



## Bass Coast Shire Council Asset Management Project Governance

### Introduction

The purpose of the assignment was to review and provide recommendations to improve the governance of Bass Coast Shire Council's (BCSC) Asset Management Upgrade Project.

There were several issues that were identified 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 vendor
- 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

A project management plan and project schedule were created to guide the project manager and team. The project management plan included:

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



Simon Harris - acting coordinator asset management

We have appreciated John's involvement in our project these past few months as he has really helped get us out of a resourcing hole and helped us manage our relationship with our TI PM. Incidentally, Kristy is leaving TI shortly so we look forward to the opportunity to work with a new TI PM.

Our key advantage now is that (due in a large part to John's mentoring and project support) we are poised to start rolling out our system to a new batch of users in the month or so!





The plan was developed taking into account the resources available, budget, project experience at Council and level of maturity. A skills gap was developed to highlight areas that needed to be addressed.

## Roles and Responsibilities and Gaps

Role	Resource Status
Business Analyst	Red
Change Management	Red
Project Management	Green
Configuration	Yellow
Business Improvement	Red
Data Migration	Green
Test	Yellow
Deploy	
T1 Maintenance	
T1 Database management	Yellow
GIS	Green
Reports Development	Red
BPA Scripts	

Time was spent to ensure that the plan was used and could be used, i.e. understood by the project manager and stakeholders.

## Project Schedule

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

A new project schedule was created and, at several times, there was analysis of the schedule to ensure that it could be delivered on time and was realistic.

## Change Management

The change management plan identified changes that will result from the implementation.

This change management plan also recognised that the level of change management maturity at BCSC is low and that this project will affect all staff. The





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.

The plan was and continues to be 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