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| ACT Government Logo | **Post Implementation Review Report**  **Tier 1 and Tier 2 Projects** |

|  |  |
| --- | --- |
| **Project name:** |  |
| **Tier:** |  |
| **Original risk assessment (high/med/low):** |  |
| **Estimated project capital cost (P90, $m, nominal):** |  |
| **Actual project capital cost ($m):** |  |
| **Sponsoring Agency:** |  |
| **Sponsoring Minister:** |  |
| **Delivery model:** |  |
| **Business Case approval date:** |  |
| **Operational commencement date:** |  |
| **PIR Report date:** |  |

This Post Implementation Review (PIR) Report template should be completed using the [Guidelines](https://www.treasury.act.gov.au/capital-framework/measure/post-implementation-review) for completing the PIR.

**Sign-offs**

|  |  |
| --- | --- |
| PIR Advisor: |  |
|  | ***Print Name*** |
|  |  |
|  | ***Signature*** |
|  |  |
| PIR Coordinator: |  |
|  | ***Print Name*** |
|  |  |
|  | ***Signature*** |
|  |  |
| PIR Sponsor: |  |
|  | ***Print Name*** |
|  |  |
|  | ***Signature*** |
|  |  |
| Under Treasurer: |  |
|  | ***Print Name*** |
|  |  |
|  | ***Signature*** |

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# Guide to using the template

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| * + - The PIR Advisor should use this template to develop a PIR Report for their project, Program or Precinct. The template *should not be used in isolation* but should be read and used alongside the [guidance](https://www.treasury.act.gov.au/capital-framework/measure/post-implementation-review) on undertaking a PIR     - In competing this template, the PIR Advisor should:   + Refer to the guidelines for developing the PIR for further information on the PIR and what should be included in the Report   + Use the guidance in the purple boxes at the beginning of each sub-section to inform the development of the PIR. These boxes should be deleted from the final version of the PIR   + Use the headings, sub-headings and tables that have been provided to guide the development of the PIR Report. |

# Background and project overview

|  |
| --- |
| **Content to be included in this section** |
| The PIR Advisor should include a background and overview of the project in this section. This should also include a timeline for the project including all major milestones. The level of detail and content included here should be tailored to each project and its complexities.  *The PIR Advisor should delete this box from the final version of the PIR Report. Refer to the* [*PIR guidelines*](https://www.treasury.act.gov.au/capital-framework/measure/post-implementation-review/post-implementation-review-process-tier-1-and-tier-2') *for further information.* |

## *Capital Framework* background

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| **Content to be included in this sub-section** |
| The PIR Advisor should include a description of:   * The steps of the *Capital Framework* which have been completed for the project, including any additional analysis that was undertaken over and above the requirements of the project’s Tier level.   *The PIR Advisor should delete this box from the final version of the PIR Report.* |

## Project overview

### Project needs, objectives and desired outcomes

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should include the following items, tailored as appropriate to the project:   * A description of the need for the project * A summary of the project objectives * A brief summary of the project scope (i.e. the asset being delivered) * Project timing key dates (e.g. construction completion) * The approved project funding, including the dates of approval * The actual project budget, revenues and/or capital expenditure compared to the project capital and whole-of-life cashflows estimated (with contingencies).   *The PIR Advisor should delete this box from the final version of the PIR Report.* |

### Project implementation

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should include the following items, tailored as appropriate to the project:   * A summary of the submitted and approved project Business Case(s) * The delivery model selected for the project * A brief summary of the process taken to select the chosen delivery model * The key risks that were considered in the delivery model selection process * A summary of how project components were packaged * The contractor that was selected for the primary construction portion * Any other contracts that were awarded throughout the project lifecycle * Internal Government participation (i.e. which Project Sponsors were responsible for delivering the project) * The project governance structure selected for the project through the planning, delivery and implementation of the project * Any other key project implementation information (stakeholders etc.).   *The PIR Advisor should delete this box from the final version of the PIR Report.* |

## Project timeline

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should include:   * A summary timeline (can be a diagram) that captures the following:   + Business Case(s) submission dates and funding amount requested   + Approved budget / scope variations (if applicable) and when the budget approval(s) or scope variation(s) occurred   + Tender key dates (e.g. tender close date, tender evaluation period)   + Date of signed construction contract   + Construction period (start and end dates)   + Final cost of the project   + Post-completion asset performance metrics (as appropriate)   + Start date of project PIR.   *The PIR Advisor should delete this box from the final version of the PIR Report.* |

# PIR objectives, scope and methodology

|  |
| --- |
| **Content to be included in this section** |
| The PIR Advisor should provide an overview of the objectives and scope of the PIR. This should also include an explanation of the methodology used and a description of all of the steps taken to undergo the PIR.  *The PIR Advisor should delete this box from the final version of the PIR Report. Refer to the* [*PIR guidelines*](https://www.treasury.act.gov.au/capital-framework/measure/post-implementation-review/post-implementation-review-process-tier-1-and-tier-2') *for further information.* |

## PIR objectives and scope

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should include:   * A summary of the purpose and objectives of the PIR * Any details specific to the review * The dates the review occurred * Details of the PIR Sponsor, PIR Advisor, PIR Coordinator and Steering Committee.   *The PIR Advisor should delete this box from the final version of the PIR Report.* |

## PIR methodology

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should provide a brief description of the PIR process and evaluation. If applicable, the PIR Advisor should highlight any deviations from the [PIR guidelines](https://www.treasury.act.gov.au/capital-framework/measure/post-implementation-review/post-implementation-review-process-tier-1-and-tier-2).  The PIR Advisor should provide a brief description of the approach to the review, including interviews performed and data collection methodology. The PIR Advisor should append to the PIR Report a detailed list of the key documents reviewed and the interviews conducted. The PIR Advisor should also provide a brief summary of the report sections that follow, and the content included in each section.  The PIR Advisor should attach the list of documents reviewed and the PIR interview list as an appendix to the PIR Report (Appendix A – Documents reviewed and  Appendix B – PIR interview list).  *The PIR Advisor should delete this box from the final version of the PIR Report.* |

# Evaluation findings

|  |
| --- |
| **Content to be included in this section** |
| The PIR Advisor should provide a summary of the information contained in the Evaluation Matrix. A corresponding sub-section is included for each Evaluation Area found in the Evaluation Matrix.  The PIR Advisor should attach the full detailed Evaluation Matrix as an appendix to the PIR Report (Appendix C – Detailed Evaluation Matrix).  *The PIR Advisor should delete this box from the final version of the PIR Report. Refer to the* [*guidelines for developing the PIR*](https://www.treasury.act.gov.au/capital-framework/measure/post-implementation-review/evaluation-methodology-tier-1-and-tier-2) *for further information.* |

## Need assessment

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should include a separate sub-section for each of the Need Evaluation Areas.  The PIR Advisor should include a summary write-up of the evaluation findings and observations for each Evaluation Area under each corresponding sub-section, based on the findings of the Evaluation Matrix.  *The PIR Advisor should delete this box from the final version of the PIR Report.* |

### Needs

### Policy Alignment

### Benefits

## Outcomes assessment

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor must include a ‘Summary of project outcomes’ table at the start of the Outcomes assessment section. A template for this table is included below.  After the table, the PIR Advisor should include a separate sub-section for each of the Outcomes Evaluation Areas.  The PIR Advisor should include a summary write-up of the evaluation findings and observations for each Evaluation Area under each corresponding sub-section, based on the findings of the Evaluation Matrix.  *The PIR Advisor should delete this box from the final version of the PIR Report.* |

Table : Summary of project outcomes

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **Business Case** | **Contract** | **Final** |
|  |  | *(list source)* | *(list source)* | *(list source)* |
| **Cost (Millions)** | Capex – Primary Construction Contract |  |  |  |
|  | Capex – Contingency |  |  |  |
|  | Capex – All other |  |  |  |
|  | **Overall total** |  |  |  |
| **Scope** | (Key scope item 1) |  |  |  |
|  | (Key scope item 2) |  |  |  |
|  | (Key scope item 3) |  |  |  |
| **Timing** | Construction start |  |  |  |
|  | Construction end |  |  |  |
|  | Asset begin operations |  |  |  |
| **Sustainability** | Sustainability Rating (where relevant) |  |  |  |

### Cost

### Scope

### Timing

### Sustainability

## Implementation assessment

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should include a separate sub-section for each of the Implementation Evaluation Areas.  The PIR Advisor should include a summary write-up of the evaluation findings and observations for each Evaluation Area under each corresponding sub-section, based on the findings of the Evaluation Matrix.  *The PIR Advisor should delete this box from the final version of the PIR Report.* |

### Risk

### Delivery Model

### Governance

### Stakeholders

### Advisors

## Internal processes assessment

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should include a summary write-up of the evaluation findings and observations for the Internal Processes Evaluation Area within this section, based on the findings of the Evaluation Matrix.  *The PIR Advisor should delete this box from the final version of the PIR Report.* |

### Internal Processes

## Key findings and recommendations

|  |
| --- |
| **Content to be included in this sub-section** |
| The PIR Advisor should include a summary of the items determined as the key findings of the review. Although there are likely many important observations noted during the course of the review, this section is reserved for the key messages deserving particular consideration. The PIR Advisor should provide recommendations on how the improvement areas could be addressed in future projects.  The PIR Advisor should order the key findings and recommendations in terms of importance. A list format of findings and recommendations may be used for this section.  *The PIR Advisor should delete this box from the final version of the PIR Report.* |

# Lessons learnt

|  |
| --- |
| **Content to be included in this section** |
| This section should require no more than ½ to 1 page of content. The PIR Advisor should include a high-level summary of the strengths and improvement areas of the project as determined by the PIR evaluation findings, as well as an overall observation on project performance. The PIR Advisor should detail the lessons that should be learnt and incorporated into future projects.  *The PIR Advisor should delete this box from the final version of the PIR Report. Refer to the* [*PIR guidelines*](https://www.treasury.act.gov.au/capital-framework/measure/post-implementation-review/lessons-learnt-workshop-tier-3-projects) *for further information.* |

# Appendix A – Documents reviewed

The PIR Advisor should provide a comprehensive list of documents reviewed.

Table : Documents reviewed

|  |  |  |
| --- | --- | --- |
| Document Type | Document Description/Notes | File Name or Folder Name |
| Business Case(s) |  |  |
|  |  |  |
|  |  |  |
| Project Financials |  |  |
|  |  |  |
|  |  |  |
| ACT Budgets |  |  |
|  |  |  |
|  |  |  |
| Contracts |  |  |
|  |  |  |
|  |  |  |
| Meeting Minutes |  |  |
|  |  |  |
|  |  |  |
| Tender Documents |  |  |
|  |  |  |
|  |  |  |
| Design Documents |  |  |
|  |  |  |
|  |  |  |
| Risk Management |  |  |
|  |  |  |
|  |  |  |
| Objectives Measurement |  |  |
|  |  |  |
|  |  |  |
| Other |  |  |
|  |  |  |
|  |  |  |

# Appendix B – PIR interview list

The PIR Advisor should provide a list of interviews that occurred as part of the PIR. For each interviewee, the PIR Advisor should indicate their role in the reviewed project as well as which Agency they represent. The PIR Advisor should also provide the purpose for each interview.

Table : Interview list

|  |  |  |
| --- | --- | --- |
| **Name** | **Title and Organisation (or Agency)** | **Interview Objective** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Appendix C – Detailed Evaluation Matrix

The PIR Advisor should attach the full Evaluation Matrix as an appendix to the Report. This will provide a comprehensive record of all items reviewed.

The following three questions are evaluated for each Evaluation Area except for Internal Processes.

|  |  |
| --- | --- |
| **Completeness** | To what extent was the Evaluation Area covered in the Business Case? |
| **Outcomes Alignment** | Have the desired outcomes, as stated in the Business Case, been achieved? |
| **Unplanned Outcomes** | Was the Business Case appropriate in light of outcomes or results that it did not anticipate? |

For the Internal Processes Evaluation Category, the following two questions should be answered.

|  |  |
| --- | --- |
| **Existing lessons learnt** | Were any lessons learnt from prior experiences applied? What were these? |
| **New lessons learnt** | What lessons have been learnt from this project? |

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

|  |  |
| --- | --- |
| **Evaluation Categories** | **Evaluation Areas** |
| **Need** | Needs, Policy Alignment, Benefits |
| **Outcomes** | Cost, Scope, Timing, Sustainability |
| **Implementation** | Risk, Delivery Model, Governance, Stakeholders, Advisors |
| **Internal Processes** | Internal Processes |

The four tables that follow provide the Evaluation Matrix per Evaluation Category. Each matrix should provide detail on the questions evaluated as part of the PIR, a detailed response and then list that documentation that was referenced in evaluating each response. The PIR Advisor should also present a summary of the key findings, which should link to the findings identified within the PIR Report in Section 0.

### Needs

Table : Needs evaluation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Area** | **Evaluation Question** | **Evaluation Response** | **Documentation Reviewed** | **Summary of Observations and Key Findings** |
| **Needs** | Completeness  *What information did the Business Case include regarding the project needs?*  *Is the needs statement in the Business Case supported by adequate evidence, data and analysis?* |  |  |  |
| Outcomes Alignment  *To what extent were the project needs realised?* |  |  |  |
| Unplanned Outcomes  *Were there any unanticipated outcomes or project needs that were not in the Business Case?* |  |  |  |
| **Policy Alignment** | Completeness  *What information did the Business Case include regarding the project’s policy alignment?* |  |  |  |
| Outcomes Alignment  *To what extent were the policy alignment expectations realised?* |  |  |  |
| Unplanned Outcomes  *Were there any unanticipated project policy alignment outcomes not captured in the Business Case?* |  |  |  |
| **Benefits** | Completeness  *What information did the Business Case include regarding the expected project benefits?* |  |  |  |
| Outcomes Alignment  *To what extent were the expected benefits (including social and environmental, stakeholder satisfaction) achieved?* |  |  |  |
| Unplanned Outcomes  *Were any benefits realised post-completion that were not in the Business Case?* |  |  |  |

### Outcomes

Table : Outcomes evaluation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Area** | **Evaluation Question** | **Evaluation Response** | **Documentation Reviewed** | **Summary of Observations and Key Findings** |
| **Cost** | Completeness:  *What information did the Business Case include related to cost and funding?* |  |  |  |
| Outcomes Alignment: *How did the final expended amounts compare to the cost estimates in the Business Case?* |  |  |  |
| Unplanned Outcomes:  *Was any additional funding required beyond the amount sought by the Business Case and approved or, conversely, were any budget appropriations returned?* |  |  |  |
| **Scope** | Completeness:  *What scope requirements were included in the Business Case, Functional Design Brief and related project documents?* |  |  |  |
| Outcomes Alignment: *How did the final delivered asset meet the scope requirements as stated in the Business Case, Functional Design Brief and related project documents?* |  |  |  |
| Unplanned Outcomes: *Were any additional scope items delivered that weren’t in the Business Case, Functional Design Brief and related project documents?* |  |  |  |
| **Timing** | Completeness:  *What key project stages and associated timelines were included in the Business Case?* |  |  |  |
| Outcomes Alignment: *How did the actual timing of key project stages align with the dates set out in the Business Case?* |  |  |  |
| Unplanned Outcomes: *Were there any unplanned outcomes related to project timing and/or any key project stages that were not mentioned in the Business Case?* |  |  |  |
| **Sustainability** | Completeness  *What information did the Business Case and other related project documents include related to sustainability?* |  |  |  |
| Outcomes Alignment  *How did the final delivered asset meet the sustainability requirements stated in the Business Case and other related project documents?* |  |  |  |
| Unplanned Outcomes  *Were there any unplanned outcomes related to sustainability that were not mentioned in the Business Case?* |  |  |  |

### Implementation

Table : Implementation evaluation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Area** | **Evaluation Question** | **Evaluation Response** | **Documentation Reviewed** | **Summary of Observations and Key Findings** |
| **Risk** | Completeness  *What risk assessments and analyses were used to inform the Business Case?* |  |  |  |
| Outcomes Alignment  *What risk management activities occurred during project delivery and how did this relate to original risk management plans created?* |  |  |  |
| Unplanned Outcomes  *Did any unplanned project risks arise, including any additional contingency requests above the amount sought in the Business Case and approved?* |  |  |  |
| **Delivery Model** | Completeness  *What factors were taken into consideration in determining the delivery model stated in the Business Case?* |  |  |  |
| Outcomes Alignment  *What delivery model was used and how did it perform against the desired outcomes stated in the Business Case?* |  |  |  |
| Unplanned Outcomes  *Were there any unplanned outcomes related to the delivery model used?* |  |  |  |
| **Governance** | Completeness  *What information did the Business Case include relating to a governance plan?* |  |  |  |
| Outcomes Alignment  *How did the governance in place during the project match the governance structure and process outlined in the Business Case?* |  |  |  |
| Unplanned Outcomes  *Were any unplanned governance structures implemented?* |  |  |  |
| **Stakeholders** | Completeness  *What information did the Business Case include relating to stakeholder engagement?* |  |  |  |
| Outcomes Alignment  *To what extent did stakeholder management and communications operate according to the plan included in the Business Case?* |  |  |  |
| Unplanned Outcomes  *Did any stakeholder involvement occur that was not included in the Business Case Stakeholder Engagement Plan?* |  |  |  |
| **Advisors** | Completeness  *What information did the Business Case include relating to the required advisors?* |  |  |  |
| Outcomes Alignment  *Were the advisors listed in the Business Case consulted as planned?* |  |  |  |
| Unplanned Outcomes  *Were any advisors needed that were not listed in the Business Case?* |  |  |  |

### Internal processes

Table : Internal processes evaluation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Area** | **Evaluation Question** | **Evaluation Response** | **Documentation Reviewed** | **Summary of Observations and Key Findings** |
| **Internal processes** | *Were any lessons learnt from prior experiences applied? What were these?* |  |  |  |
| *What lessons have been learnt?* |  |  |  |