



MIDCOAST
council

Controlling projects to get better outcomes

The journey so far ...



Project Management

- Are council projects that different from other businesses?
- Do we need to reinvent the wheel?
- If an experienced or qualified person is brought into the team will they understand what we do?

some points to consider.....





What is Project Management

Typical Industry definition:

The process of leading a work team to achieve goals and meet success criteria at a specified time. The primary challenge of project management is to achieve all of the project goals within the given constraints.

some points to consider.....



What is a project manager

Typical Industry definition:

*A professional who has the responsibility of planning,
procurement and execution of a project.*

some points to consider...



Who ends up in court

Trends in work-related injury fatalities, 2003 to 2018



some points to consider...

The starting point

- Merger of Great Lakes, Greater Taree and Gloucester Shire Council
- Merger with Mid Coast water
- Integration of multiple systems
- Multiple processes and templates
- Loss of visibility of projects
- Increases in grant funding

Where did we start...



The Road Ahead

- Adoption of Industry process
- There may be many ways but we will choose one



Where are we heading...

Industry Standard PMBOK Phases

Phase	Initiation	Planning Phase 1	Planning Phase 2	Execution Phase	Close out
Definition	Defines the project's purpose and what's required for it to be completed successfully.	Establishes steps required to achieve project objectives, clarifies scope and develops the task list with appropriate budget and schedule while identifying risks. Phase 1: Finalises Project Management Plan with appropriate approvals	Phase 2: Completes the activities identified in the Project Management Plan that are required to be completed before site work commences	Processes performed to complete the work defined in the Statement of Work.	Assess the project, ensure completion, and derive any lessons learned and best practices to be applied to future projects.
Output/Input	Initiating document Project Charter	Project Charter Project Management Plan	Project Management Plan with referenced documents Project Management Updated. Statement(s) of Work As required.	Statement of Work provided to operations or contractor. Statement of Work actioned. May be actioned internally or partially/totally contracted out where appropriate.	Project Charter, Project Management Plan, Statement of Work and relevant documents reviewed Lessons Learnt document prepared
Execution	Initiation document reviewed Scope Clarified Preliminary investigations undertaken. <i>Investigations to determine and record what needs to be done with budgetary estimates as required.</i> <ul style="list-style-type: none"> Engineering Environment Heritage Procurement Risk Schedule Budget Resources Quality Engagement Stakeholders/Communications Project Charter drafted <i>Prepared by appointed project manager Approved and authorised by senior management</i>	The Project Charter is used as the basis for developing the Project Management Plan Detailed planning undertaken. <i>This builds on the project charter to develop a detailed plan that can be executed.</i> <ul style="list-style-type: none"> Engineering Environment Heritage Procurement Risk Schedule Budget Resources Quality Engagement Stakeholders/Communication Project Management Plan Drafted <i>Prepared and approved by project manager. Authorised by senior management</i>	Engineering: --Concept Design completed and reviewed --Detailed design completed and approved for Request For Tender or construction. Environment: reviews and plans completed - determined by assessed level. Heritage: reviews and plans completed - determined by assessed level. Procurement: Procure long lead items, initiate contracts as required. Risk: Risk register populated with appropriate mitigation steps. Schedule: Schedule and WBS updated to an appropriate level. Budget: Budget detailed to a level that aligns with the schedule. Resources: required resources identified with availability confirmed to meet schedule requirements. Quality: Requires to meet standards and specifications to be identified along with how compliance will be measured. Engagement: Engagement level to be reviewed and implemented. Stakeholders / Communications: Identify internal and external stakeholders and stipulate required reports and meetings.	Operations: Operations implement the SOW. Contractor: Contractor implements the SOW.	Hand over of completed works. Compare final delivered product to baseline set during planning. Prepare closeout and lessons learnt document Update the Estimation Matrices <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 10px;"> <p>Definitions</p> <p>Project Initiation Document - The document provided to the Project Team managers to commence a project.</p> <p>Project Charter - Outlines the project and authorises the Project manager to allocate resources to the project.</p> <p>Project Management Plan - details of the information necessary to execute a project.</p> <p>Statement of Work - details the specific information required to complete the site element of the project.</p> </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px;"> <p>Definitions</p> <p>Project Sponsor - the Manager responsible for the project budget.</p> <p>Project Manager - the person responsible for managing and delivering the project in accordance with the Project Framework</p> <p>Contractor - the external entity who may be engaged to implement the Statement of Work</p> <p>Operations - MIDCO's internal team who may be engaged to implement the Statement of Work.</p> <p>Asset Owner - the Council is the owner for all assets</p> </div>
Monitor and control		Monitor - Control			
		Monitors and distributes performance information.	Assesses updated forecasts and puts controls in place to make the corrective action.	Monitor works to maintain budget schedule and quality requirements. Significant changes treated as variations with appropriate approvals. Provide regular progress reports	
		Update Sponsor and senior management with significant changes to the original plan.	Update Sponsor and senior management with significant changes to the original plan.		

Where are we heading...

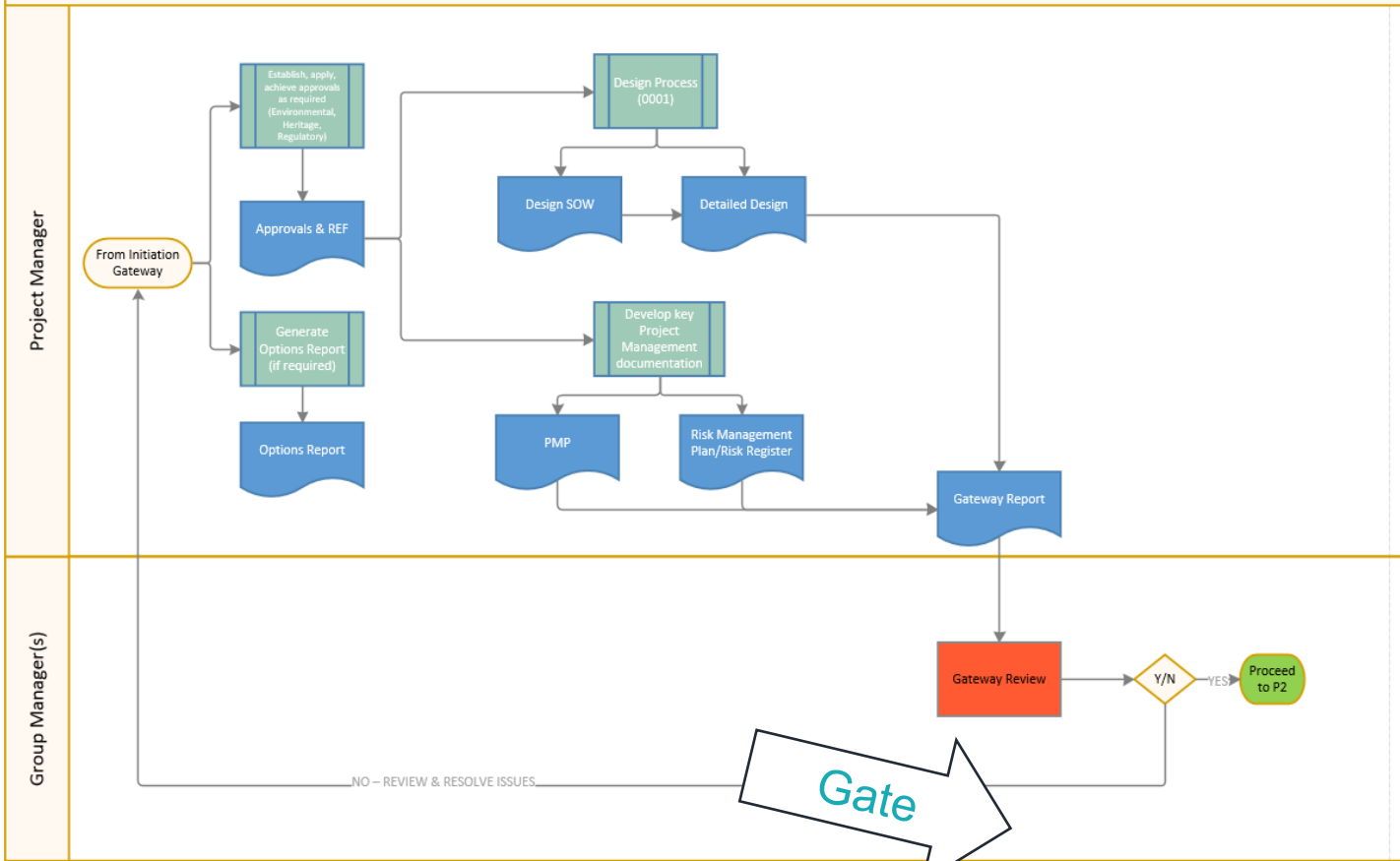
Process

Document

Process for each phase

COAST

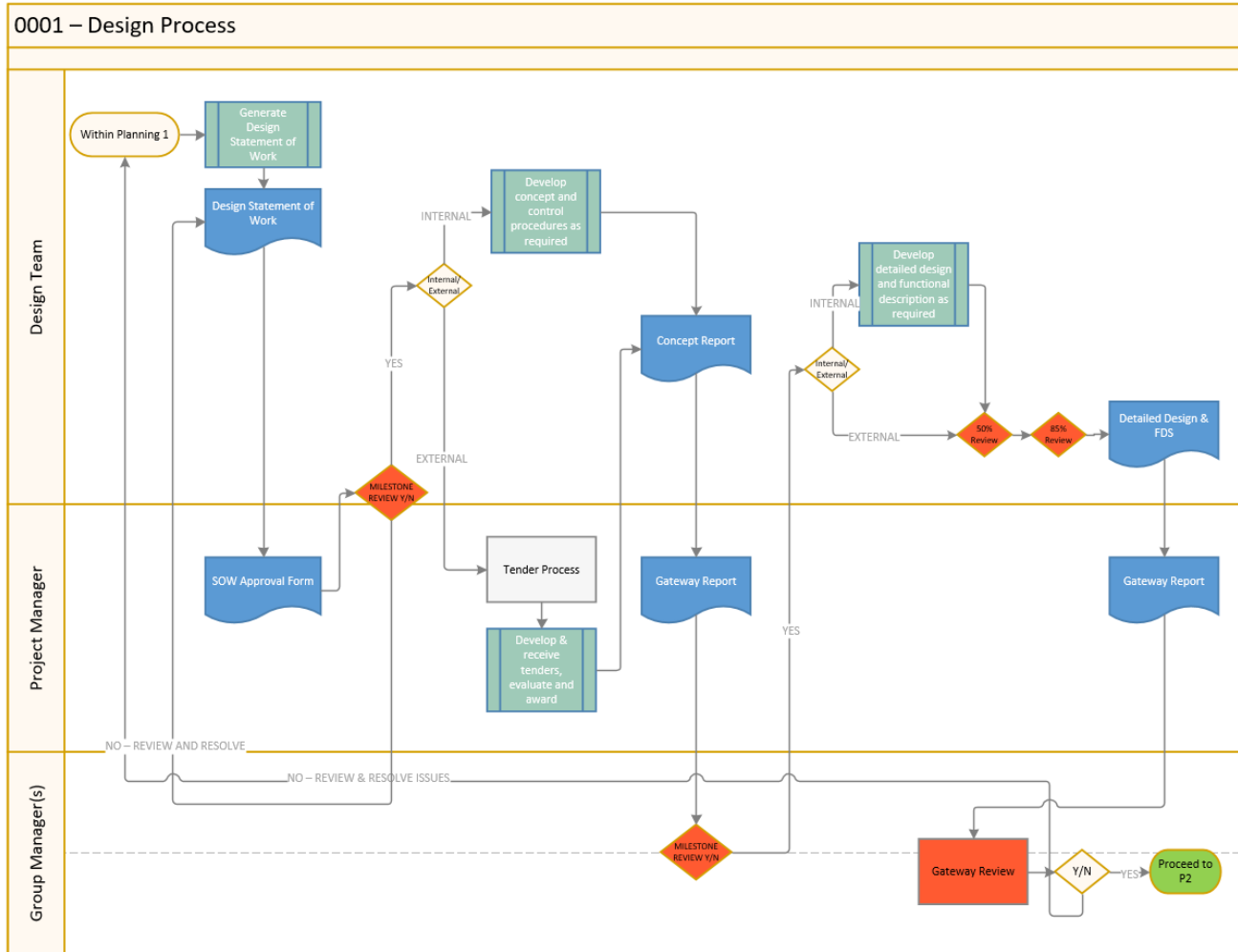
P1 - Planning 1



Gate

Where are we heading...

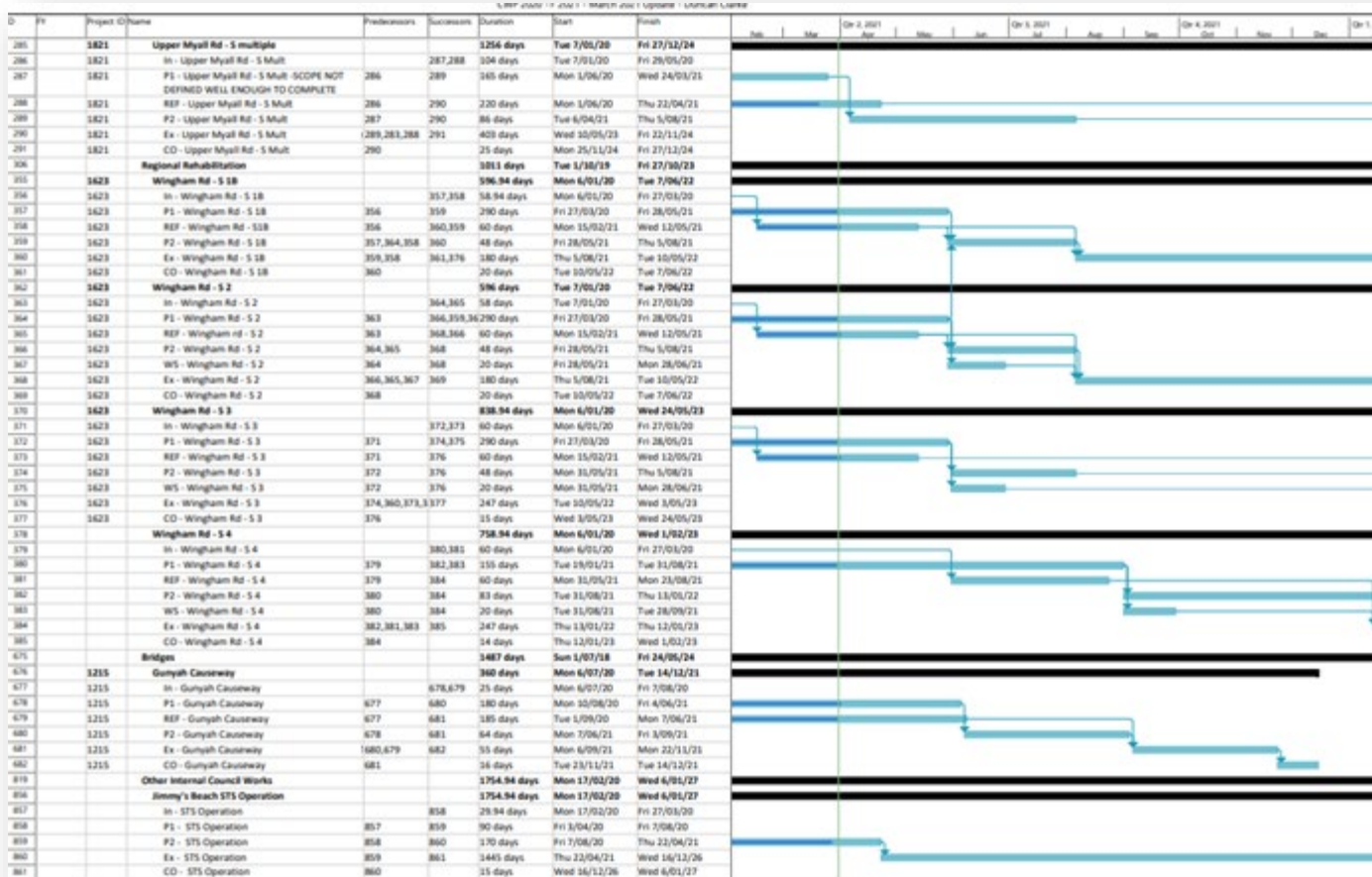
Sub processes



Where are we heading...

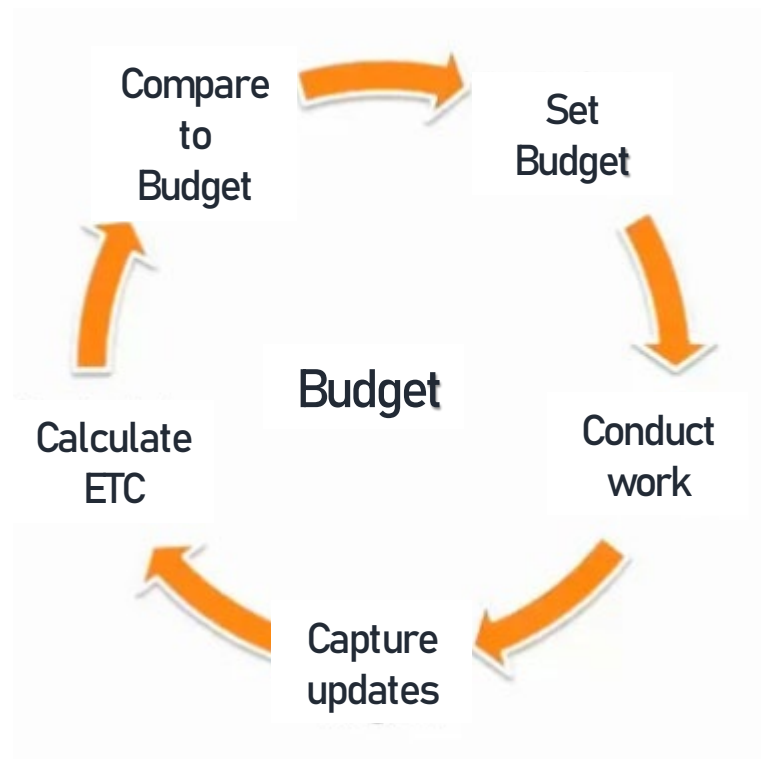


Simple Program Scheduling



Where are we heading...

Update Cycles



Where are we heading...



The results (in progress)

- Improved project planning
- Improved medium to long term plans
- Improved understanding of future funding and resource requirements
- **Improved management of projects**

Where are we heading...





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Questions

