

Fraser Park Sportsville – lessons learned

Note: There are learnings for HCC in its role as governors of CFT and in respect to its relationship with and oversight of CFT. CFT was responsible for the project to build the facility and FPS was responsible for the ongoing operations. Learnings have been applied and changes noted across the wider group.

About lessons learned:

A 'lessons learned' process is a review of the delivery process to learn lessons for the future, improve team performance and the quality of the final product. It focuses on experiences, observations, constructive criticism, honest assessment and ideas for improvement. It results a better understanding of strengths and weaknesses of a project delivery process, new or revised procedures, new ideas/innovation and closure.

It is not an individual or company performance evaluation, a witch hunt, a shame or blame session or a set up for a claim or action against anyone. It should look forward not backwards and use history for lessons learned not recriminations.

Issue	Lessons learned	Changes
Governance, risk and reporting		
<p>It appears there was not clarity on ownership of project risk both during the build and subsequent operations. CFT's 'arms-length' relationship with Council meant there was limited formal reporting to Council or escalation of risk. It appears financial risk was not a key driver of decision-making.</p>	<p>There should be a consistent approach to project management across an organisation (and a wider group where relevant) which reflects best practice and includes standardised governance structures, processes, reporting and risk management approaches.</p> <p>The owner of the ultimate financial risk - in this case HCC - should receive regular, formal reporting including quick escalation of risk and options to manage these.</p> <p>There should be clarity on roles, responsibilities and accountability between all organisations involved, in particular around decision-making and risk management. These should be re-set when they project moves through phases.</p>	<p>There is now a more consistent approach to project management across Council, in particular in relation to governance oversight, risk management and transparency.</p> <p>To further strengthen our approach, Council is looking to establish a Project Management Office and centres of excellence for project management, procurement and contract management.</p> <p>In developing our approach to the Naenae Projects we have taken advice form Audit NZ and have spoken to other Councils who have run similar projects to understand lessons learned, including in governance.</p> <p>Council is currently carrying out work to determine the future role of CFT. As part of this, ongoing roles and responsibilities will be clarified. CFT changed its focus</p>

		last year and does not intend to lead any further facility development.
HCC – CFT operational roles and responsibilities		
It appears there was a lack of clarity around the respective roles of CFT and Council staff, in part due to some staff having responsibilities for both.	<p>When staff are working across different organisations, it is critical to have clarity on reporting lines and on where accountability and risk sit. This needs to be clearly communicated to stakeholders to ensure expectations of each party are set at the right level.</p> <p>While this produced efficiencies on some fronts, it created resource and risk issues in other areas, so the overall impact of such changes needs to be considered.</p>	<p>All Project plans now include detailed roles and responsibilities.</p> <p>As above, Council is currently carrying out work to determine the future role of CFT. Where Council staff are currently providing services to CFT, SLAs are being put in place.</p>
Stakeholder management and engagement		
There was good early engagement with, and buy-in from, clubs around the Sportsville concept. However, this fell away as the project moved into the building phase, resulting in dissatisfaction and lack of buy-in.	Stakeholder engagement and communication at each stage of a project is critical. All project plans should include specific plans which show when and how engagement and communication will take place at various levels and phases, and responsibility for this. They should also make it clear how decisions will be made and who will be involved, and involve mechanisms for the resolution of relationship breakdown.	<p>All project plans now include stakeholder engagement and communication plans which are signed off by the Project Board.</p> <p>Stakeholder management risks will be included in risk registers and regularly monitored and reported on.</p>

Business case		
<p>Risks about the Business Case were raised by officers, however there does not look to have been any clear action taken to address these.</p>	<p>Where risks are raised, there should be discussion around options to reduce and manage these, and they should be monitored and tracked.</p> <p>Business cases should include other options including 'do nothing' so that decision-makers can compare investment options.</p> <p>Relevant weight should be given to the views of internal experts who understand local government context.</p> <p>Business cases need to be reviewed as things change during a project, and governors/funders should be given opportunities to adjust.</p>	<p>Business cases, supporting papers and discussion now focus more on risk and worst case scenarios, and include other options.</p> <p>For unique projects and models, we will consider a peer review of the business case.</p> <p>Business case assumptions will be included in reporting.</p>
Project Management		
<p>During the build, changes were made to the scope and design (for a variety of reasons) which increased both the capital and operating costs.</p> <p>During the design and build phases, there does not appear to have been a strong focus on how the facility would operate.</p> <p>Project documentation does not look to be complete.</p>	<p>Project Managers should have the appropriate skills and capability, including experience managing construction contracts and risk.</p> <p>Scope should be determined when the project is commissioned and any changes reviewed against the business case and signed off appropriately.</p> <p>Design should be locked down at preliminary design stage and any changes reviewed against the business case and signed off appropriately.</p> <p>The future operators of the facilities should be involved throughout to provide advice on design and the impact of changes.</p> <p>Project Plans should determine the systems, processes and</p>	<p>See above re improved project management.</p>

	documentation that will be used to manage the project, and this should be monitored in reporting.	
Changes in key personnel		
A high number of key personnel involved in the project left towards the end of the facility build or soon after, resulting in gaps in communication and knowledge.	<p>Key roles needs to be assigned, maintained and consistent throughout a project where possible.</p> <p>There should be succession plans across all parties involved and back-up plans for key roles. Where changes happen to personnel or roles, there should be provision for appropriate hand-over including of key relationships.</p> <p>A consistent approach to project management across an organisation, including requirements for documentation, helps mitigate the risk of personnel changes.</p>	<p>See above re improved project management.</p> <p>Council is looking to build its internal capability for project management to enable succession planning and back-up plans.</p>