



Asset Management Upgrade and Consolidation Project Management



Introduction

The purpose of the project was to upgrade the City of Yarra's TechnologyOne Asset Management System and to consolidate individual asset classes (Arts and Heritage, Buildings, Roads, Open Space, Trees, Plant and Fleet). Although the City of Yarra (CoY) use the TechnologyOne (T1) Asset Management system (AMS), there are several asset classes that are managed outside the system and the financial and asset registers were separate. The version being used was also four years old and not supported by T1.

As Project Manager, I was working on behalf of the CoY, reporting to the Delivery Manager and I was also part of the AMS Project Steering Committee.

The project initially was to implement all asset classes at the same time but it was clear to me that neither the CoY or T1 had the resources to achieve this. After reviewing the project, I then proposed to break the project into stages, based on each asset class to be migrated.



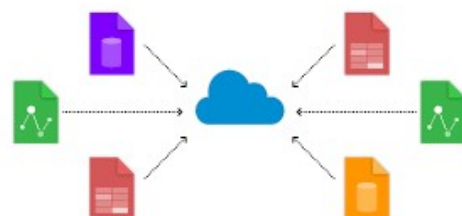
Project Management Activities

The following is a list of the main activities undertaken:

- CoY did not have a project management plan to manage the project resulting in a lack of direction and coordination. I then created a project management plan using PMBoK methodology including the 10 project management disciplines. This was accepted by the Steering Committee and provided clear pathway for the project to move forward.
- Organising high-level workshops with the sponsor and senior management to determine the vision of the project, scope, benefits, issues, goals and to understand the culture at CoY. It was necessary to understand the culture to know how fast CoY can change, who were the stakeholders and how best to implement the project.
- Establishing the project organisational structure to include:
 - Steering Committee – included Group Assets Manager, IT Manager, CFO, Project Delivery Manager.
 - Project Working Group – CoY IT staff and SME who will be on the project for the whole time.
 - Asset Class Project Team – SMEs who are only involved for their asset class.



- Create the project team by determining the skills and resources required to deliver the project. We created a gap and budget analysis which was used to procure consultants and update the business case for additional funds.
- Procuring consultants with the necessary skills and availability to work on the project. Without the necessary skill set it would be unlikely the project would deliver the benefits outlined in the business case.
- Organising team development sessions to ensure there was clarity on everyone's roles and responsibilities. In my view this is important as the lack of clarity and unity are the main reasons projects do not deliver the benefits required.
- Creating short term (2 week) and long term (2-4 month) work packets, with the short term packets having more detail.
- Managing the project including:
 - Approving timesheets and invoices for external consultants and tracking against budget.
 - Designing work packets based on Agile Methodology; the work packets were based around each asset class and included effort estimations.
 - Supervising staff as needed.
- As part of the general management:
 - Organising communications and sending out weekly status reports. This also included updating the Intranet site and creating communications for the respective sponsors to send out.
 - Organising and running workshops with stakeholders to determine user requirements, issues, improvement opportunities and benefits. This also was part of the change management strategy to involve staff along the journey.
 - Liaising with T1 project managers and supported staff on issues as they arose.
 - Tracking progress using MS project, sprint boards and storyboards.
 - Managing the Issues Log and Risk Register.
- For each asset class
 - Organising testing and go-live activities; there were different go-live dates for each asset class.
 - Holding workshops to define business requirements, identify benefits for users and issues that could be resolved and improvement opportunities. These were combined with the overall business requirements, making sure that CoY goals could still be met. It was important to highlight to staff that we could not solve all problems and that there will be additional work for some staff and less for others. The reason was





- to be up front and for staff to realise that their current processes will need to change for the benefit of CoY.
- Organising User Acceptance Testing to ensure that the requirements met expectations and as an input into the training and support requirements.
- Creating a benefit tracking plan to ensure and demonstrate to stakeholders that benefits were being delivered.
- Reviewing how the team could improve and incorporate improvements for the next asset class.

Financial and non-financial benefits to the whole of CoY were already defined in the business case. CoY did not have a Benefits Realisation Plan and so I developed one to capture and monitor benefits. I also included additional benefits for each asset class, that were not part of the larger business case. I made sure the benefits were a major focus of the Business Requirements and Change Management Plans.

I made sure all benefits were included in the Change Management Plan and were easily available, via the MS Teams site, to stakeholders.



A key part of realising benefits was to include them in all aspects of the project. For example, benefits were one of the first items for workshops, communications, show and tells.