

Project Controls Implementation – Lessons learned from across the infrastructure sector

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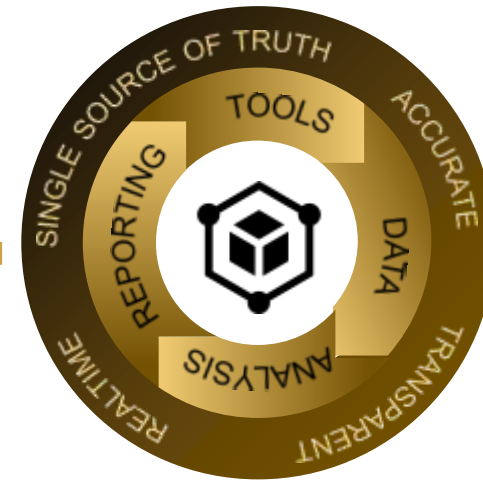
Project Controls at TBH



People



Process

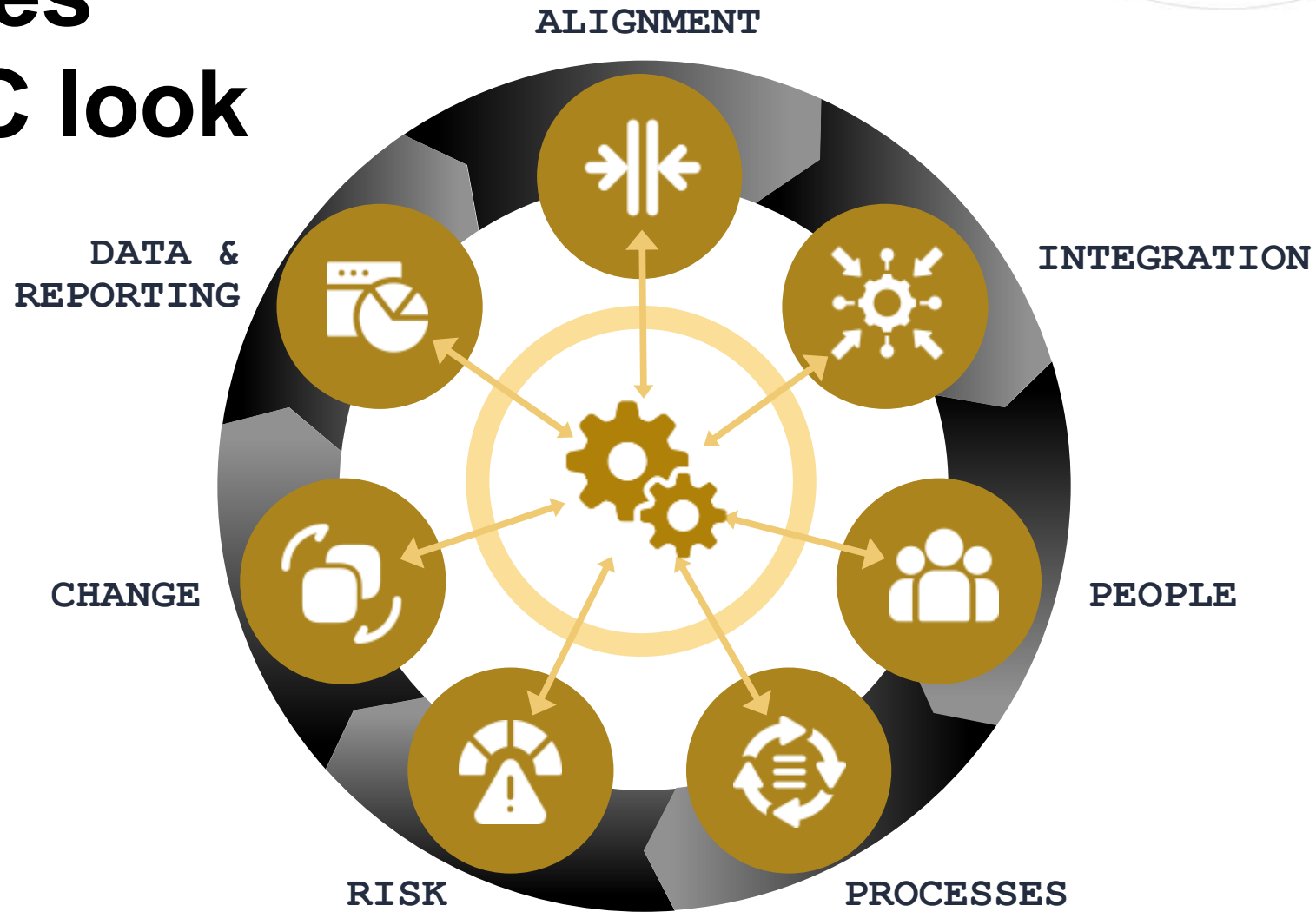


Technology



Integrated Project Controls

What does great IPC look like?

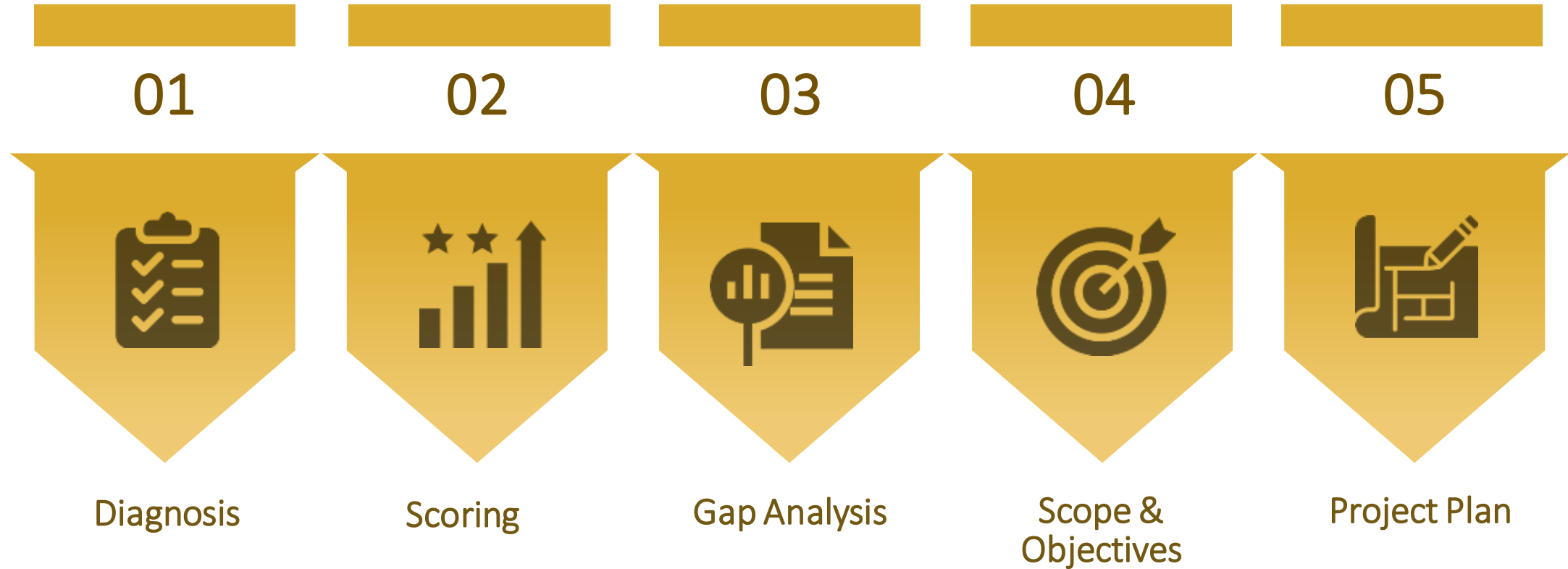


Before you start...

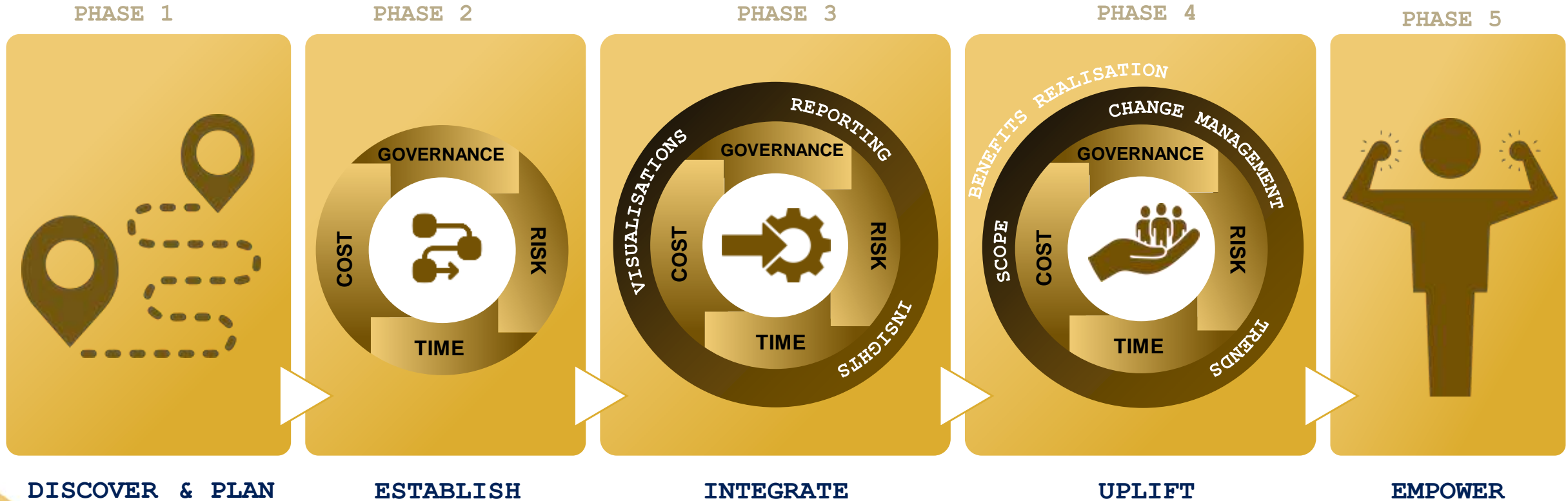
- What is the organisations maturity level?
- What is the problem you want to solve?
- What are the outcomes / benefits you want to achieve?



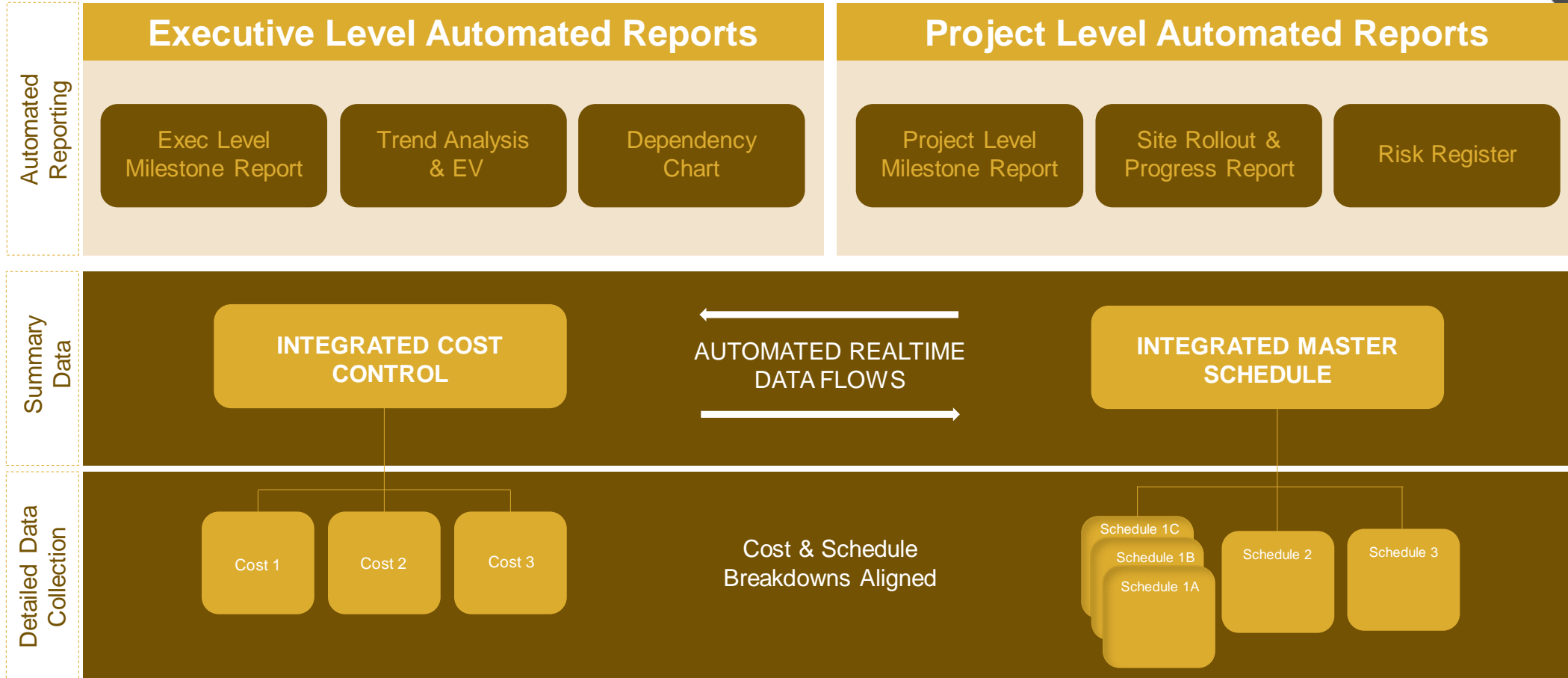
Levels of Maturity



Implementation Roadmap



Single Source of Truth



TBH – Integrated Project Controls





Transport



Transport (Context)

CURRENT STATE

- Large client-side delivery authority
- Portfolio of repetitive condition-based maintenance and new capital projects
- Annual budget AUD\$2b
- Mix of tools
- Varying degree of internal competency
- No standard controls processes
- No portfolio level view

FUTURE STATE

- Annual budget doubled to AUD\$4b
- Standard way of working
- Consistent tools, processes and reporting across the portfolio
- Internal controls capability
- Portfolio view
- Improved project performance

Transport (Solution)



Project lifecycle



Governance



Frameworks



Change and communication



Develop and uplift controls systems, functions, artefacts and reporting



Train and handover

Transport (Lessons learned)



The role of the sponsor



Expectation management



Change management



Interfacing with legacy systems

Transport (Outcomes)



Consistent data / information



Governance and controls frameworks



Tiering system to determine level of controls / governance



Project lifecycle gate process



Integrated Master Schedule



Cost and time linked through WBS/CBS



Risk adjusted schedules, estimates and budgets



Contingency management



Link to ERP



Automated reporting



Project, program and portfolio view



Project performance



Internal capability



Energy



Energy

CURRENT STATE

- Large client-side delivery organisation
- Portfolio of repetitive condition-based maintenance, contestable and non-contestable capital projects
- Annual budget AUD\$2b
- Mix of tools
- Varying competencies of people
- No standard controls processes
- High number of delays / budget overruns

FUTURE STATE

- Standard way of working
- Consistent tools, processes and reporting across the portfolio
- Internal controls capability
- Improved project performance

Energy (Solution)



Maturity assessment



Project lifecycle



Frameworks



Change and communication



Develop and uplift controls systems, functions, artefacts and reporting



Train and handover

Energy (Lessons learned)



The role of the sponsor



Expectation management



Change management



Interfacing with legacy systems



IT, risk and finance interfaces

Energy (Outcomes)



Consistent data / information



Uplifted processes and project management framework



Time and cost frameworks



Detailed tool user guides



Automated reporting



Implemented new cost tool



Improved project performance



Uplift in internal capability



Water



Water

CURRENT STATE

- Client-side delivery organisation
- Portfolio of repetitive condition-based maintenance along with medium sized capital projects
- Annual budget AUD\$200m
- Recently uplifted project controls capability across the organisation

FUTURE STATE

- Portfolio of critical major projects introduced
- Annual budget raised to AUD\$2.5b
- Delivery partner model

Water (Solution)



Project lifecycle



Governance



Frameworks



Develop and implement controls systems, processes, functions, artefacts and reporting



Deliver portfolio

Water (Lessons learned)



The role of the sponsor



COVID



Organisational capability



Tool selection



IT and finance functional and tool interfaces



Funding constraints / delegations

Water (Outcomes)



Consistent data / information



Implemented processes and controls frameworks



Implemented full project controls system



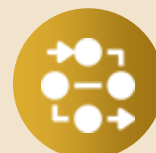
Reviewed and refined estimates, budgets, schedules and document management



Detailed tool user guides



Automated reporting



Greater visibility of project risk



Project delivery

Conclusion

- Role of the sponsor
- Maturity assessment
- Implementation roadmap
- People - Support, training, change management, communication
- Process - Frameworks, processes, plans and guides
- Systems - Data strategy, Tool selection
- Challenges - Skills, legacy system interfaces, unreasonable expectations, internal resistance
- Single source of truth



THANK YOU