What is involved in Delivery Lifecycle 5

What is the Purpose of this Phase?

The purpose of the Delivery phase is obviously to execute the research within the scope of the approved contract and in accordance with the Project Management Plan. The Project Controls Plan and the Project Proposal together make up the Project Management Plan.

In addition to the technical work undertaken to complete the research various people have responsibilities to ensure effective management of the project including tracking progress of deliverables against budget and contract, managing resources, payment and issuance of invoices and maintenance of the data to inform the Project Management Framework. This process ensures regular status reporting to the SMI Leadership Team, Program Leaders and CIs.

The Delivery Phase starts once the Grant Record Letter (GRL) has been generated (if research project) or once the Project has been given a Project Number. In some cases the CI will consider whether to start the Delivery Phase prior to the issuance of the GRL or pre-GRL or Project Number. The decision to do this is undertaken within a risk assessment that requires Program Leader approval and perhaps Senior Leadership Team approval depending on the level of risk. It is understood that a decision to commence a project without a GRL is a breach of UQ policy and therefore requires careful consideration of the commercial, legal and reputational risks associated with both starting and not starting the research within the timeframe available to obtain the GRL.

Depending on the size and complexity of the project, the project may have a number of stage plans falling from an overarching Project Plan that reflects the key milestones in any contract documentation. The Project Plan is based on the original proposal but expanded with detail to an appropriate level to adequately control and monitor delivery.

This process ensures regular brief status reporting to the Project Sponsor as well as formal reporting around key milestones. For details on specific roles and responsibilities by activity please refer to the Project Management Framework Overview.

What is considered to be a ‘Great’ Delivery Phase?

- IP is being protected
- Project is being managed in accordance with the contract
- Status is being monitored and regularly communicated to the Sponsor and internal management.
- Outputs are delivered on time in accordance with contracted milestones.
- Risks and issues are being managed promptly.
- Using a project log to store and manage risks, issues, and stakeholders
- Quality of outputs are being checked and verified regularly and details of this updated in the project log.

What are the Key Activities?

1. Familiarise yourself with the project contract

SMI Legal will provide you with a final signed copy of the project contract at the completion of the Contracting Phase. Rather than being “placed in the bottom drawer” your project contract should form an integral part of your Project Management documentation. Familiarise yourself with the terms and refer to it throughout the life of the project to ensure you are delivering in line with the contract.
2. **Kick off meeting held.**

As with any project, it is worth remembering up front the relevant confidentiality and ethical agreements and arrangements that were put in place back in the Opportunity Identification Phase. This is something that is usually discussed at a kick-off meeting with the project team when we are commencing the Delivery Phase. Kick-off is also a good chance to outline expectations around roles and responsibilities and key due dates and processes.

3. **Create stage plans, work packages and manage stage gate approvals**

In some cases large projects might be broken into stages and the certain work packages given to separate researchers. In this case there is no need for a separate Project Plan to be created at work package level, but it is advised that the staff working on the work packages have a schedule and a work package template completed for their work. For some projects with large communication and engagement pieces a separate marketing and communication plan might be created with help from the Marketing and Communication Office.

Any team members being assigned work should have been budgeted into the original project budget and their resources estimated for their contribution to the project.

Staff delivering work packages need to comply with the same controls that other members of the Project Management Team will be held to and they typically should report through to the Lead Chief Investigator. A work package formalises the expectations for the work assigned. For example a 4 year project might be structured as per the below:

| Delivery Phase (Project Plan – Part A and B covering a 4 year project at milestone level) |
|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|
| Stage 1 Plan and Schedule (Year 1)            | Stage 2 Plan and Schedule (Year 2)            | Stage 3 Plan and Schedule Year (3)            | Stage 4 Plan and Schedule (Year 4)            |
| Delivery Milestones in this Stage with detailed activities. | Delivery Milestones in this Stage with detailed activities. | Delivery Milestones in this Stage with detailed activities. | Delivery Milestones in this Stage with detailed activities. Last Stage Plan also includes Close Out Activities. |
| WP | WP | WP | WP | WP | WP | WP | WP |

**WP = Work Package**

Stage gates are at the end of each stage. It is a point where the project is reviewed and the plan for the next stage is developed and approved.

4. **Conduct regular project team meetings**

If working with a team it is good practice for the Lead Chief Investigator to have regular project team meetings. If the Lead Chief Investigator is working primarily on their own it is important that they meet regularly with the Program Leader and relevant support functions to ensure that they understand the nature of the project, where it is up to and the key elements of the work.

5. **Manage day to day project team resource utilisation**

The Program Leader is responsible for organising the allocation of resources from across programs, but the Project Manager is responsible for the management of the team resources and utilisation of project team members and specialised equipment. Standard UQ performance management processes will need to be adhered to for all staff.
6. Identify any internal/external reviewers and negotiate timing

It is important to arrange internal and external reviewers of project deliverables early. This is a key aspect to ensure the quality of the work prior to finalisation. Based on the nature of the project separate externally procured reviewers might be required. If this is the case there will be some time required to not only identify these resources but to also negotiate their input. The timing of the review must not delay the continuing progress of the project to meet key contracted milestones.

7. Track time, cost, quality and technical progress using the schedule and budgeted milestones in the project plan

Tracking and monitoring actual cost against the project budget is critical to ensuring that the project remains viable, achievable and justifiable from an Institute perspective. At a minimum financial monitoring needs to occur on a monthly basis and the Senior Finance Officer for your centre will provide key support to Project Managers so that they can monitor their project budgets.

If there is a significant shift in what is being forecast, the project budget may have to either be re-negotiated with the sponsor or internal intervention should be made to ensure that the financial risk is managed.

In order to deliver the project according to the approved schedule, actual time and technical delivery need to be tracked and monitored at minimum on a monthly basis.

Project Managers are required to track their delivery progress so they can predict early if contracted milestone deliverables are not going to be achieved on time. Any issues with delivery must be reported up to the Program Leaders. Being able to track time and technical progress effectively relies on having a schedule that breaks down milestones into granular task details.

The quality of the deliverables also needs to be verified through the use of peer reviewers or independent reviewers. Quality usually impacts on time, cost and scope so it needs to be monitored and results of reviews recorded and reported.

This information will be part of a Project Status report and reported by the Project Manager to the Program Leader as part of Program Steering Committee meetings.

8. Inform portfolio support office, HR and finance of any changes to resources allocated to the project that have a project or program budget impact (human and technical resources)

Resources may change during the course of project delivery. If this is the case, the project documentation needs to be updated. If the change is to a human resource. Allocation of resources to another project that may have unsecured revenue is not encouraged and the Program Leader is accountable for this decision as it will impact on their ability to manage to their approved program budget (this is covered under portfolio and program guidance).

Other changes to technical resources that have a material impact on budgets eg lab fees increasing etc, also need to be factored into budgets.

As soon a change of these natures occurs, the Program Leader and Lead Chief Investigator needs to alert the Portfolio Support Office, their allocated Senior Finance Office and in the case of Human Resources, the HR area so that contracts that are in place around recruitment can be modified or closed if necessary. In some cases the UQ budget spreadsheet might have to be updated.

9. Manage sub-contractors performance (if applicable)

Ensure that your sub-contractors understand your expectations for their performance. Monitor their performance by having regular meetings where they provide their input. Ensure you check the quality of the
deliverables and their budget expenditure. SMI Legal can assist if there is doubt about a sub-contractor meeting their contractual obligations.

10. Manage scope change requests and update the change register in the Project Controls Log (refer back to contracts process if any variations are required).

Sometimes a project sponsor might request changes to the scope of the project. Based on the nature of the change you might have to formally re-negotiate the contract, or in some cases set up a new project.

The contracted scope will have been outlined in your Project Proposal and/or outlined within the contract. Before commencing all stakeholders should be clear on the scope and what the expectations are for the final deliverable. Having a clear and detailed scope description will help mitigate the need for scope changes to emerge.

‘Over-servicing’ of contracts (extension of scope from what was contracted) is not supported by the Institute unless there is appropriate financial support.

Small refinements that make a big difference to the overall project deliverable may be seen as appropriate if it will lead to repeat requests for new proposals into the future. Speak to the Program Leader if guidance is required under these circumstances.

11. Update Project Schedule and Project Management Plan as required (managing change impacted on contracted milestones)

At the beginning of a project it may be difficult to predict the detail of activities needed in the schedule. The best way to ensure confidence in your estimates is by having a shorter planning horizon. A planning horizon is the amount of time that you can accurately predict time and cost. In the main most projects of 12 months would have a few stages within the plan broken into three monthly blocks. Even if the project is progressing well it is worth conducting a project review, at minimum once every three months, to establish how things are progressing and whether the plan remains accurate.

If the changes are likely to impact the contracted milestones it may be necessary to seek a variation to the contract (refer back to the contracting phase activities).

12. Update Project Controls Log (risk, issues, and stakeholders)

This is a progressive activity and as regular reviews are made new risks, issues, quality reviews, stakeholders and lessons should be added to the project controls log. Having a control log is fundamental to good project management practice

13. Invoice in accordance with contracted milestones

The activity of invoicing relies on the Lead Chief Investigator to monitor contracted milestones that trigger invoicing. The Senior Finance Officer for the project will be able to provide detailed support here as will the Portfolio Support Officer.

14. Report overall status to (SMI) Program Lead

The Program Leader will hold a regular Program Steering Committee attended by the Lead Chief Investigators and any relevant project support staff. The Lead Chief Investigator should complete a Project Status Report to be discussed with the Program Leader at this meeting. The Program Leader will generate a program wide report, so Lead Chief Investigators are accountable to ensure the right information is fed up to the Program Leader to include in this reporting.

A range of project performance indicators will also be rated using a RAG (Red, Amber, Green) system, that would be negotiated with the Program Leader. These indicators should cover: budget, schedule, quality, resources, contract and stakeholders. A guide for these indicators appears below:
15. Report overall status to Sponsor

The format of the report may vary depending on the expectations and what is contracted. Periodically throughout the project a report on status of the project should be sent to the Project Sponsor. This report may be a combination of technical status and early findings and also include some project tracking information such as risks, issues or budget status.

The report may also be verbally provided for low risk projects through regular project steering committee meetings with the Sponsor if they are required. This is a form of stakeholder engagement to ensure that the Sponsor is aware of how the project is progressing and to give early indication of issues that may lead to contract variations.

16. Update internal IP project controls and complete IP notifications as required by UQ policy

As the project deliverables are created there may be Intellectual Property (IP) that is created that needs to be registered. The UQ IP policy and procedures are accessible on the UQ intranet.

17. Organise payment of Subcontractor invoices

Subcontractor invoices are submitted to SMI finance for processing in accordance with the agreed subcontractor terms and conditions. The Senior Finance Officer can assist here.

18. Manage Debtors (if necessary)

If there is a non-payment issue then debtors will be managed through FBS and SMI finance where necessary. They may ask you to make contact with your sponsor if the issue is ongoing.

19. Complete contracted project deliverables (trigger for close out phase).
Complete the final deliverables and arrange for quality reviews to take place to ensure they are up to the standard expected by the Sponsor.

The Program Leader should be informed of progress and give notional approval to move into close out once there is satisfaction on the quality of project deliverables.

20. Update SMI Project Register with status

This is a progressive activity as the project moves through the various phases the SMI Project Register should be updated with relevant details. It is the responsibility of the Lead Chief Investigator to let the Portfolio Support Office know of any updates that are required.

What tools and templates might I use?

Mandatory:
- Project Schedule (Update)
- Project Status Report
- Project Control Log - Risk, Issue and Stakeholder and Change (update)
- UQ Project budget report (to be connected to status report from UNIFY)
- UQ Project Spreadsheet
- UQ Financial Workbook (Senior Finance Officer only)
- Update SMI Projects Register
- Update cost tracking spreadsheet or tool
- Project Stage Plan (for larger projects)

Optional:
- Work-Package (optional if allocating packages of work to other teams)
- SMI mid project impact statement for Marketing and Communications (if appropriate)
- Project Management Plan (Project Proposal and Project Control Plan)