PROJECT MANAGEMENT IN A LOCAL GOVERNMENT ENVIRONMENT

‘Creating the Framework to a Successful Outcome’

MATTHEW HILL

WYNDHAM CITY COUNCIL
Werribee City Centre
Wyndham will be bigger than Canberra in 20-30 years: 
≈ 430,000+ people
Population of a district country town is being added to Wyndham each year: 10,000+ people.
40 people will move into Wyndham today and 57 babies will be born.
Wyndham’s growth consumes two square miles (518 Ha) of greenfields per annum.
‘Strategic outcomes relies on project delivery successes’
ACHIEVING STRATEGIC OUTCOMES
PROJECT MANAGEMENT FRAMEWORK

- Strategy & Execution Alignment
- Monitoring & Reporting
- Governance & Methods
- Competency Development & Improvement
ACHIEVING STRATEGIC OUTCOMES
PROJECT MANAGEMENT FRAMEWORK

Essential building blocks:

• Confirming the business benefits
• Agreement upfront by all stakeholders
• Development and pre-approval of project delivery strategy.
• Development of appropriate team structure.
ACHIEVING STRATEGIC OUTCOMES
PROJECT MANAGEMENT FRAMEWORK LIFECYCLE

- Doing the right project at the right time
- Project prioritisation
- Project execution
- Doing the project the right way
- Benefit Realisation
- Getting the right outcomes
MANAGING PROJECT RISK

“Risk Management is always forgotten when managing projects but the irony is that all projects have risk.”

Why is Risk Management difficult?

• We are trained and conditioned to manage problems
• Risk Mgt is Proactive v’s Reactive
• Risk has uncertainty v’s Problems have solutions
PROJECT RISK – Driving Factors

• Increased demands on CW delivery and inclusion of complex and major projects
• Community expectations
• Compliance & Auditors pressures
• Stretched resources - an appropriate and focused delivery team
• Comprehensive blend of skills and competencies - Outsourcing
• Risk management is an integral part of good project management

• Understanding good project governance is part of risk management
PROJECT GOVERNANCE – MANAGING RISK

- Demonstrate objectives**
- Define accountability and Roles
- Rules of engagement
- Setting expectations
- Honest reporting*
- Probity / Audits
Project Objectives

‘I always wanted to be somebody, but I should have been more specific.’

- Lily Tomlin
Accountability

‘When in doubt, tell the truth. You will gratify some of the people and astound the rest.’

- Mark Twain
I don’t know the key to success. But, the key to failure is trying to please everybody.

- Bill Cosby
Project Contingencies

Project Budget & Timelines:

- Master Planning (20 – 30%)
- Concept & Detailed Design (10 – 20%)
- Construction (5-10%)
LOCAL GOVERNMENT – PROJECT MANAGEMENT

Who are your *Real* Stakeholders?

- Community
- Residents / Rate payers
- Political
- Councilors
- Council Wards
- Media
Logic v’s Emotion

• Logic – theory, data, analysis
• Emotion – show understanding, actively listening
• What is the ‘popularist’ position
  (Good public policy v’s Council policy)
• Mitigation – Being prepared for a ‘NO’ response
• Collaboration / validation of concerns
Be a good listener. Your ears will never get you in trouble.
- Frank Tyger
Don't shoot the messenger...

- Supportive data (benchmarks, industry surveys)
- Gather multiple messages (multiple targets)
- Community engagement (local & surrounding)
- Key stakeholder recognition
- External experts (Analysis, studies, strategies)
- Set project HOLD POINTS
- Be prepared for ‘Courageous conversations’
LOCAL GOVERNMENT – PROJECT MANAGEMENT

REMEMBER:
• Choose your battles
• DON’T change ‘best’ advise
• Avoid surprises
• Strive to meet ALL expectations leads to ‘burnout’
• Majority vote counts!!

‘Wisdom consists of knowing when to avoid perfection.’

-Horowitz
PROJECT MANAGEMENT – 5 KEY ASPECTS

1. Time, resources and top level commitment allocated to Projects
2. Responsibility and accountability for projects / outcomes need to be clear and sustainable
3. Discussion and judgements based on reliable, timely and up date information
4. Consistent project management processes to be applied throughout departments and across the organisation
5. Develop common understanding to project strategic alignment and project benefit realisation
PMF – FIRST STEPS

ACTION LEARNING
- Where are we?
- Where do we need to be?
- What do we need to change?

PRODUCTIVITY IMPACT
- Removal of waste bureaucratic and non value work outputs
- Promote process automation and technology change
- Develop and fully utilise capital and resource talents
Success is a journey, not a destination
- Ben Sweetland
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