Mega Projects and Project Controls practices

Pelagia Markogiannakis
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
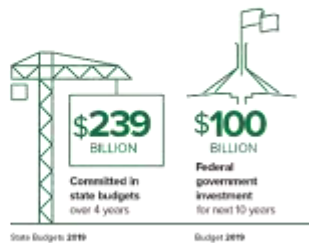
Recent Studies – The KPMG 2019 Global Outlook on Project Management

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

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
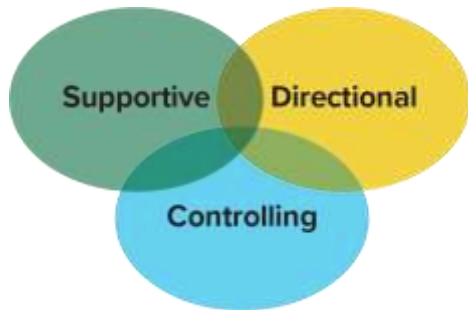
Mega and Complexity
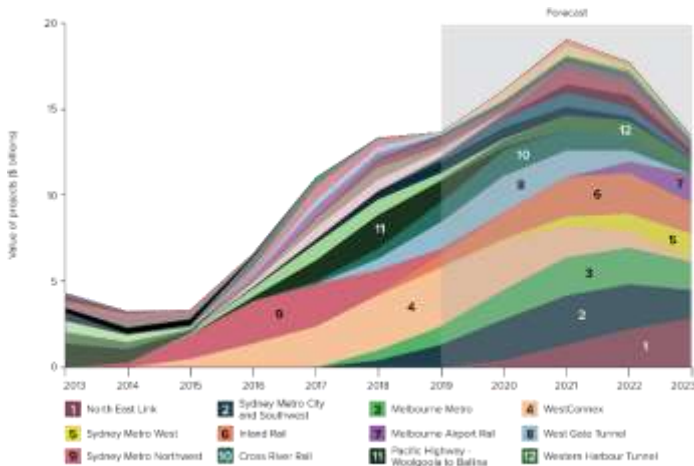
Source: Deloitte Access Economics (2019)[a]
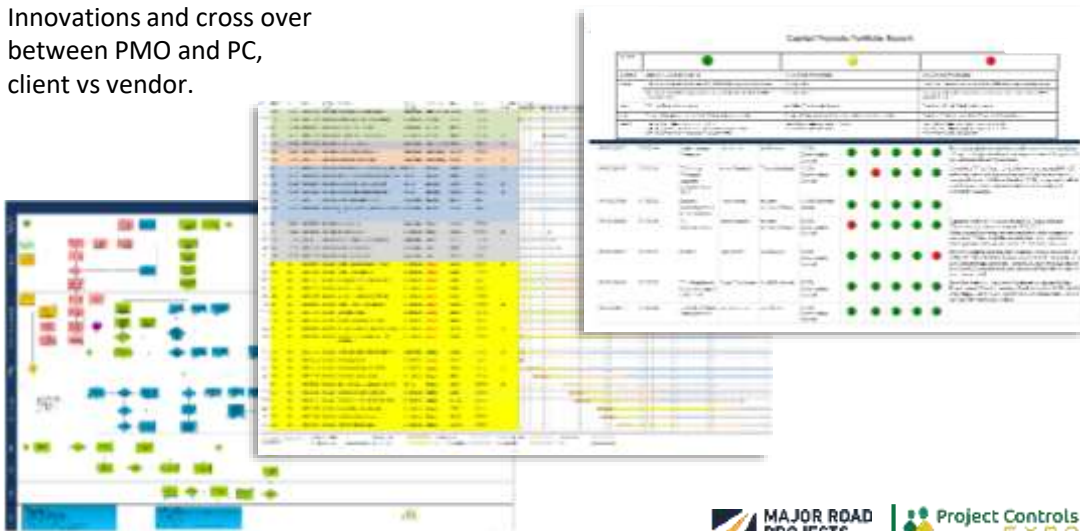
Complexity and Size of projects
- Mega projects = over $1b
- Complexity = ambiguity or uncertainty

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.