

*Managing Successful Projects with PRINCE2®
OGC/APM Group Accredited Event
UKAS/APMG Certificate 001*



PRINCE2® Method

Example Management Products

*February 2011
Ref: HO0347_1v6
©2010-11 SPOCE Project Management Ltd*

This page has been intentionally left blank.

CONTENTS

Scenario.....	5
Project Brief	7
Business Case	13
Benefits Review Plan	17
Project Product Description.....	19
Risk Management Strategy	21
Quality Management Strategy.....	27
Configuration Management Strategy	31
Communication Management Strategy	37
Work Package - 08.....	41
Product Description.....	43
Checkpoint Report for WP-07	45
Highlight Report	47
Exception Report	49
Configuration Item Record	51
Product Status Account.....	53
Issue Register	55
Quality Register	57
Risk Register.....	59

Acknowledgements.

Published by:

SPOCE Project Management Limited
West Wing – Briggs House
26 Commercial Road
Poole, Dorset, UK
BH14 0JR

Telephone: +44 (0) 1202 736373
Facsimile: +44 (0) 1202 710480
E-mail: enquiries@spoce.com
Information: www.spoce.com

Edition History:

- 1v0 - Original Issue
- 1v1 - Minor Amendments
- 1v2 - Checkpoint Report, Configuration Item Record and Risk Register added.
- 1v3 - Further scenario related examples added throughout
- 1v4 - Minor amendments, plus Project Brief, Work Package and Exception Report added
- 1v5 – Minor amendments
- 1v6 – Bullet numbering corrected.

All rights reserved by the Copyright Holder and the Licensee. No part of this publication may be reproduced in any material form (including photocopying and/or storage in any medium by electronic means and whether or not transiently or incidentally to some other use of this publication) without the written permission of the copyright holder identified above, except in accordance with the provisions of the Copyright Designs and Patents Act 1988. Applications for the copyright holders permission to reproduce any part of this publication should be addressed to the publisher at the address above.

The SPOCE logo™ is a trademark of SPOCE Project Management Ltd.
MSP®, M_o_R®, PRINCE® & PRINCE2® are Registered Trade Marks of the Office of Government Commerce in the United Kingdom and other countries.

The Swirl logo™ is a Trade Mark of the Office of Government Commerce.
This handout contains visuals and textual information with text/diagrams recreated from the 'Managing Successful Projects with PRINCE2®' manual. These are ©Crown Copyright 2009 Reproduced under Licence from the OGC.

Woodglen Hotels Ltd - Refurbishment Project

To assist you with your overall learning on your SPOCE Project Management PRINCE2® training course, this document contains worked examples for the majority of the key PRINCE2® management products. They are based on the following scenario which is 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 some context. If you have any questions regarding their content, please ask your course tutor.

Scenario

Woodglen Hotels Ltd, which specializes in package holidays and wedding functions, is experiencing negative feedback from their customers regarding the decorative state of their main 3-star rated hotel and its gardens. It is thought that this is the main reason for a 40% drop in wedding bookings and a 20% drop in holiday guests when compared to the previous 2 years.

As a result, the Managing Director has issued a mandate to commission a project for the purpose of carrying out an urgent refurbishment of the hotel. The project will also include the landscaping of the hotel's garden area where weddings are held.

The project work will include the creation of the following:

- Refurbished Bar
- Refurbished Lounge
- Refurbished Restaurant
- Refurbished premier bedrooms
- Redesigned and landscaped garden including a garden room for weddings ceremonies

The final project product will be a refurbished hotel and new garden/wedding function facility. The design of the interior must comply with the Woodglen Hotel's corporate standards to ensure that the look and feel of the hotel is consistent with their other hotels.

The objectives of the project are summarized as follows:

- Time:** The project is expected to be completed within 4 months, by 31st May (+4 days/-1 week).
- Cost:** The project is to cost £1.5 million (± £100,000).
- 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 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-resident use by 20%, in the year following project completion.
- 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.

The project consists of the following stages:

Stage 1 - Initiation

- Creation of Project Initiation Documentation

Stage 2 - Design and I.T.T.

- Interior and garden designs and invitations to tender

Stage 3 - Preparation

- Preparation of all interior and garden areas

Stage 4 - Construction

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

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

<u>Project Brief</u>	
Project: Hotel Refurbishment	
Author: Project Manager	Date: 25 th January

Background to Project

Due to the decorative state of our main 3-star rated hotel and its surrounding gardens, a significant drop in wedding function and holiday guest bookings has been experienced over the last 2 years.

As a result, the Managing Director issued a project mandate to commission this project for the purpose of carrying out an urgent refurbishment of the hotel. This project will also include the landscaping of the hotel's garden area where weddings are held.

Project Definition

Objectives of the project:

Time:

The project is expected to be completed within 4 months of the start date, by 31st May

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 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-resident use by 20%, in the year following project completion.

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 accordingly.

Woodglen Hotels Ltd - Refurbishment Project

Desired Outcomes:

- Increase in star rating from a 3 to a 4-star status
- More people booking wedding functions
- An increase in holiday guest bookings attracting a new calibre of holiday guest
- More people using the hotel 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 creation of the following:

- Refurbished Bar
- Refurbished Lounge
- Refurbished Restaurant
- Refurbished premier bedrooms
- 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.

Constraints:

- Woodglen hotel branding standards must be followed
- Health and Safety regulations for related building/electrical work must be observed at all times

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 the Hotel 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 garden related products can be excluded if necessary, in response to any time slippage where the completion date is threatened. E.g. the woodland paths and ornamental pond may be omitted.

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

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 acceptance criteria in the separate Project Product Description for *specific* quality tolerances).

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%)

Woodglen Hotels Ltd - Refurbishment Project

Risk: Any threats to the project completion date will not be tolerated and must be formally managed and escalated to corporate management.

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

- Existing regular holiday guests
- Existing local users
- Local Tourist Board
- Local community
- Hotel staff
- Woodglen Hotels corporate management

Interfaces:

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

- Woodglen Hotels branding/standards department
- Building inspectors
- The hotel's Maintenance Manager regarding the hotel's existing wiring/plumbing infrastructure etc

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

Woodglen Hotels Ltd - Refurbishment Project

Outline Business Case

Reasons:

A hotel chain, Woodglen Hotels Ltd, which specialises in wedding functions and package holidays, is experiencing negative feedback from their customers regarding the decorative state of Woodglen's main hotel and 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.

As a result, the Managing Director has issued a project mandate to commission a project for the purpose of carrying out an urgent refurbishment of the hotel. The project will also include the re-landscaping and make-over of the hotel's garden area where weddings are held.

The project will also contribute to Woodglen Hotels Ltd achieving their corporate objective of having a minimum of 50% of the hotels in their chain as 4-star rating within the next 5 years.

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 the hotel's General Manager 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.
- 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 is yet to be planned, but the estimated cost is circa £1.5 million. This is based on past similar refurbishment projects of this scale and assumes no major problems will be revealed when work begins. The project will be funded by the Corporate maintenance budget
- Operational costs are anticipated to be increased by £50,000 per annum and are to be funded by the hotel's own revenue

Woodglen Hotels Ltd - Refurbishment Project

Expected Benefits:

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

Holiday guest bookings:

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

Wedding function bookings:

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

Non-residential use:

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

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.

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 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 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.

Woodglen Hotels Ltd - Refurbishment Project

Project Product Description

(Please see the separate sample Project Product Description in this samples document)

Project Approach

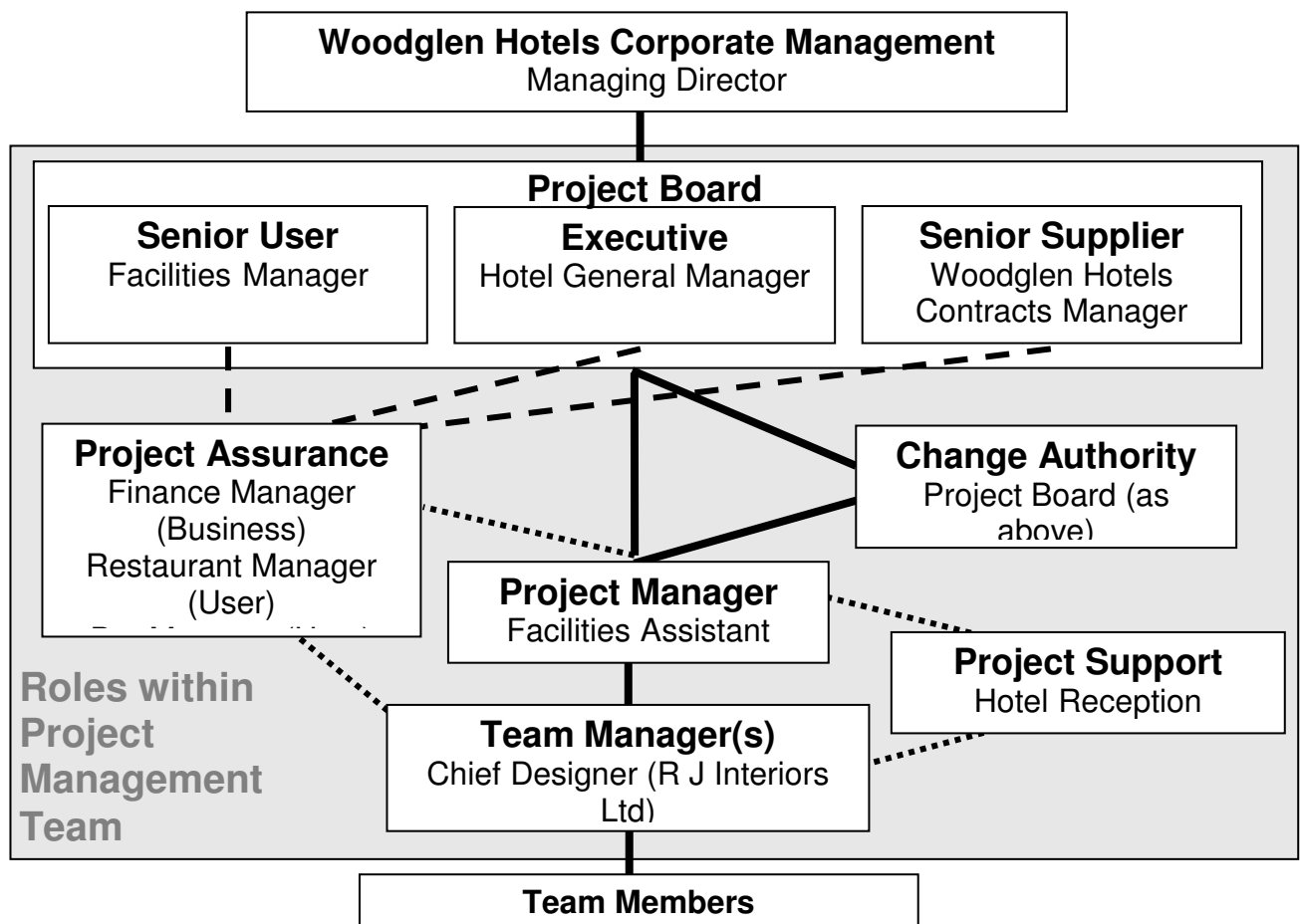
Interior

- A complete refit of the hotel interior to be outsourced and designed & built by a professional hotel refurbishment company, under a contract, represented by Woodglen Hotel's Contracts Manager.
- Use the hotel's Maintenance Manager to 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, under a contract, represented by Woodglen Hotel's Contracts Manager.

Project Management Team Structure and Role Descriptions*



©Crown copyright 2009. Reproduced under licence from OGC.

***Although Role Descriptions are not included here as specific examples, please refer to appendix C in the PRINCE2 Manual for sample 'standard' roles and responsibilities.**

References

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

Woodglen Hotels Ltd - Refurbishment Project

Business Case

Executive Summary

This project is vital to the ongoing success of both the hotel and Woodglen Hotels Ltd. 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 summer holiday guest arrivals, 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

A hotel chain, Woodglen Hotels Ltd, which specialises in wedding functions and package holidays, is experiencing negative feedback from their customers regarding the decorative state of Woodglen's main hotel and 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.

As a result, the Managing Director has issued a project mandate to commission a project for the purpose of carrying out an urgent refurbishment of the hotel. The project will also include the re-landscaping and make-over of the hotel's garden area where weddings are held.

The project will also contribute to Woodglen Hotels Ltd achieving their corporate objective of having a minimum of 50% of the hotels in their chain as 4-star rating within the next 5 years.

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 the General Manager 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 Hotels Ltd - Refurbishment Project

Costs

- The project will cost £1.5 million, excluding agreed project cost tolerance. This assumes no major problems will be revealed when work begins. The project will be funded by the Corporate maintenance budget
- Operational costs are anticipated to be increased by £50,000 per annum and are to be funded by the hotel's own revenue

Expected Benefits

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

Benefits

Tolerances

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 Review Plan for the methods and timings of the benefits reviews.

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 1st 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 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.

Woodglen Hotels Ltd - 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 above), this investment appraisal 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.

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Benefits Review Plan

This Benefits Review Plan defines how and when a measurement the expected benefits from the Refurbishment project can be made. It also shows when and how a performance assessment of the products in operational life should be made.

Benefits Reviews

Expected Benefits	Tolerance	Baseline Measures	Method of Measure	Measurement Date(s)	Staff Accountable
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	Hotel General Manager
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	Functions Manager
Non-residential use Increase of 20% in year one	+/- 10%	Currently, approximately £2,000 per week is taken	Review bar takings (food and beverages)	3, 6 and 12 months after project completion	Hotel General Manager

Product Performance Assessment

Product	Method of Assessment	Beneficial Side Effects	Adverse Side Effects	Required Action	Action Owner
Restaurant	Visual Inspection & Customer Questionnaire				
Bar	Visual Inspection & Customer Questionnaire				
Lounge	Visual Inspection & Customer Questionnaire				
Premier Bedrooms	Visual Inspection and 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 Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Project Product Description

Title	Refurbishment Project	
Purpose	To provide an attractive and comfortable environment – that complies to the 4-star standard -for all guests, 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 area and Garden Room 	
Derivation	<ul style="list-style-type: none"> • Corporate Design Standards • Garden design ideas from magazines • Official 4-Star hotel rating standards • Health & Safety Manual 	
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	<p>General: A professionally refurbished hotel and wedding garden area using materials which will last a number of years with minimal maintenance required.</p> <p>Interior related: The finished hotel interior meets the required criteria and standards for being awarded an additional star-rating.</p> <p>(Users) The user's expectations/criteria include:</p> <ul style="list-style-type: none"> • Each of the premier bedrooms to be refurbished should be equipped with satellite TV, mini bar, internet access and en suite bathroom • Restaurant seating capacity of 150 • Bar area seating capacity of 50 with internet access and satellite TV • Lounge seating capacity of 100 <p>(Ops/maintenance) It is expected that the interior solution will be easy and cheap to maintain with particular focus on:</p> <ul style="list-style-type: none"> • Any new pipe work and wiring to be easily accessible and come with comprehensive maintenance diagrams • All surfaces and fabrics can be easily cleaned and maintained <p>Exterior related:</p> <ul style="list-style-type: none"> • All wooden structures to last a minimum of 15 years • The garden lawn must be easily accessible for mowing (e.g. no steep slopes) • Low maintenance gravelled areas 	<p>Priority</p> <p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p> <p>1</p> <p>2</p> <p>1</p> <p>2</p> <p>2</p>

Continued over page...

Woodglen Hotels Ltd - Refurbishment Project

Acceptance Criteria and project level quality tolerance	Priority 1	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 fire precautions of British Standard BS5588 	None
	<ul style="list-style-type: none"> Woodglen Hotel's corporate standards must be followed regarding the interior style and colour schemes 	None
	<ul style="list-style-type: none"> Relevant Health and Safety Standards must be followed at all times 	None
	<ul style="list-style-type: none"> The project should cost £1.5 million 	(± £100,000)
	<ul style="list-style-type: none"> The project is to be completed within 4 months, by 31st May 	(+4 days/-1 week)
	<ul style="list-style-type: none"> Refurbishment of 40 of the premier bedrooms - each of the bedrooms to be equipped with satellite TV, mini bar, internet access and en suite shower/bathroom 	(+0/-5 bedrooms)
	<ul style="list-style-type: none"> No major refurbishment required for minimum of 15 years from completion with only minor maintenance required every 3 to 4 years which should not pose potential threat to hotel's operations and daily 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 <ul style="list-style-type: none"> Refurbished Bar - seating capacity of 50 with internet access and satellite TV 	± 10 bar seating capacity
	<ul style="list-style-type: none"> Refurbished Lounge - seating capacity of 100 	± 20 lounge seating capacity
	Priority 3 <ul style="list-style-type: none"> New landscaped area to include a woodland path and ornamental pond All lawns must be preferably level and where slopes exist they must not be more than a 10° incline 	None None
Acceptance Method	Acceptance on completion will be sought from the following people using the following methods: <ul style="list-style-type: none"> Sign-off from health and safety officer (via formal inspection) Sign-off from fire safety officer (via formal inspection) Sign-off from the hotel's Maintenance Manager regarding their acceptance criteria (via visual inspection of completed products) Sign-off from the hotel's General Manager regarding their acceptance criteria (via inspections and tests) Confirmation from a hotel inspector that the work is sufficient for the hotel to be awarded the additional star-rating (via formal visual inspection of finished hotel refurbishment). 	
Acceptance Responsibilities	The Senior User and Executive are responsible for confirming acceptance once all products have been confirmed as 'approved' by the respective people.	

Woodglen Hotels Ltd - Refurbishment Project

Risk Management Strategy

Introduction

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

- The Project's Executive is ultimately responsible for this strategy.
- The Project Manager will be responsible for maintaining the strategy 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 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 strategy.
 - 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 strategy
- 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 Strategy.
 - 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 Hotels Ltd - 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 our chosen risk categories as listed in the risk categories section of this document)
- Expected Monetary Value to help with assessing the 'financial value' of the overall impact of all risks on 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 below

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. It should contain the following details on each identified risk:

- Risk Identifier (RSKⁿⁿ)
- Risk Author (the person who raised the risk)
- Date Registered
- Risk Categories (Strategic; Environmental; Legislative; Organisational; Economic; Technical)
- 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 risks (post-response action))
- Proximity
- Risk Response Categories (for threats and opportunities - see response categories section of this strategy for further guidance)
- Risk Response (the action(s) chosen to resolve the risk)
- Risk Status
- Risk Owner (the person who will own/manage all aspects of the risk)
- Risk Actionee (the person who will carry out the risk response actions)

Woodglen Hotels Ltd - Refurbishment Project

Reporting

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

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

*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 the 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:

- 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.

Woodglen Hotels Ltd - Refurbishment Project

Risk Tolerance

- The Project Board have stressed that any risk which has a probability value greater than 0.5 (50%) must have an appropriate risk response action(s) applied

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 1 week)
- Within the current stage
- Within the project
- Beyond the project

Risk Categories

Within this project, the following categories should be used (as per the Risk Breakdown Structure) to help identify specific areas at risk:

- **Strategic** (regarding the Business Case/benefits)
- **Environmental** (regarding the interior, but in particular the exterior work)
- **Legislative** (rules/regulations/standards etc) regarding all interior and exterior work, e.g. 4-star hotel criteria/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)

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
- **Fallback** - 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 opportunity should still be monitored to ensure it remains tolerable).

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
- **Share** - via procurement, the positive impact of the opportunity can be shared with the supplier
- **Reject** - a conscious/deliberate decision may be made to not exploit or enhance an opportunity due to it being more economical to not attempt an opportunity response action. (The opportunity should still be monitored).

Woodglen Hotels Ltd - Refurbishment Project

Early Warning Indicators

- Any 'forecast', prolonged adverse weather conditions (e.g. heavy rain/wind) (re exterior/garden work)
- Any amount of actual heavy rainfall (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 3 days

Risk Budget

The project budget of £1.5 million includes a sum of £10,000 for dealing with risks.

This budget should only be used to pay for risk management activities.

Only the Project Manager will have access to this budget. Its use will be as follows:

- Funding all agreed risk management actions to the project's threats and opportunities, e.g. for funding specific fallback plans, actions that will reduce the risk threat, avoidance actions, or for exploiting or enhancing any recognized opportunities
- The risk budget will be divided over each stage of the project, the amount of which to be agreed with the Project Board at each stage end.

Risk Roles and Responsibilities

Role	Responsibility
Executive	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 Strategy
Senior User	Ensure risks to the users are identified, assessed and controlled
Senior Supplier	Ensure risks relating to the supplier aspects are identified, assessed and controlled
Project Manager	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	Participate in the identification, assessment and control of risks
Project Assurance	Review risk management procedures to ensure they are performed in-line with this Risk Management Strategy
Project Support	Assist the Project Manager with the maintenance of the Risk Register. Protect the Risk Management Strategy under configuration management.

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Quality Management Strategy

Introduction

This quality management strategy is to be applied to the 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 strategy.
- The Project Manager will be responsible for maintaining this strategy 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 strategy aligns with Woodglen Hotels corporate strategy throughout the project, including any specific corporate quality standards
- Agreement on specific quality methods, tools and techniques (both that of Woodglen's and of any suppliers) regarding the specialist work must be established for each stage of the project
- Agreement on the involvement of Woodglen Hotels Internal Audit 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 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 new product/deliverable will be done

Quality Control

- Quality Standards/Procedures/Regulations to be applied
 - Woodglen corporate 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 ever they apply
 - BS5588 fire precautions must be considered for any related products (e.g. interior woods/fabrics etc)

Woodglen Hotels Ltd - 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
 - Woodglen Hotels Internal Audit department will check that the correct Woodglen Hotels processes, procedures and standards are in place, including Woodglen's interior branding etc, in order to ensure the quality requirements of the project will be met.

Tools and Techniques

Woodglen Hotels Ltd 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 check activities (e.g. results of quality inspections, design reviews etc) and should be used to provide quality results 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, question lists 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 Hotels Ltd - Refurbishment Project

Reporting

Highlight Reports, End Stage Reports, Issue Reports and Exception Reports should be used, as indicated in the Communication Management Strategy, to report on the current or completed state of the project's products and their quality results. The Lessons Report will advise on any changes that may be recommended to Woodglen Hotels quality management system standards and procedures. These should be passed to Internal Audit 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 the '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 Strategy.
- Set up a Quality Register for use throughout the project for capturing planned and actual quality management activity results.

For each stage of the project:

- 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 Internal Audit department both during and at the end of each stage to ensure conformity to Woodglen Hotels corporate standards.
- The Quality Management Strategy should be reviewed at the end of each stage and updated (where necessary) to reflect any new quality standards or methods applicable to the work and/or products of the next stage.

Woodglen Hotels Ltd - Refurbishment Project

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 Strategy should be reviewed for its effectiveness during the project and any lessons should be included in the Lessons Report/End Project Report.

Roles and Responsibilities for Quality

Role	Responsibility
Woodglen Hotels Group	Provide details of the corporate or programme quality management system. Provide Quality Assurance to the project (from Woodglen Hotels Internal Audit department).
Executive	Approve the Project Product Description. Approve the Quality Management Strategy from a business perspective Confirm acceptance of the project product.
Senior User	Provide the customer's quality expectations and acceptance criteria. Approve the Project Product Description. Approve the Quality Management Strategy 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	Approve the Project Product Description (if appropriate). Approve the Quality Management Strategy 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	Document customer's quality expectations and acceptance criteria. Prepare the Project Product Description (with users). Prepare the Quality Management Strategy. Prepare and maintain the Product Descriptions. Ensure that Team Managers implement the quality control measures agreed in Product Descriptions and Work Packages.
Team Manager	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	Advise the Project Manager on the Quality Management Strategy. 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 Strategy, i.e. the proper conduct of the project management and quality procedures.
Project Support	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. Protect the Quality Management Strategy under configuration management.

Woodglen Hotels Ltd - Refurbishment Project

Configuration Management Strategy

Introduction

This configuration management strategy is to be applied to the Refurbishment project to control and protect the project's products (configuration items).

- The Project's Executive will approve this strategy.
- The Project Manager will be responsible for maintaining this strategy throughout the project and for managing the configuration management procedure.

Configuration Management Procedure

The project's configuration management procedure will be as follows:

Planning

This section states the level of configuration management required for the Woodglen Refurbishment Project.

- Each management and specialist product produced will have a Configuration Item Record produced and maintained.
- Woodglen's internal electronic document management system software is to be used.
- All 'baseline' type management products will come under version control and be subject to formal change control
- Records (Logs and Registers) will also require version control but will not require formal change control when changes are applied
- Reports will be held in draft format until approved and will indicate the date they were reviewed and approved. These will not require formal change control.
- Each of the products for each stage will be uniquely identified using the identification scheme below.

See the Issue and Change Control Procedure section for details of the formal change control procedure to be applied.

Identification

- Each product will be identified using the following coding system:
Project name/Product Type/Title/Version Number
i.e. refurb/mp/business_case/v1
Version Number 0.1 indicates draft format
- The identification reference for all documents will be shown on the bottom right hand footer of each page.

Woodglen Hotels Ltd - Refurbishment Project

Control

Once a product has been baselined - 'approved', 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 strategy) 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.

In order to keep an audit trail, a new Configuration Item Record should be produced for a product, each time a change is made to the baselined product.

The product's Configuration Item Record should be updated with the latest status/version number information (see the Records section of this strategy).

File Retrieval and Security:

The hotel Reception will be responsible for the security 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 will be stored on the on the Woodglen Hotel's file server in the following folders:

- Projects/Refurb/Management/Project
(All Baseline products and records will be stored in this folder)
- Projects/Refurb/Management/Stage - One for each stage
(All reports for that stage and any relevant correspondence will be stored in this folder).

Status Accounting

The Project Manager will ask Project Support for a Product Status Account towards the end of each stage and at the end of the project. This may also be required when examining issues and risks.

Verification and Configuration Audit

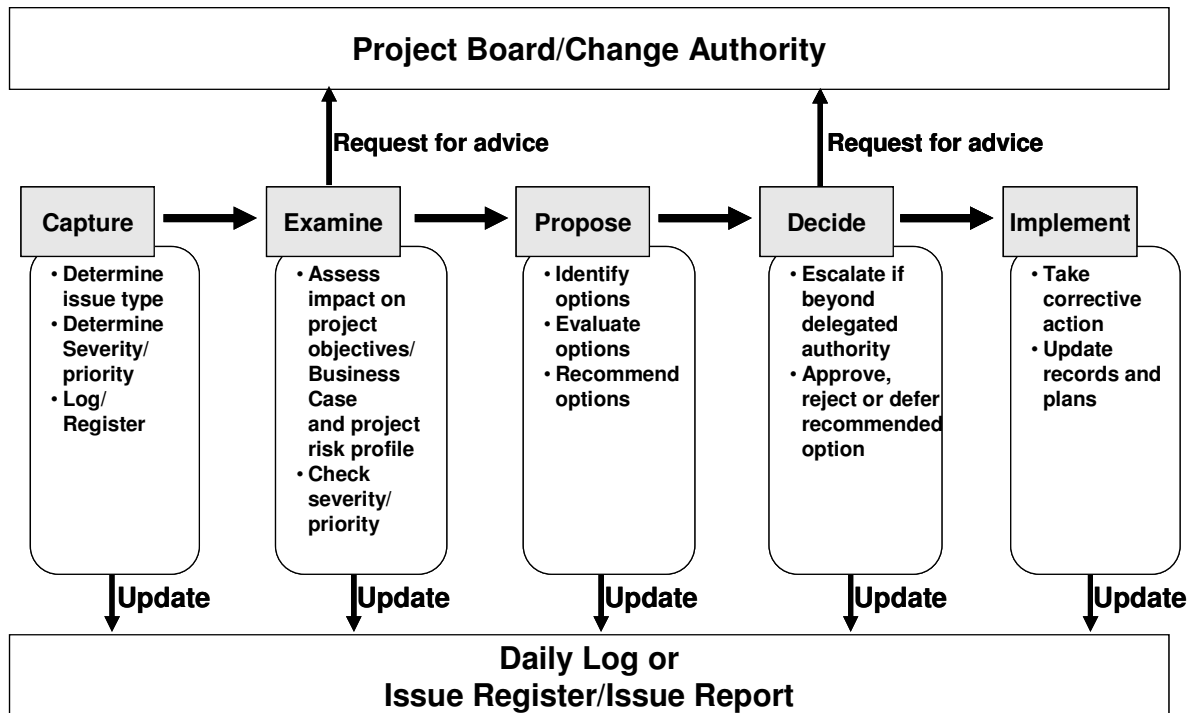
The Project Manager will carry out reviews in order to audit the Configuration Item Records to identify and correct any discrepancies at intervals during each stage, at the end of each stage and at the end of the project. This audit should also ensure no 'unauthorized' changes are being made to approved (baselined) products.

Woodglen Hotels Ltd - Refurbishment Project

Issue and Change Control Procedure

The issue and change control procedure (as outlined on the following diagram and summarised below) will be used for this project to capture, examine, 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.



©Crown copyright 2009. Reproduced under licence from OGC.

Issue and change 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.

Woodglen Hotels Ltd - Refurbishment Project

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 history, status, version and variant of each configuration item (product) and details of any relationships between them.

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 the hotel's main server within the Projects/Templates folder.

Reporting

An Issue Report should be created for any issues which are requests for change and off specifications, and for any problem/concern type issues which need to be managed 'formally'.

All Issue Reports should contain the following detail:

- 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

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 chosen products Configuration Item Records.

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.

Configuration Management and Change Control Activity Timings

- Configuration management activities:
 - Configuration Item Records to be continuously maintained with any change in related information, e.g. product status/latest version/copy holders/related issues.
 - 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.
 - Configuration 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.

Woodglen Hotels Ltd - Refurbishment Project

- Issue/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 Woodglen Hotels corporate 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)

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:

A change budget of £50,000 has been agreed and is included in the overall project budget. This is to be used **only** to pay for any requests for change. A sum of this budget will be set for each stage and documented in the relevant Stage Plan.

Woodglen Hotels Ltd - Refurbishment Project

Roles and Responsibilities for Change

Role	Responsibility
Woodglen Hotels Group	Provides the corporate or programme strategy for change control, issues resolution and configuration management.
Executive	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	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	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	Manage the configuration management procedure, the issues and change control procedure and create and maintain the Issue Register assisted by project support. Implement corrective actions
Team Manager	Implement corrective actions
Project Assurance	Advise on examining and resolving issues
Project Support	Administer the configuration management and issues and change control procedures Maintain Configuration Item Records Produce Product Status Accounts when required Assist the Project Manager to maintain the Issue Register.

Woodglen Hotels Ltd - Refurbishment Project

Communication Management Strategy

Introduction

This communication management strategy is to be applied to the Refurbishment project 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 strategy.
- The Project Manager will be responsible for maintaining this strategy 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.
- The hotel's staff notice board (for informal updates)
- Traditional letter (for formal communications with building & hotel inspectors)
- The hotel's email system (for formal or informal communications)
- The hotel's intranet (for stakeholders internal to Woodglen Hotels)
- The hotel's monthly newsletter (for external stakeholders, e.g. existing and potential guests)
- Internet Blogging (for external stakeholders, e.g. tourist board, booking agencies) but only for any 'informal' ad hoc communications
- Local Community Paper (for local users of hotel and key local stakeholders)

Tools and Techniques

The following communication techniques/tools should be used to help with the effective communication between the project and the various project's Stakeholders:

- MS Publisher for newsletters
- Outlook Email (existing/pre-booked guests and staff)
 - MS Word for email attachments
- Woodglen Hotels website and Facebook for the online blogs

Records

Any communication correspondence should be stored in the 'communication' folder in the 'project' directory on the 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)

Woodglen Hotels Ltd - Refurbishment Project

It is likely that 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' section).

Communication Activity Timings

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

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

The following are examples of corporate and project management team responsibilities regarding communication during the project.

Role	Responsibility
Woodglen Hotels Corporate Mgt	Provide information to the project regarding Woodglen Hotels internal communication procedures and standards.
Executive	Approve this Communication Management Strategy. 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 Strategy, (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 Strategy.
Project Support	Provide administrative support for the collating, storing and distributing of communication records and reports during the project. Protect the Communication Management Strategy under configuration management.

Woodglen Hotels Ltd - 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 Hotels 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
Woodglen 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	Woodglen Hotels Finance Director	Monthly	Presentation	Power-point
Adjacent rest home residents	Many oppose the project (re Garden Room/exterior work)	'Supporters' of the project's outcome!	S.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	S.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 holiday	S.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	S.User	All existing guests	Once - mid-way through project	Email & hotel's quarterly news- letter	Email/ News-letter
Woodglen Corporate Management	Have set the project budget and tolerances	Keep informed re project-level tolerances, any deviations and strategy	Project Board Executive to Woodglen Hotels Corporate Management	Information regarding project-level tolerance and strategic direction of project	Any changes in Woodglen Hotels business strategy	Project-level tolerance information and strategic focus of project	Project Board Executive	Woodglen Corporate 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 Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Work Package - 08

WORK PACKAGE AUTHORISATION	
Project: Hotel Refurbishment	
Author/Authorizer: Project Manager	Date: 28 th April

Team Manager/Team/Person Authorised:

County Landscapes Chief Gardener

Work Package Description:

This work involves the building of the garden room, the paths and pond, laying the turf for the lawns and creating the flowerbeds and borders.

Extracts or References:

Stage Plan Extract

Please note that this detail will need to show some form of schedule of when each activity/product is to be worked on/quality checked etc. This could be in the form of a Gantt chart or a product checklist.

Product Description(s):

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 samples 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/turf/flowerbeds & borders etc: £80,000

Total: £200,000 (materials and labour)

Woodglen Hotels Ltd - Refurbishment Project

Work Package Tolerance:

Time: +1 day/-3 days

Cost: +£20,000/-£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 samples document)

Development Interfaces:

Building inspector for all relevant inspections.

Hotel Maintenance Manager for advice on hotel's existing electrical wiring system.

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.

Configuration Management Requirements:

- Inform Project Support of any change in products and Work Package status.
- Architect plans/designs should be returned to Project Support at the 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 a Sunday.
- Only County Landscape's internal 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 samples document).

Problem Handling and Escalation:

Any new issues or risks identified in relation to this Work Package, or any other project work should be escalated immediately (by the end of the working day/the next morning depending on the urgency and when the issue was to the Project Manager either via 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.
- The Project Manager will give final sign-off for the completed Work Package.

Woodglen Hotels Ltd - Refurbishment Project

Product Description

Identifier	Refurb-Exterior-GardenRoom-01			
Title	Garden Room			
Purpose:	To hold wedding ceremonies			
Composition	Brick base Central aisle Seating Open sides Roof			
Derivation	Garden Room Design Building Regulations			
Format and presentation	Hexagonal shape with pitched roof Traditional central aisle Bench seating either side of aisle Open sided			
Development skills required	Joinery, tiling and bricklaying with appropriate qualifications			
Producer	County Landscapes			
Quality criteria	Quality tolerance	Quality method	Quality skills required	Quality responsibilities
Conforms to all relevant building regulations	None	Inspection	Thorough knowledge of building regulations	Reviewer - Official Building Inspector Approver - Senior User
Have a seating capacity of 120	+15/-5 seats	Inspection	N/A	Reviewer - Senior User Approver - Senior User
All entrances and exits to be wide enough for wheelchair access	Min 84cms/ max 100cms	Inspection	Knowledge of the Disabled Access code of practice	Reviewer - Senior User Approver - Project Board
Aisle to be sufficient width for two people to walk side by side	Min 170cms/ max 230cms	Inspection		Reviewer – Senior User Approver – Senior User
Wood to be pressure treated with minimum of 15 year anti-rot guarantee	None	Inspection of wood and verification of warranty details	N/A	Reviewer - Senior User Approver - Project Board
Metal fixings to be rust proof	ALL fixings must be plastic coated	Visual inspection of rust proofing certificate	Thorough knowledge of building regulations	Reviewer - Official Building Inspector Approver - Project Board

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Checkpoint Report for WP-07

Date

22nd April

Period Covered

15th April to 22nd April (Weekly)

Follow-ups

No previous reports

This Reporting Period

WP07 - Decoration Work	Decorated Bedrooms Decorated Bar Decorated Lounge Decorated Restaurant	In development In development Completed Delayed but started
------------------------	---	--

Quality Activities

Decorated Lounge Inspected and Approved as per Quality Register updates.

Lessons

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.

Next Reporting Period

WP07 - Decoration Work	Decorated Bedrooms Decorated Bar Decorated Restaurant	To be continued 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

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

Schedule

	Planned End	Current Forecast	Tolerance Set	Tolerance Used/ Forecast	Tolerance Remaining
Work Package	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 neither this nor the next working period.

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Highlight Report

Date

1st May

Period Covered

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

Status Summary for Stage 4

The stage is currently on time and within budget. A few issues have been raised and addressed. The products are also completed as expected 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
WP06 - Installation of Fittings	Installed Plumbing Installed Electrical Fittings	Completed Completed
WP07 - Decoration Work	Decorated Bedrooms Decorated Bar Decorated Lounge Decorated Restaurant	In development Completed Completed Delayed but started
WP08 - Garden Work	Built Garden Room Laid Woodland Paths Built Ornamental Pond Ordered Turf Delivered Turf Laid Turf Created Flowerbeds/borders	Not started Not started Not started Completed Completed Not started Not started
WP09 - Fitting of Flooring	Fitted Flooring	In development

NB. The status information above should be backed up by dates such as planned start/actual start and planned completion/actual completion and also include RAG status (if risks are involved).

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	Decorated Bedrooms Decorated Restaurant	To be completed To be completed
WP08 - Garden Work	Built Garden Room Laid Woodland Paths Built Ornamental Pond Delivered Turf Laid Turf Created Flowerbeds / borders	To be started To be completed To be completed To be completed To be 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. The status information above should be backed up by dates such as planned start/actual start and planned completion/actual completion and also include RAG status (if risks are involved).

Corrective Actions:

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 Hotels Ltd - Refurbishment Project

Schedule Status and Tolerances

	Planned End	Current Forecast	Tolerance Set	Tolerance Used/ Forecast	Tolerance Remaining
Project	31 st May	2 nd June	+4 days/ -1 week	+2 days	+2 days
Stage	31 st May	2 nd 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 was raised but deferred for a decision to be made by yourselves.	Deferred for Project Board consideration
A change was raised regarding the Garden Room design. 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 Risks	Assessment Summary
RSK32. An initial inspection of the new Bar area 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 and 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 seating capacity acceptance criteria.	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 Issues	Status
An concern 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 or health and safety regulations. (See related risk above).	Transferred to Risk Register & Closed
The required colour of paint for the restaurant was thought at first to be not available, however it was 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 time tolerance used

Woodglen Hotels Ltd - Refurbishment Project

Exception Report

Author: Project Manager

Date: 3rd May

Description of the 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 add up to another 6 days to 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 not forecast to complete the project within the agreed deadline and agreed tolerance. County Landscapes have no additional labourers to release on the project.

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 add up to another 6 days to complete the garden room using the current available resources, at an additional cost of up to £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 up to 4 days later than agreed. There is however £40,000 cost tolerance remaining for this final stage.

The Available Options:

Use some of the available cost tolerance to do 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 1 day later than planned but remain within cost 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) acceptance criteria.
 - There is a very small operational risk that, should any of the plinths break in the future, the pipes may still crack under the weight pressure, giving the company a costly future repair bill. Should this occur during the investment appraisal period, it would increase our maintenance costs and consequently weaken the financial benefits.
2. Dig up the pipes and drains and reroute 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 planned and remain within cost 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 may not grant us permission to dig up the pipes.

Woodglen Hotels Ltd - Refurbishment Project

Recommendation:

Despite the very small on-going operational risk and potential weakening of the Business Case and reduced scope with option 1, both myself and County Landscape's Team Manager recommend this as 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 foreign objects where any such building work is required.

Decision by the Project Board:

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

The extra time required for option 2 would be too great an impact on the Business Case should the garden room not be completed on time for the first wedding booking.

Direction from the Project Board Executive:

Name: M. Jacob

Role: Project Board Executive

Premature Close: No	Comment: N/A	Decision: N/A
Produce Exception Plan: Yes	Comment: Submit an Exception Plan to me by the end of the day for Project Board 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 Hotels Ltd - Refurbishment Project

Configuration Item Record

Project Identifier	Refurb
Item Identifier	mp-CommsMgtStrat
Current Version	02
Item Title	Communication Management Strategy
Owner of Item	Project Executive
Location	Project Server - H:/Refurb/Management/Project
Copy Holders	Project Board (Exec, Senior User, Senior Suppliers) Project Manager Project Assurance Team Managers
Item Type	Product (management)
Item Attributes:	Management
	PID
	Strategy
Stage to be Developed	Stage 1 (Initiation)
Users	Project Board Project Manager Project Assurance Team Managers Project Support
Item/Product State	N/A
Variant	N/A
Producer	Project Manager
Date Allocated	8 th Feb 09
Status	Live - In Use
Date Status Changed	5 th April 09
Source	In-house
Relationship with other Items	Project Management Team Design Risk Management Strategy Quality Management Strategy Configuration Management Strategy Corporate Communication Procedures Stakeholder Analysis
Cross References:	
Issues (see Issue Register)	Issue-002
Risks (see Risk Register)	None
Product Description	Refurb-MP-PD-CommsMgtStrat-01
Other Documentation	Stakeholder Analysis document

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Note that a Product Status Account can include any combination of information from the products Configuration Item Records and the current Stage Plan. This is just one example of information which could be requested by the Project Manager.

Product Status Account								Date of Report 12 th May 09		
								Report Scope This report covers the products of Work Package-07 only		
Project Identifier	Product Type	Product Identifier/ Title	Latest Version No	Product Owner	Date Product Description Baselined	Date Product Allocated to Producer	Date Product Baselined	Links to related products	List of related Issues	Current Status
Refurb	Interior/ Decoration	Decorated Bedrooms	03	Hotel General Manager	27/02/09	01/03/09	Not yet baselined	Bedroom Design	Issue 18 Issue 21	Under Development
Refurb	Interior/ Decoration	Decorated Bar	01	Bar Manager	27/02/09	03/03/09	Not yet baselined	Bar Design	None	Completed - Awaiting Approval
Refurb	Interior/ Decoration	Decorated Lounge	01	Hotel General Manager	27/02/09	01/03/09	21/04/09	Lounge Design	None	Approved
Refurb	Interior/ Decoration	Decorated Restaurant	02	Restaurant Manager	27/02/09	06/03/09	Not yet baselined	Restaurant Design	Issue 22	Under Development - Near Completion

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Issue Register

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

ID	Type	Date Raised	Raised by	Issue Report Author	Description	Priority	Severity	Status	Date Closed
001	Off-Spec	1/4/09	J.Brown	Project Mgr	Timber for the garden room is not properly treated with rot protection; A quality criteria will consequently not be met.	Should Have	Major	Open	
002	Concern	4/4/09	M.Smith	Project Mgr	Local tourist board are unaware of refurbishment project. They are stakeholders and should be included in Communication Management Strategy.	Could Have	Significant	Closed	5/4/09
003	RFC	5/4/09	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.	Could Have	To be confirmed	Open/ awaiting impact analysis	
004	Concern	28/4/09	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 or health and safety regulations.	Should Have	Major	Closed Transferred to Risk Register*	29/4/09

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

Issue Types

- Request for Change (RFC) (a proposal for a change to a baseline)
- Off-Specification (something that should be provided by the project, but is not (or is forecast not to be provided)
- Problem/Concern (any other type of issue, i.e. other than an RFC or Off-Spec)

Issue Priorities (for RFC's and Off-Specs)

- Must Have (essential to viability of project)
- Should Have (important and non-resolution would weaken the Business Case)
- Could Have (useful, but non-resolution would not affect the Business Case)
- Won't Have (for now) (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 Woodglen Hotels corporate 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 Manager or Project Board depending on time/cost impact)
- **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 (to be dealt with by the Project Manager)

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank

Woodglen Hotels Ltd - Refurbishment Project

Quality Register

The following are some examples of planned quality management activities 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 Gardener Facilities 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 - Decorator Reviewer - Maintenance Mgr Approver - Maintenance Mgr	27 th March	27 th March	27 th March	28 th March	29 th March	29 th March	Passed	Inspection Record 06

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.

Woodglen Hotels Ltd - Refurbishment Project

Risk Register

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

Risk ID	Author	Date Registered	Risk Category	Risk Description	Probability	Impact	Expected value	Proximity	Status
RSK7	Facilities Manager	3 rd Feb 09	Environmental	Any heavy rainfall during the project will mean there is a threat that the garden area would 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.	Imminent	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 sufficient drainage is in place to divert the water to the car park							
	Fallback	Hire water pumps to remove flood water if the ground becomes flooded							
	Transfer	Take out an insurance policy against the risk of the garden flooding (to reduce financial impact on the project)							
	Accept	Hope that the weather remains fine with no significant rain fall during the project							
	Share	As part of the agreement of the contract with County Landscapes, 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 sufficient drainage is in place to divert the water to the car park Fallback - (if reduction action not effective enough) Hire water pumps to remove flood water if the ground still becomes flooded							
Risk Owner		Facilities Manager							
Risk Actionee		County Landscapes' Chief Gardener (Team Manager)							

Woodglen Hotels Ltd - Refurbishment Project

This page has been intentionally left blank.