



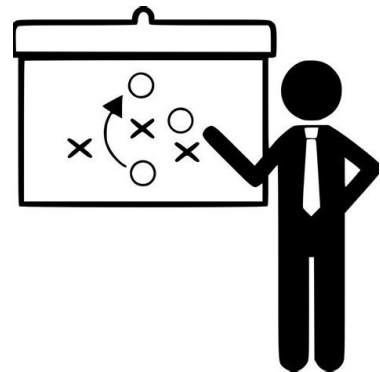
Regional Council Asset Management Project Governance Coaching

Introduction

The purpose of the assignment was to review and provide mentoring and advice to improve the governance of a regional Council's Asset Management Upgrade Project.

An assessment of the project was conducted, identifying several issues and a plan was put in place to address each of these issues, including:

- Implementing an appropriate Project Governance Model
- Creating a Project Plan and Schedule that was driven by Council and not the vendors
- Creating a Change Management Plan
- Undertaking a Business Readiness Assessment
- Assessing the skill level of the Project Team and making recommendations to change the makeup of the team
- Updating risks and issues and putting plans in place to manage them



Project Management Coaching

We worked with the Project Manager and Steering Committee to develop a Project Management Plan and Schedule.

The Project Management Plan included coaching in:

- Scope and requirements control
- Communications
- Stakeholder analysis and roles and responsibilities
- Project integration between Council and vendors
- Quality control
- Budget reporting
- Project Schedule
- Procurement
- Implementation model and plan (work break down structure)
- Risk and issues management





The plan was developed taking into account the resources available, budget, project experience at Council and level of maturity.

Project Schedule

The existing project schedule was driven by the vendors and deemed inadequate as it did not reflect the Council's resources. Many of the activities were unclear and several tasks were already late.

We worked with the Project Manager to develop a new Project Schedule and an analysis of the schedule to ensure that it could be delivered on time and was realistic.

Change Management

The Change Management Assessment identified issues that would impact the implementation.

We coached the Project Manager and Sponsor to take on some of the change management responsibility as they did not have a formal change manager. It was also recognised that the level of change

management maturity at Council was low and that this project would affect all staff. A Change Management Plan was prepared to provide a strategic approach to minimise the adoption risks and impacts of impending changes and to maximise stakeholder engagement and commitment through the development and delivery of targeted change management and improvement activities.

We provided advice to ensure the plan was continually updated and amended as needed by the Project Manager, throughout the implementation.

The outcomes of the Change Management Plan included:

- Stakeholder buy-in to the project
- Stakeholder willingness to embrace the changes
- Stakeholder understanding of project outcomes
- Stakeholder enthusiasm for expected benefits
- Stakeholder confidence in the project and processes

