 rd Feb	4 th Feb	5 th Feb	6 th Feb		Conditionally complete	Question List 01
002	RP-Designs-GardenRoom-01	Garden Room Designs	*Quality Review	Presenter - T.Amir (architect) Reviewer - Hotel Events Mgr Administrator - Receptionist Chair - PM	5 th Feb	4 th Feb	4 th Feb	5 th Feb	5 th Feb	5 th Feb	Complete	Question List 02
027	RP-Prep-Walls-01	Prepared Walls	Visual Inspection	Producer – HRC Decorator Reviewer – WLG Maintenance Mgr Approver - WLG Maintenance Mgr	27 th March	27 th March	27 th March	28 th March	29 th March	29 th March	Passed	Inspection Record 06

NB. * Refer to the PRINCE2 manual for roles specific to a Quality Review (e.g. Presenter, Reviewer, Administrator and Chair).

Woodglen Hotel – Refurbishment Project

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Woodglen Hotel – Refurbishment Project

RISK REGISTER

Risk ID	Author	Date Registered	Risk Category	Risk Description	Probability	Impact	Expected value	Proximity	Status
RSK7	WLG Head Gardener	3 rd Feb	Environmental	Any prolonged heavy rainfall during the landscaping work will mean there is a threat that the garden area may become flooded, resulting in a delay in the work.	Pre-action: 0.5 - Medium (50%)	Pre-action: 0.4 - High (Cost to project if risk occurs = £5,000)	Pre-action value: Based on 50% probability = £2,500.	During stages 3 and 4	Open
					Post-action: 0.1 - Very Low (10%)	Post-action: 0.1 - Low (Cost to project if risk occurs = £2,000)	Post-action value Based on 10% probability = £200.		
Risk Response Types		Risk Response(s)							
For Threats	Avoid	Exclude the garden landscaping from the project’s scope.							
	Reduce	Ensure drainage is in place to divert some of the water to the car park.							
	Contingent Plan	If the ground becomes flooded, hire water pumps to remove the excess flood water.							
	Transfer	Take out an insurance policy against the risk of the garden flooding (claim on policy to reduce financial impact on the project)							
	Accept	Hope that the weather remains fine with no significant rain fall during the project, but keep monitoring for changes in the weather forecast.							
	Share	As part of the agreement of the contract with GDC, it could be requested that they take on part of the responsibility for the costs of the risk, should it occur and the cost plan is exceeded. If it does not occur they will be given a sum of the budget allocated to this risk on project completion.							
Chosen Response(s)		Reduce: Ensure drainage is in place to divert some of the water to the car park Contingent Plan: (if reduce action is not effective enough) Hire water pumps to remove flood water if the ground still becomes flooded.							
Risk Owner		WLG Head Gardener							
Risk Actionee		GDC’s Landscaping Team Manager							

Note: This is just one example risk from the Woodglen Refurb project. Explanations of the risk response types, categories etc, can be found in the Risk Management Approach.

Woodglen Hotel – Refurbishment Project

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West Berkshire Council

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