

Project Review Report

EndPoint Protection and Security Gateways (HX-0007602)

12 June 2018

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Author	Michelle Bishop
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Reviewers

Name	Title/Role
David Counsell	Manager, Portfolio Governance
Jason Ledbury	Head of PM&R

Approvals

Name	Role/Title	Signature	Date
Jason Ledbury	Head of PM&R		

This document is the responsibility of AusNet Services. Please contact the author for any inquiries.

*AusNet Services
Level 31, 2 Southbank Blvd
Melbourne, Victoria 3006
Ph: (03) 9695 6000*

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1.0 Executive Summary

1.1 Project Background

The Endpoint Protection and Security Gateways (EP&SG) Business Case proposed delivery of Endpoint Protection and Gateway Security as recommended by the 2016 Accenture Security Assessment. The project provides a security framework for current and ongoing security initiatives and projects. As part of Endpoint Protection, the foundation created for “Application Whitelisting” & “Privilege Management” is extended and further refined.

The Business Case, based on a Waterfall delivery methodology, was approved on 24 July 2017. In late 2017 with Technology taking an ‘Adaptive first’ approach to delivery, SAFe Adaptive Project Methodology was adopted on this project. In February 2018 the project moved from Adaptive to Iterative. The reasons and results of changing methodologies are explored within this Project Review along with a review of all aspects of how the project is being managed and other external influences that are impacting the project.

1.2 Summary of Key Observations

The Project Review uncovered that the EP&SG project is likely to deliver on the Business Case outcomes/benefits and within original budget and scope. It is recognised that a number of external influences have impacted the project, notably the change of Project Methodology; procurement delays; infrastructure management and issues with the Check Point Cloud Gateway product implementation. Despite these impacts, the management of scope, cost, time, risks/issues, change control, information and benefits have all been satisfactory and the project team should be commended for this.

Scope/Quality Management	Satisfactory	Change Control	Satisfactory
Cost Management	Satisfactory	Governance	Needs Improvement
Time/Schedule Management	Satisfactory	Resource Management	Needs Improvement
Risks/Issues Management	Satisfactory	Change Management	Needs Improvement
Benefits Management	Satisfactory	Information Management	Satisfactory

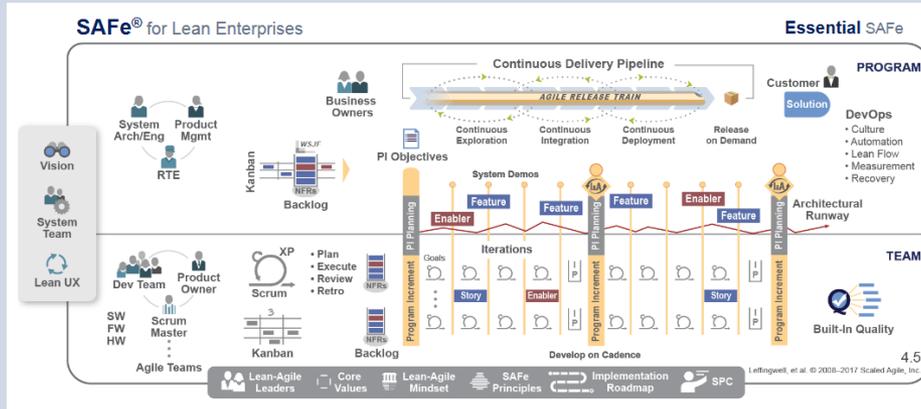
1.3 Lessons Learned and Key Recommendations

- **Governance:** Considering the nature of the project, the appropriate project methodology needs to be chosen at Stage Gate 2 and the Business Case needs to support the chosen methodology. Any subsequent changes will be endorsed at Steering Committee, supported by updated project documentation and include details of impacts on time, cost, scope and benefits. There is also a requirement to formulate Governance Guidelines for Iterative projects.
- **Resource Management:** To ensure success of Adaptive projects, project team members need to be clear on the Adaptive project roles and fulfil the accountabilities of the roles assigned to them. The project team needs to contain experience and knowledge in how to run Adaptive projects and be trained adequately. The Adaptive approach must be championed by all key stakeholders.
- **Change Management:** For a project of this reach and complexity greater change management focus and planning is required.

2.0 Aims & Scope of the Project Review

This Project Review is to cover the following aspects of the EP&GS:

- Assess use of SAFe Software Development Life Cycle (SDLC) Adaptive Methodology for the EP&GS project (<http://www.scaledagileframework.com/>):



- What is working well.
- Any lessons learnt including suitability of Adaptive Methodology and improvements required.
- Assess compliance with the Governance Framework.
- Assess identification and tracking of benefits.
- Assess Business Change Management
- Assess quality of system data (SAP etc.) and Information Management.
- Extract lessons to improve future project performance

3.0 Stakeholders

Delivery Enablement, Infrastructure and Security team resources involved in EP&SG project were interviewed:

Kevin Shaw - CISO;

John Mulqueeny – GM ICT;

Richard Dumont – Manager Delivery Enablement;

Rangana Perera - Mgr Service Mgt & Security;

Stephen Milverton – Program Manager;

Ralf Woehe – EP&GS Project Manager;

Allen Jesudasan - Ops Sec & Continuity Serv Manager;

Kishore Chennupati - Snr. Communications & Security Engineer.

4.0 Project Background

The Endpoint Protection and Security Gateways (EP&SG) Business Case focused on delivering Endpoint Protection and Gateway Security as recommended by the 2016 Accenture Security Assessment. The project provides a security framework for current and ongoing security initiatives and projects. As part of Endpoint Protection, the foundation created for “Application Whitelisting” & “Privilege Management” is extended and further refined.

Originally flagged as a project on FY16 Technology Portfolio pipeline, the EP&GS Business Case was fully approved on 24 July 2017. The Business Case assumed a Waterfall delivery methodology and all planning completed via Waterfall methodology. In late 2017 with Technology taking an ‘Adaptive first’ approach to delivery, SAFe Adaptive Project Methodology was adopted on this project. The Project Status Report produced on 9 February 2018 noted that the project is “moving from Agile to iterative”. This changing project methodology is explored within this Project Review along with a review of the management of this key information security project for AusNet Services.

5.0 Scope of Work / Objectives

The EP&SG purpose and business need is outlined below. This project focus has remained constant through the life of the project.

Project Statement:

This project will address a number of ASD defined strategies.

This approach will create a layered security posture and provide the framework for a unified security model and security design patterns. This work will focus on “Endpoint Protection” and “Security Gateways”.

Business Need:

Avoid significant cost in lost productivity and rebuild due to major cyberattack such as ransomware affecting majority of systems

The original Business Case scope is on track to be delivered – except of two minor scope changes that have been appropriately managed via Change Control: CCR123 and CCR135 (see Section 11: Change Control for more details).

The Influence of Changing Project Methodologies on Scope

Waterfall Business Case: The approved EP&GS Business Case clearly defined the scope that was to be delivered by the project including the impacted technology, platforms and whether capabilities were to be implemented or enhanced.

Adaptive Methodology Introduced During Design: Through the move to using Adaptive in late 2017 scope items and requirements were translated to a Program Backlog with features, enablers and user stories. These details were stored in Jira (Adaptive Technical Development tool) and displayed on a Kanban wall.

Defined Business Case Scope to be delivered: In EP&GS the business representatives did not support the potential move away from the Business Case defined scope. Through Adaptive methodology, scope becomes a variable. The value of Adaptive in delivering minimal viable product to the business on regular intervals, through formal Program Increments and Iterations, was not understood or supported and as such the project team moved away from many of the Adaptive cadences, formal SAFe roles and terminology.

Other Influences on Scope

Other influences on managing scope within this project have included environment, asset and infrastructure management. Risks and issues have been raised and controls have been put in place including:

- Issue I00439: Configuration management on test and pilot machines causing delays;
- Issue I00464: SEP V14 to server rollout encountered issues leading to increased workload and causing production incidents
- Issue I00502: Ivanti and SEP Corp Client rollout incomplete impeding feature rollout
- Issue I00541: DOMS rollout delayed due to environmental and configuration issues

Key Observations

EP&GS had a clearly defined Business Case scope when changed to Adaptive methodology

Recommendations

An Adaptive business case template needs to be developed to support the use of Adaptive methodology.

7.0 Cost Management

Satisfactory

The original Business Case approved in July 2017 totalled \$1.757 M (Including estimated CFCs and Overheads of \$188K and Propex of \$101K). At 30 April 2018 EAC is \$1.721M with actuals of \$1.368M. CCR135 will see an end date move of an additional 2.5 weeks which may decrease the variance of EAC to budget which is currently \$36k.

No drawdown on Management Reserve or CCR's for cost has been required to date.

– Financials as at 30/04/2018

Project	Month End					YTD			LTD			Program Forecast			
	Actuals	Budget	Variance to Budget	Forecast	Variance to Forecast	Actuals	Budget	Variance	Actuals	Budget	Variance	ETC	EAC	Budget	Variance
Summary															
Direct Capex	125	-	(125)	230	104	125	-	(125)	1,214	1,468	254	308	1,522	1,468	(54)
Propex / Opex	-	-	-	-	-	-	-	-	14	101	87	9	23	101	78
Overheads	16	-	(16)	25	9	16	-	(16)	116	158	42	33	149	158	9
CFCs	5	-	(5)	1	(4)	5	-	(5)	24	30	6	3	27	30	3
Total Program spend	146	-	(146)	256	109	146	-	(146)	1,368	1,757	389	353	1,721	1,757	36
Expenditure Type															
Labour (Contractor)	57	-	(57)	66	9	57	-	(57)	648	609	(39)	107	755	609	(146)
Labour (Payroll)	4	-	(4)	26	21	4	-	(4)	111	362	251	52	163	362	199
Software	-	-	-	-	-	-	-	-	14	36	22	-	14	36	22
Hardware	-	-	-	-	-	-	-	-	22	-	(22)	-	22	-	(22)
Consulting - T&M	64	-	(64)	138	74	64	-	(64)	433	562	129	158	590	562	(28)
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OHDs	16	-	(16)	25	9	16	-	(16)	116	158	42	33	149	158	9
CFCs	5	-	(5)	1	(4)	5	-	(5)	24	30	6	3	27	30	3
Total Program spend	146	-	(146)	256	109	146	-	(146)	1,368	1,757	389	353	1,721	1,757	36

30 April 2018 Financial Insights:

- The time delays are resulting in higher Direct Capex (\$54k) and Labour (Contractor) (\$146k) EAC than budget
- Labour (Payroll) has a EAC of \$199k under budget reflecting that less business SME's have charged to the project than expected.
- Propex EAC is \$76k less than budget with less spend on training and transition to support due to the use of BAU resources on the project team and only 50% of the Cloud gateway usage changes in the business case being charged for first year.
- Incremental change in Opex in the Business Case was \$36kpa for the ongoing operating expense to cover software licenses and support or a cloud based gateway solution. This is reduced to \$18kpa by the solution chosen.

Key Observations

Direct Capex EAC is currently over Direct Capex budget whereas Propex is estimated to be underspent.

On this project, a significantly reduced internal business resource cost has been charged to the project than expected.

Through design and build, any ongoing Opex changes, in this case a reduction in expected licences/support costs, must be documented and reported to Finance/Cost Out Program.

EP&GS Project Review Report

Recommendations

A CCR for Propex to Capex spend is required.

Business resources working on Capital projects are expected to charge to the projects. Refer to Finance to investigate root cause, Opex savings if this practice is optimised and to develop a supporting Policy.

Ensure project managers are aware that any changes to ongoing operating expenses are fed back to Finance group and Cost Out Program. Refer this observation to Finance and Cost Out Program.

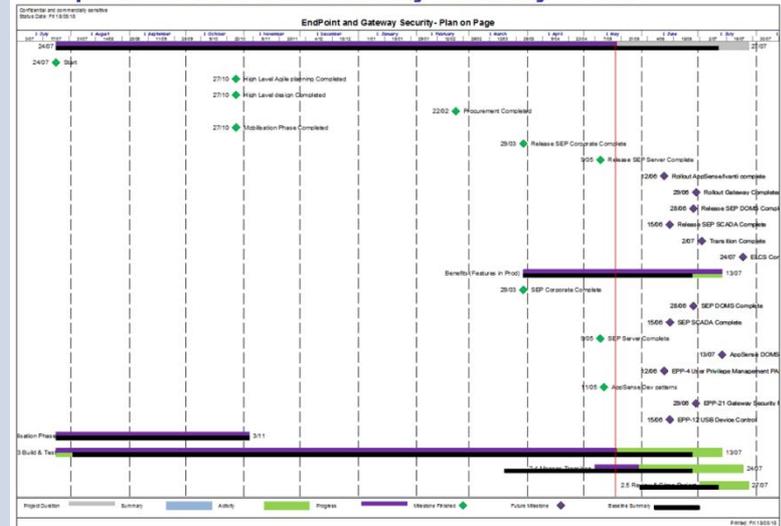
The original Business Case schedule set a project end date of 29 March 2018. Procurement, dependency and product implementation impacts have resulted in project delays with the project now forecasting to end on 27 July 2018. The management of these delays have included appropriate risks, issues and Change Requests raised in a timely manner and therefore 'Satisfactory' rating is achieved.

Change Request Number and Status	End Date Moved By	Reason for Time Delay
CCR092 - approved	10 weeks	To accommodate delays in the commencement of key design resource
CCR123 - approved	5 weeks	Schedule was delayed due to other projects taking precedence in updating the SCADA and DOMS environments.
CCR135 – ready for Steer Co approval	2 weeks	The Check Point Cloud Capsule product design and implementation experienced significant delays due to lack of clarity in the product implementation. Subsequently the critical path has been pushed out.

Schedule Insights:

- The Program schedule has been managed by TPPS Master Schedulers that produce the Technology Portfolio Integrated Schedule.
- The project dependencies mentioned in the Business Case did not materialise but Fusion Upgrade became a dependency (see Issue I00489)
- The schedule does not contain Adaptive Program Increments or Iterations.
- The fortnightly Project Status Reports includes a Plan on a Page (inserted) and Key Delivery Milestones.
- Although not directly mentioned in the Change Requests Issue I00440 was raised concerning schedule impacts on moving to Iterative from Adaptive methodology. Most interviewees acknowledged that time delays had been caused by the changing project methodologies.

Endpoint Protection & Security Gateway – PoaP



Key Observations

Change requests have been submitted for change in Commissioning and Project End Dates however forecasted dates have not been updated in SAP

Recommendations

TPPS to ensure SAP dates are changed within 2 weeks of approval of time related CCRs.

The original Business Case identified 5 pages of detailed risks with the potential outcomes identified and actions specified.

On 30 May 2018 the risk and issues register available on TPPS SharePoint site contains 5 open risks and 2 open, 8 closed and 1 transferred to BAU issues for the EP & GS project. It is clear that risk and issues identification and management have been well executed on this project.

Risks and Issues Insights:

- The top issues and risks have been included in the fortnightly Project Status Reports that are discussed at PCB and escalated to Steering Committee as appropriate. On 18 May 2018 the top project issues and risks reported were:

Top Risks					
ID	Title	Description	Risk Owner	Rating	Current Control Date
R00931	Unplanned loss of access to OT teams and environments (ICT R00794)	IF BAU resource or environments are not available in the required and agreed timeframe due to unforeseen circumstances THEN both time and resource overruns may result in work being deferred on short notice due to operational priorities or resource priority conflicts for operational staff involved in the change.	Ralf Woehe	High	01/08/2018
R01477	DOMS Workstation rollout maybe impacted due to incorrect security config	IF the DOMS workstation BAU security client issues delay the rollout THEN the project may incur additional cost and schedule impacts	Ralf Woehe	Medium	15/05/2018

Top Issues					
ID	Title	Description	Issue Owner	Rating	Current Control Date
I00490	CheckPoint cloud capsule product defects delays implementation	CheckPoint Cloud capsule product defects are delaying implementation. Impacting critical path now.	Ralf Woehe	High	25/05/2018
I00489	Rollout delay in DOMS due to delays in dependency by other project by 2 weeks	The DOMS/Fusion upgrade project experienced product defects delaying implementation and availability of DOMS for SEP/anti upgrades. Not impacting critical path	Ralf Woehe	Medium	25/05/2018

- Issues and risks for this project are not captured in Jira.

Key Observations

The Project Manager struggled to find the Corporate Risk Definitions and levels through SharePoint.

Recommendations

Ability to find Corporate Risk information on SharePoint to be improved with PM&R and TPPS to link to Corporate Risk resources.

The Business Case stated “The project adopts two of the four recommended ASD strategies to mitigate targeted cyber intrusion. The business owner (Rangana Perera) estimates the likelihood of a security event happening is reduced from 85% to 55%. Consequently, potential financial forecast exposure is reduced to \$2m per annum”

The Business Case benefits are included in the Project Status Reporting sourced from TPPS. For 18 May 2018 benefits status is:

Business Case Benefits	\$ Benefit/Risk Reduction	Due Date	Comment	Status
Financial (Reduction)	<i>Not applicable, No benefits identified in business case</i>			
Financial (Avoidance)	\$5.5m over 5 years due to reduction in likelihood of major cyberattack through ransomware effecting majority of end users devices and servers	From Mar 2018	Project started, not benefits yet <i>Intermittent milestones delayed, Go to Green plan in progress</i>	
Regulatory	Reduction in likelihood of risk “Disruption to Gas or Electricity supply and potentially putting customers and staff at risk”	June 2018	Will be delivered at end of project	
Strategic	Reduced likelihood of needing to report PII data loss to the Australian Privacy and Information Commissioner	June 2018	Will be delivered at end of project	

Benefits Insights:

- Project delays are resulting in delayed benefit realisation dates and some work will be completed by BAU.
- The Business Outcomes are individual controls that support the Financial (Avoidance) benefits
- A Security Maturity Matrix (detailed in the CSSU Business Case) could be an enhanced future way of seeing the impact from Security improvement initiatives.

Business Outcomes	Business Case Baseline	Baseline Completion (C123)	Forecast/ Actual Completion	RAG	Commentary
SEP Corporate Complete - Reduced likelihood of security breach via Corp laptops, Success criteria 95% of all workstations visible to SCCM	27/10/17	29/03/18	29/03/18		Completed
SEP DOMS Complete - Reduced likelihood of security breach via DOMS desktops, 95% of all online workstations	30/11/17	22/05/18	28/06/18		Delays in DOMS Rollout due to external dependency delays, see issue I00489, further delays may occur if dependency slips further
SEP SCADA Complete - Reduced likelihood of security breach via SCADA desktops and servers, 95% of all online workstations	08/01/18	27/06/18	15/06/18		
SEP Server Complete - Reduced likelihood of security breach via Corp Servers, 95% of all servers visible to SCCM	08/02/18	13/04/18	09/05/18		Handed over to BAU, completed
AppSense DOMS Enforcement enabled - Reduced likelihood of security breach via DOMS laptops, 100% of all laptops with latest version of Ivanti	28/08/17	19/06/18	13/07/18		Delays in DOMS Rollout due to external dependency delays, see issue I00489
AppSense elevated privileges for Engineering users - Reduced likelihood of security breach via Engineering users, 95% of Engineering users	17/10/17	3/05/18	12/06/18		Delay in implementing solution for engineering users, not impacting critical path
AppSense tuning for developers - Reduced likelihood of security breach via developers by streamlining security controls and requiring less privilege for developers	20/12/17	17/04/18	11/05/18		Completed
Check Point Gateway configuration - Reduced likelihood of security breach via Corp laptops when off-premise (roaming), 95% of all workstations visible to SCCM	14/12/17	22/05/18	29/06/18		Delays due to product defects, see issue I00490, impacting critical path
USB devices and USB encryption - Reduce likelihood of Data Loss, 95% of all workstations visible to SCCM	27/10/17	30/05/18	15/05/18		Delay in tuning the policies for maintainability

Key Observations

Business Outcomes have been formulated at a more granular level of benefit detail than described within the Business Case.

Recommendations

PM&R to consider utilising more granular Business Outcomes within the Non-Financial Benefits Framework.

11.0 Change Control

Satisfactory

The EP&SG project has submitted three change requests that have ITE and Security Steering Committee as the approval body:

Change Request ID	Impact	Date Approved	Reason
CCR135	Time, scope	Pending June ITE SC	Checkpoint Cloud Gateway delay
CCR123	Time, scope	4/4/18 – ITE SC	Re-baseline – minor scope change, no budget impact
CCR092	Time	7/9/17 – ITE SC	Re-baseline schedule to accommodate delays in project commencement

The timely and appropriate management of changes by the EP&SG project team is acknowledged and considered 'Satisfactory' from the project perspective.

It is however noted that the Change Requests are managed through a variety of groups within Technology - with the Program Controller in Delivery Enablement checking the CCR, TPPS storing and managing approvals of CCRs in a Sharepoint list and Technology Admin updating SAP. The process of managing change requests through these groups within Technology and the approval process does not appear to be streamlined or easy to understand. The change requests were also not sent to PM&R or attached in SAP.

Key Observations

The Project Manager found that the Technology and PM&R Change Control process is not easy to understand

Recommendations

Technology and PM&R to complete Current and Future State review to streamline the Change Control process for Technology projects

Project Governance Controls

- EP & GS is governed by the IT Enablement and Security Steering Committee, has GM ICT as the Project Sponsor and is part of the Security Project Control Board (PCB).
- The project has followed the Stage Gate 2 and 3. The use of Adaptive made Stage Gate 4 ‘end of design’ not appropriate. PM&R should be attending the PI Inspect & Adapt (I&A) but for EP&GS there was only one I&A under the ‘Iterative’ approach taken by this project. When the project is at closure it is expected that Stage Gate 5 and 6 are completed.
- The Technology [Adaptive Project Method](#) has been created to ensure appropriate, consistent Governance is applied.

Project Methodology Changes – Governance Insights

- An “Iterative” approach could have varying degrees of Adaptive and Waterfall Methodology and how this impacts governance needs to be considered and documented for each “Iterative” project.
- The EP&GS project was moved to Adaptive delivery in late 2017 with the Technology adoption of the SAFe Adaptive methodology. The GM ICT directive was “to learn by doing”. The impact on the Business Case contents should have been reviewed and adjusted if methodologies are changed post Business Case approval. The methodology change was not specifically raised at the Steering Committee.
- The nature of the project needs to be considered when determining use of Adaptive and if, for example, an approved design phase is required for example for a SCADA Upgrade Waterfall methodology may be more appropriate.
- Security projects need to be able to respond to external changes that require quick response times, and are therefore a ‘Security Value Stream’ business case using Adaptive may be appropriate to ensure quicker response to the latest high priority security threats. To ensure that this was successful, there would need to be strong business buy-in to move to Adaptive. Managers and business stakeholders all need to actively support and own it. Industry examples of successful use of Adaptive/Agile for Security projects to be explored, for example, Tabcorp and Melbourne Water.

Key Observations

For EP&GS there is a lack of documentation to define the “Iterative” approach taken.

EP&GS changed from Waterfall to Adaptive to Iterative methodology without adjustments to the Business Case.

Recommendations

Formulate Governance Guidelines for Iterative projects and document key governance expectations including Stage Gates, Business Case and PMP.

Considering the nature of the project, the appropriate project methodology needs to be chosen at Stage Gate 2 and the Business Case needs to support the chosen methodology. Any subsequent changes will be endorsed at Steering Committee, supported by updated project documentation and include details of impacts on time, cost, scope and benefits.

Project Roles and Requirements Observations

- Current focus on cybersecurity means qualified specialist resources are in high demand, in short supply and are at a high cost.
- For Adaptive projects key project and business resources need to have a sufficient level of training and experience to ensure success. It is noted that SAFe training was offered to some key project resources but not completed
- Support at all levels in the business is required for the Methodology chosen.
- Adaptive training should have been considered for the whole team – with a security project as the training test case.
- The Adaptive roles need to be clearly assigned and accountabilities managed.
- Key business resources on Adaptive projects should be backfilled and require management support to be full time on the project.
- By nature, Security specialists can be risk adverse. In building understanding of the advantages of Adaptive this needs to be considered.

The changes of Project Methodology from Waterfall to Adaptive and then Iterative impacted the morale within the team and they have been on a ‘rollercoaster’ through this project. It is commended that in the midst of the challenges that the team has come together and still on track to deliver against the original Business Case.

Procurement Process Impacts on the Project

- The procurement aspects of the project have lead to time delays including one example, as detailed in CCR092, that led to a 10 week delay: *“The Project has encountered an extended timeframe to engage key design resources due to longer than planned resource engagement processes. By the time a PO was raised the vendor had temporarily assigned the design resources to another paying customer. No alternative could be identified apart from Gateway design, which does not affect the critical path.”*
- The internal Wipro process for engaging resources also resulted in some delays but not on the critical path.
- The Check Point Cloud annual subscription also took a considerable amount of time to set up.

As well as the schedule impacts from the Procurement delays outlined, it is noted that considerable project team members time and energy has been involved in resolving procurement related issues.

Key Observations	Recommendations
Not all stakeholders on the EP&GS project had sufficient experience and training to ensure success of the Adaptive methodology.	The Adaptive roles need to be clearly assigned, accountabilities managed and key project and business resources require a sufficient level of training and experience to ensure success. The Adaptive approach must be championed by all key stakeholders.
The procurement aspects of the project have led to time delays	PM&R to add Procurement to the Stage Gate 2 notification to ensure early input into Business Case and that there is adequate Mobilisation time included in the baseline schedule.

Change Management Planning and Execution

A high level ICT Security Communications Plan was created – but not maintained. The Project Manager worked with Technology Change Lead to formulate whole of business and targeted communications to specific user groups. Corporate Communications assisted with whole of business communications that were sent from EGM Technology (extract below).

Message from Mario - Changes to our Information Security Policies and Practices

Mario Tieppo

Sent: Wed 21/03/2018 9:49 AM

To: All Staff and Contractors



Securing AusNet Services' Devices – USB devices are a common source of security threats and we will introduce new technical measures to protect against these threats. This will involve changes to the use of USB drives in AusNet Services' laptops and desktops.

Training and Transition to BAU Insights

- A key BAU resource from Security Operations team joined the project team for three months to assist the transition of knowledge back to the business and to ensure appropriate training within the Security team.
- Wipro will need to be trained on Check Point Cloud Solution and the Project Manager is currently in discussion with Wipro to progress this training.
- The Testing Lead has been great at stakeholder communications spending time with the business on UAT and increasing acceptance and knowledge transfer.

Considering the whole of business impacts, the use of the High Impact Change Toolkit should have occurred including developing Change Readiness Assessment Approach, Communications Stakeholder Engagement Plan, Impact Analysis Heat Map and detailed change plans. Note: Since this project commenced, the practice of completing a 'Rapid Change Impact Assessment' at Stage Gate 2 has been implemented and there is greater involvement of the Change Team in Business Case development and throughout the project.

Key Observations

For a project of this reach and complexity greater change management focus and planning is required.

Recommendations

Projects that have impacts across the business need to utilise the appropriate Change Toolkit and work closely with Change Lead

Reporting

The EP&GS fortnightly Project Status Reports (PSR) are reviewed internally by Technology Delivery teams and monthly at the ITE and Security Steering Committee and for visibility at the Enterprise Systems Council (ESC). TPPS has created a project SharePoint page.

SAP Data Management

SAP is maintained centrally by Technology Admin group within TPPS. All key project documentation was found to be stored in SAP except for Change Requests that are maintained in TPPS Sharepoint and the Initiative Brief. These have now been added to the document store within SAP. Instead of creating a Project Management Plan, EP&GS project created a ART Canvas, which is also now added within SAP.

Jira and Sharepoint

Jira (Adaptive Technical Development tool) has been used only for high level user stories due to concerns raised of adding detailed Security based Use Cases within Jira. Instead a restricted Security section of Sharepoint is utilised for EP&SG project documentation.

Key Observations

The EP&GS project is using Jira. Jira is a tool that supports Adaptive technical development.

Recommendations

There needs to be visibility of Adaptive projects through the Strategic PPM Solution being investigated in FY19.

16.0 Project Review Summary and Conclusion

The objective of this review was to assess the effectiveness of Adaptive project delivery and team performance in meeting the objectives of scope and quality, and budget and schedule, to achieve the expected benefits while complying with governance requirements. Based on this review, the overall rating of this report is '**Satisfactory**'.

The EP&SG project was impacted from moving to Adaptive methodology with a team that had expectations of the scope to be delivered from the Waterfall Business Case. There was a disconnect with the team not embracing and understanding the new way of working and therefore some of the benefits of an Adaptive approach were not harnessed including early and regular reviews enabling quick and timely decision making; reducing rework; and providing early confidence that benefits will be realised.

A number of resource, change management and governance issues were noted as areas requiring improvement and the high priority recommendations include:

- **Governance:** Considering the nature of the project, the appropriate project methodology needs to be chosen at Stage Gate 2 and the Business Case needs to support the chosen methodology. Any subsequent changes will be endorsed at Steering Committee, supported by updated project documentation and include details of impacts on time, cost, scope and benefits. There is also a requirement to formulate Governance Guidelines for Iterative projects.
- **Resource Management:** To ensure success of Adaptive projects, project team members need to be clear on the Adaptive project roles and fulfil the accountabilities of the roles assigned to them. The project team needs to contain experience and knowledge in how to run Adaptive projects and be trained adequately. The Adaptive approach must be championed by all key stakeholders.
- **Change Management:** For a project of this reach and complexity greater change management focus and planning is required.

Further, the PM&R group will:

- Ensure Adaptive business cases are focussed on business outcomes and support the use of Adaptive methodology.
- Work with Technology to complete Current and Future State review to streamline the Change Control process for Technology projects
- Add Procurement to the Stage Gate 2 notification to ensure early input into Business Case.
- Formulate Governance Guidelines for Iterative projects and document key governance expectations including Stage Gates, Business Case and PMP
- There is visibility of Adaptive projects through the Strategic PPM Solution being investigated in FY19.
- Consider utilising more granular Business Outcomes within the Non-Financial Benefits Framework.
- Discuss Adaptive Methodology Governance learnings with other Distribution Businesses and Industry PMO contacts, with specific focus on use of Adaptive for Security improvement work.

17.0 Summary of Recommendations			
Area	Recommendation	Priority	Proposed Lead
Governance	Considering the nature of the project, the appropriate project methodology needs to be chosen at Stage Gate 2 and the Business Case needs to support the chosen methodology. Any subsequent changes will be endorsed at Steering Committee, supported by updated project documentation and include details of impacts on time, cost, scope and benefits.	High	PM&R
Governance	Formulate Governance Guidelines for Iterative projects and document key governance expectations including Stage Gates, Business Case and PMP.	High	PM&R
Resource Management	The Adaptive roles need to be clearly assigned, accountabilities managed and key project and business resources require a sufficient level of training and experience to ensure success. The Adaptive approach must be championed by all key stakeholders.	High	Delivery Enablement
Change Management	Projects that have impacts across the business need to utilise the appropriate Change Toolkit and work closely with Change Lead	High	Delivery Enablement
Scope	An Adaptive business case template needs to be developed to support the use of Adaptive methodology.	High	PM&R
Cost	Business resources working on Capital projects are expected to charge to the projects. Refer to Finance to investigate root cause, Opex savings if this practice is optimised and to develop a supporting Policy.	High	Finance / PM&R
Cost	A CCR for Propex to Capex spend is required.	Medium	EP&SG PM
Cost	Ensure project managers are aware that any changes to ongoing operating expenses are fed back to Finance group and Cost Out Program. Refer this observation to Finance and Cost Out Program.	Medium	Finance & Cost Out
Schedule	TPPS to ensure SAP dates are changed within 2 weeks of approval of time related CCRs.	Medium	TPPS
Risks	Ability to find Corporate Risk information on SharePoint to be improved with PM&R and TPPS to link to Corporate Risk resources.	Medium	TPPS & PM&R
Benefits	PM&R to consider utilising more granular Business Outcomes within the Non-Financial Benefits Framework.	Medium	PM&R
Change Control	Technology and PM&R to complete Current and Future State review to streamline the Change Control process for Technology projects	Medium	TPPS & PM&R
Resource Management	PM&R to add Procurement to the Stage Gate 2 notification to ensure early input into Business Case and that there is adequate Mobilisation time included in the baseline schedule.	Medium	PM&R
Information Management	There needs to be visibility of Adaptive projects through the Strategic PPM Solution being investigated in FY19	Medium	PM&R