

**Project Controls Expo, Australia – 26<sup>th</sup> November 2019**

Melbourne Cricket Ground, Melbourne

# Mega Projects and Project Controls practices

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Major Road Projects Victoria



# MRPV & MTIA – Who are we?

## Major Transport Infrastructure Authority

MTIA established on 1 January 2019  
includes:

- Level Crossing Removal Project
- North East Link Project
- West Gate Tunnel Project
- Major Road Projects Victoria
- Rail Projects Victoria

This includes plans to keep people moving through major work periods. We also work with industry to ensure it has the skilled workers needed to deliver Victoria's massive construction program.

- \$70b of transport projects being delivered
- 119 major road and rail projects
- 13,000+ people in jobs

# MRPV & MTIA

## Major Road Projects Victoria

MRPV is charged with planning and delivering major road projects for Victoria and was established on 1 January 2019 as an Administrative Office under MTIA.

We oversee the delivery of major road projects around metropolitan Melbourne and regional Victoria.

Our projects include new roads, road widenings, new bridges and major freeway upgrades. With these projects, we'll reduce congestion and travel times, improve safety, connect communities and improve the roads you rely on every day.

- \* VicRoads continues to deliver key community projects, operate and maintain the road network.

# Recent Studies – The UTS/WSP report on project success



### State of Play

ALSTRALIAN INFRASTRUCTURE  
BY THE NUMBERS

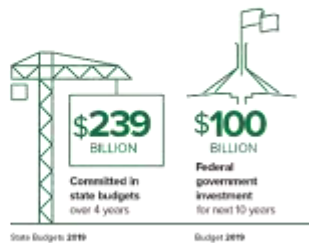
The value of a megaproject has increased rapidly



Financial outcomes of 28 completed projects



Ryan & Duffell 2016, University of Melbourne\*



\*Based on a sample of 28 projects representing infrastructure for the Australian Collector since 2000. Of these, 28 are completed projects, and 28 are not. The total value of all completed projects and construction from 1990-2000 is \$1.2B.

# Recent Studies – The KPMG 2019 Global Outlook on Project Management



**19%**

Of organisations deliver successful projects, at least most of the time



**58%**

Of organisations feel that project success rates, in relation to achieving stakeholder satisfaction, have improved the past 2 years



**35%**

Of organisations completed more than 50 projects in the last year



**44%**

Of organisations are likely to deliver projects that meet original goal and business intent



**30%**

Of organisations are likely to deliver projects that are on time



**36%**

Of organisations are likely to deliver projects that are on budget

# My Utopia

What I've had in the past



Control Projects Portfolio Report

Project	Green	Yellow	Red
Project 1	●	●	●
Project 2	●	●	●
Project 3	●	●	●
Project 4	●	●	●
Project 5	●	●	●
Project 6	●	●	●
Project 7	●	●	●
Project 8	●	●	●
Project 9	●	●	●
Project 10	●	●	●
Project 11	●	●	●
Project 12	●	●	●
Project 13	●	●	●
Project 14	●	●	●
Project 15	●	●	●
Project 16	●	●	●
Project 17	●	●	●
Project 18	●	●	●
Project 19	●	●	●
Project 20	●	●	●
Project 21	●	●	●
Project 22	●	●	●
Project 23	●	●	●
Project 24	●	●	●
Project 25	●	●	●
Project 26	●	●	●
Project 27	●	●	●
Project 28	●	●	●
Project 29	●	●	●
Project 30	●	●	●
Project 31	●	●	●
Project 32	●	●	●
Project 33	●	●	●
Project 34	●	●	●
Project 35	●	●	●
Project 36	●	●	●
Project 37	●	●	●
Project 38	●	●	●
Project 39	●	●	●
Project 40	●	●	●
Project 41	●	●	●
Project 42	●	●	●
Project 43	●	●	●
Project 44	●	●	●
Project 45	●	●	●
Project 46	●	●	●
Project 47	●	●	●
Project 48	●	●	●
Project 49	●	●	●
Project 50	●	●	●

# Project Controls at MRPV

## Project Controls

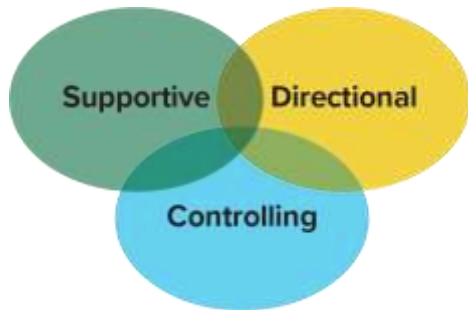
Why do we need PC?

- It's all about the data
- One source of truth!
- Timely information for better decision making
- Expertise and SME in functional PC
  - Why?
    - Project Manager capacity
    - Bigger projects
    - Specialist skills

# PMO or PC?

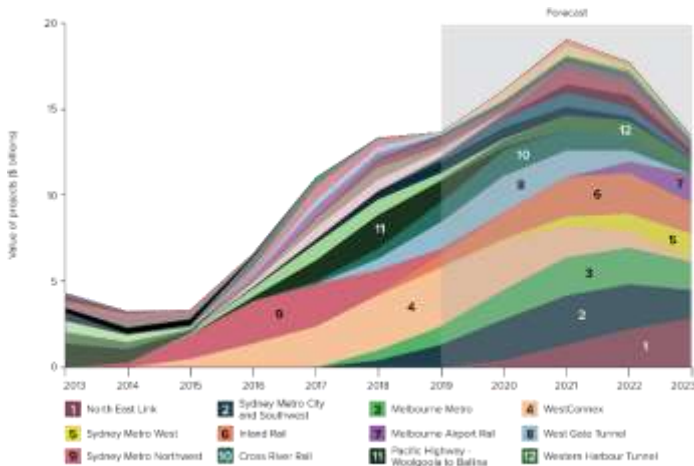
## Differences between PMO & PC

- Project Controls is a subset of Project Management with the primary focus of managing the project's cost, schedule and provide guidance in other elements, eg quality, risk etc:
  - Project Managers directs the project team and uses information to make decision.
  - Project Controls gathers and interrogates information advising on response and action.
- PMO – Objective: to improve project management practices
- PC – Objective: to improve decision making through project data





# Mega and Complexity



Source: Deloitte Access Economics (2019)

## Complexity and Size of projects

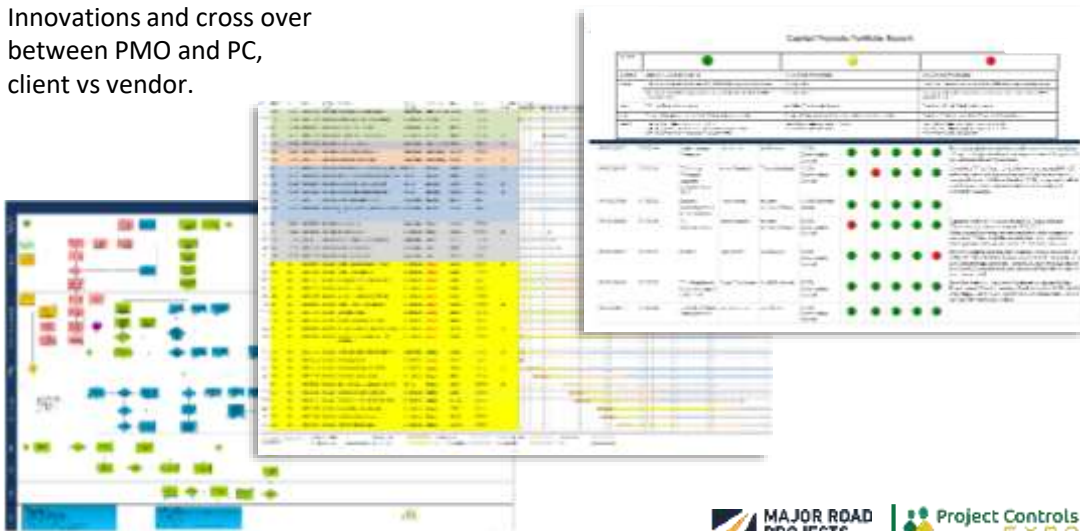
- Mega projects = over \$1b
- Complexity = ambiguity or uncertainty

Does it matter if it's “mega” or “complex” or “just” a project?

# Innovations

What and why do we need this?

Innovations and cross over  
between PMO and PC,  
client vs vendor.



## How we want to work

### Active Clients and Vendors

How organisation's need to be an active client and how vendors (contractors) can become active vendors.

Most importantly how in the future they must work collaboratively to succeed.



## The future

### Looking into the crystal ball

In the future Project Controls  
& PMOs must work  
collaboratively to succeed.

