

Major Capital Projects Water utility – Process system review and re-design



Background

Work on a \$2 billion irrigation renewal project in northern Victoria commenced in 2008. The 10-year initiative designed to upgrade irrigation infrastructure and increase the standard of water delivery service will help generate increased farm gate productivity and profitability, assist farmers with market competitiveness, and reduce system losses by allowing more water to be used for productive and environmental purposes.

The challenge

Our client inherited the project in 2012 and it was soon recognised that the project wasn't tracking to plan in terms of achieving expected benefits against key milestones, placing funding for the next stages of work at risk.

A review of the project's governance and structure in 2013 recommended some structural changes to the organisation, including to the Project Management Office (PMO).

Following this review, and project leadership team changes, the new project director engaged Deloitte to further explore opportunity areas and address risks to improve project operation.

How we helped: Scope and approach

The project is one of the biggest infrastructure projects underway in Victoria.

Project Management Office re-build

We established PMO processes, tools and templates (aligned with the PRINCE 2 project management methodology), covering areas of schedule management, risk and issue management, reporting, and governance to provide a project control arrangement to support the project director. Our project management and PMO frameworks were used to accelerate the development of the PMO and upskilling of key resources through shadowing of roles. This resulted in the implementation of a standard set of tools and processes for the project and upskilling of the PMO team as the new framework was embedded.

Operational guideline updates

Collaboration with client stakeholders drove process mapping of current and future state operational processes and procedures and the removal of bottlenecks to improve process efficiency and improve success in meeting milestones. This also improved the engagement and involvement of key stakeholders through the end-to-end process.

Project systems review

A review of project-based systems was undertaken to identify key risk and opportunity areas, and develop a roadmap and set of initiatives to address these. This provided the project director with a clear view of key risk and opportunity areas, set in the broader context of the client's enterprise architecture and a clear direction on actions, effort and timeframes required to implement changes and improvements.

Our depth of understanding of the client's business and the project, set Deloitte up as the right partner to collaborate with the client on this piece of work, as trusted relationships had been built.

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