

Key documents of the CERA Programme Management Office

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The following are key documents that CERA used as part of its project management framework.

Phase	Document	Purpose
1. Initiation	Programme Concept Paper	Key document in the initial stage of a programme. It defines the programme problem, issue or opportunity, and outlines the scope, programme approach, deliverables and timeline, and budget and resources. This document needs to be signed off for the programme to go ahead and it acts as a reference of authority for the future of the programme.
	Programme Concept Summary	A shortened version of the Concept Paper, used for documenting CERA's role on 'supporting' programmes.
	Project Brief	Key document in the initial stage of a project. It needs to be signed off for the project to go ahead. It defines the problem, issue or opportunity in detail, and outlines the scope and purpose of the project.
	Status Report	A report on the health of each programme or project, including achievements, issues, risks and milestones, against what was detailed in the Concept Paper and Brief. These are provided on a regular basis throughout the life of the project.
2. Definition	Better Business Case process	CERA adopted the Better Business Case process for all programmes and projects seeking Crown investment support (in whole or part) as part of the Recovery Strategy for Greater Christchurch. In New Zealand, investments that require Cabinet or Ministerial approval and are high risk proposals or proposals in excess of \$15 million across the life of the project need to follow the Better Business Case process ¹ .
3. Planning	Implementation Plan	An outline of how the programme or project is to be executed, monitored and controlled. It defines the method and tools that will be used to deliver objectives.
4. Execution	Change request	A document used to request a change of a 'material' nature to a programme or project. For example, changes to budget or scope.
	Risk register	A document used to capture and coordinate identified risks.
	Issue register	A document used to capture and coordinate identified issues
5. Close-out	Close-out document	A document that outlines why the programme or project is being closed. It also summarises performance against objectives, scope, milestones and budget, and highlights outstanding items and lessons identified

¹ <http://www.treasury.govt.nz/statesector/investmentmanagement/plan/bbc>