

Linking Projects to Organisation Strategy

PMI Strategic and Business Management Series Event

PRESENTER NAME:

Brad Smith
Principal Consultant, CAMMS



- 🌀 Founded in Australia in 1996 - strong Management Consulting roots
- 🌀 Globally, CAMMS has **160+ customers**
- 🌀 Our extensive client base is made up of organisations from the **Public Sector** (inc. State and Local Government, Health, Education), **Private Sector** (inc. Energy, Utilities and Telecommunications) and **Not For Profit** organisations
- 🌀 CAMMS has more than **140 employees**
- 🌀 Offices in **Australia, New Zealand, UK, North America** and **Asia**

Local Government



Health

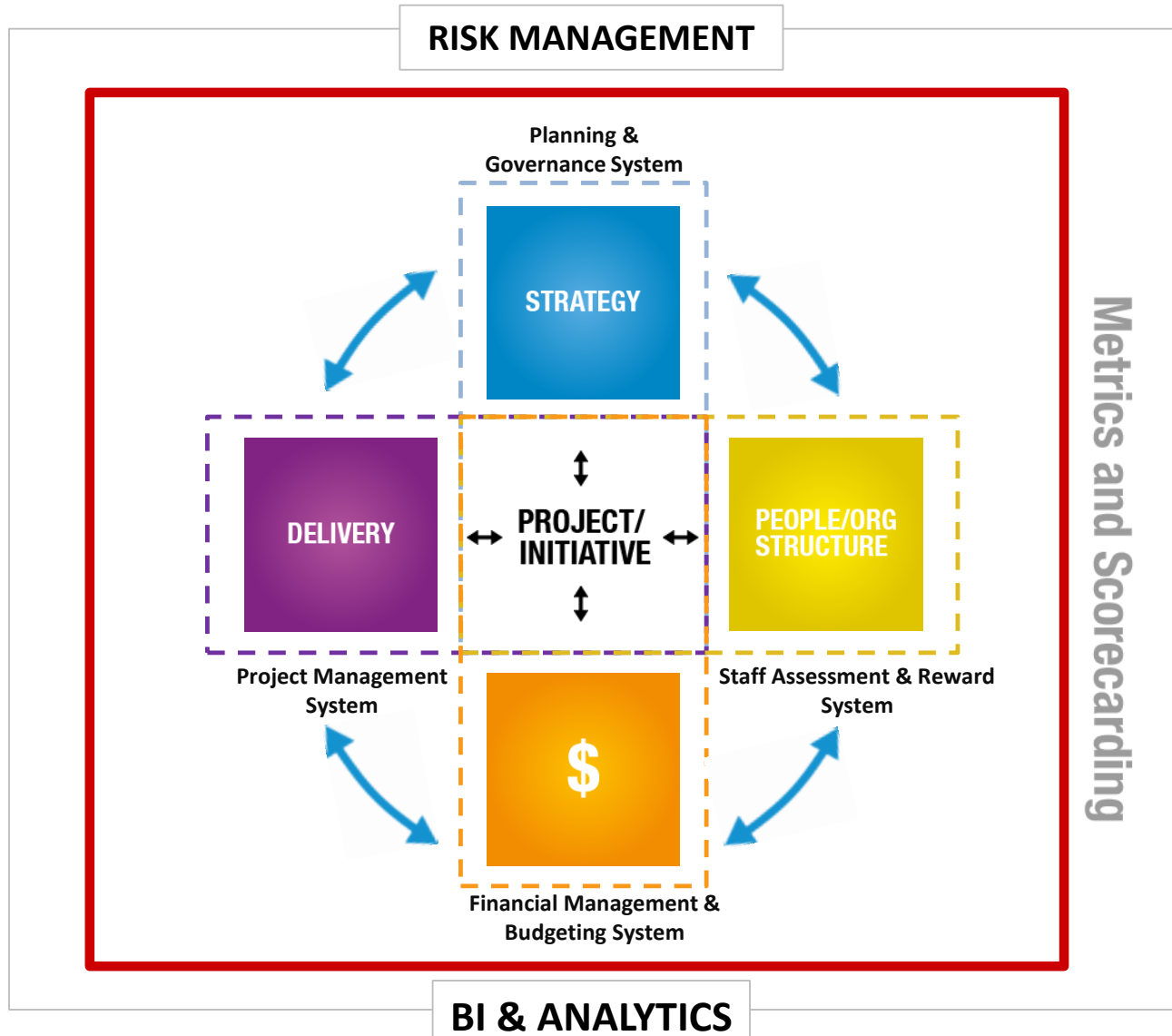


State Government



Other





What Could Possibly Go Wrong?

*Lack of integration in
the Planning Framework*

*Poorly defined
corporate strategy*

*Lack of understanding
of cause and effect
relationships in the
planning structure*

*Lack of or poorly
executed Enterprise
Project Management
approach*

*Lack of or poorly
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with corporate IP&R*

*Lack of buy-in by staff/
culture does not
support it*

*Lack of a project
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interplan*
 A CAMMS SOLUTION



WORKSPACE | FRAMEWORK | **PLANNING** | CUSTOM HIERARCHIES | REPORTING | TOOLS | ADMINISTRATION

Goals	Outcomes	Strategies	Action	Task
1 Prosperous and Sustainable Local Economy ▶	1.1 Maintaining financial prudence in all activities ▶	1.1.1 Utilizing long term financial planning to provide insight into future financial capacity to achieve long-term sustainability in light of our objectives and financial challenges ▶	1.1.1.1 Contribute to regional local government financial policy and program development through the regional local government forum	
2 Effective Governance and Organisation ▶	1.2 Assets and infrastructure managed over the long term to meet current and future needs. ▶		1.1.1.2 Develop a sustainable financial plan ▶	
3 Community Pride and Wellbeing ▶	1.3 Safe transport system that balances the needs of all users from pedestrians, cyclists, private vehicles, public transport and freight. ▶	1.1.2 Provide earlier and easier access to more useful and reliable financial information ▶	1.1.1.3 Ensure valuation of property assessments are maximized and are picked up in a timely fashion	
4 Enhanced Natural and Built Environment ▶		1.1.3 Provide the correct tools and methodologies to improve accuracy, integrity, and consistency of financial data ▶	1.1.1.4 Manage and monitor the City's cash flow, and maximize return on City's investments	
5 Strong Leadership and Administration ▶	1.6 Sustainable population growth supported by improved job opportunities and diversity in our industries, businesses and housing. ▶	1.1.4 Increase program efficiencies by reducing reporting burdens ▶	1.1.1.5 Monitor the action items from the Fiscal Sustainability Plan ▶	
6 PROTECTIVE - Develop an integrated whole-system regulatory approach ▶	1.7 A community which is continually learning and is self sustaining. ▶		1.1.1.6 Identify and Implement a modern complaints management system. ▶	
	1.8 A community with high quality and efficient buildings and development ▶			



cammsproject

hUb

Start Up

Project Details

Project Linkage

Business Case

Project Scope

Preliminary Budget

Attach Document

Proposal Sign Off

Initiation

Planning

Delivery

Closure

ABMU Community Hub [P1 - 16/17]

Change Request

Terminate

Project Linkage Strategy

Primary Strategies:

1.1.1 Utilizing long term financial planning to provide insight into future financial capacity to achieve long-term sustainability in light of our objecti

Potential Strategies

1.1.2 Provide earlier and easier access to more useful and reliable financial information

1.1.3 Provide the correct tools and methodologies to improve accuracy, integrity, and consistency of financial data

1.1.4 Increase program efficiencies by reducing reporting burdens

1.2.3 Create and strengthen partnerships to advocate for and deliver community facilities, and services and major infrastructure

1.2.4 Support development of a Regional Economic Development Strategy

1.3.1 Deliver and advocate for a diverse and safe transport system which is efficient and meets the needs of all users

1.6.1 Advocate and plan for population growth and diverse residential and economic development in a sustainable manner

1.6.2 Attract new residents through promoting and marketing the benefits of living in the area

1.6.3 Investigate and promote housing development

1.7.1 Build skills, capacity and partnerships across the whole community to work towards a self sustaining Shire

12345678910 Page 1 of 10, items 1 to 10 of 95.

Add

Remove

Add All

Remove All

Secondary Strategies

1.2.1 Ensure essential services and infrastructure are aligned to community needs now and in the future

1.2.2 Promote release of serviced industrial, commercial and residential land

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Strategic Community Plan

2015–2025

Guiding Principle

Deliver inclusive and accessible sport and recreation

Together, we will achieve this by:

- providing, supporting and promoting sport, recreation and leisure programs and facilities

Success Measurement

We can measure our progress/success through:

- availability and use of sport and public recreational areas/facilities
- number of residents engaged in regular sport and recreation activities

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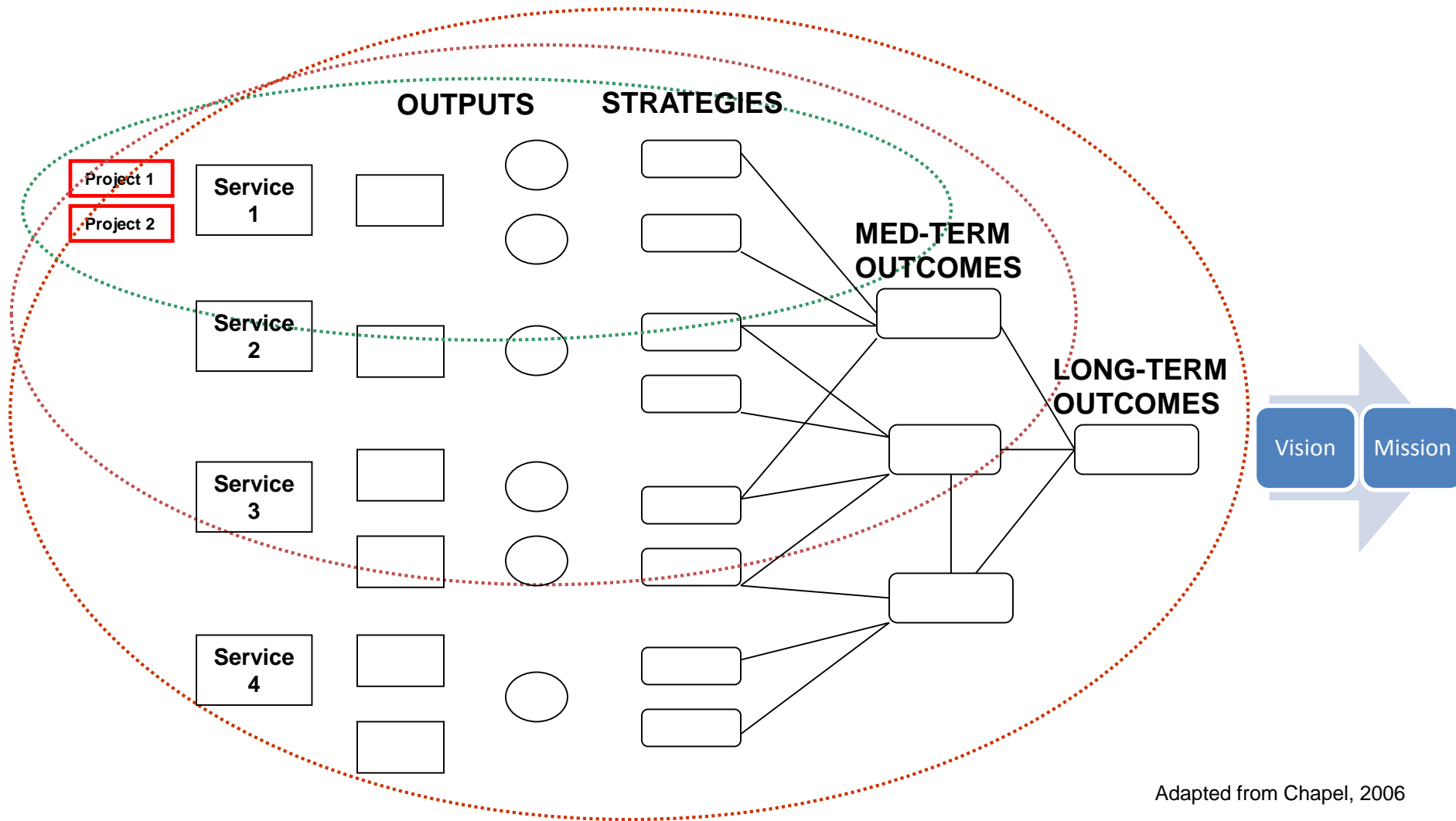
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Adapted from Chapel, 2006

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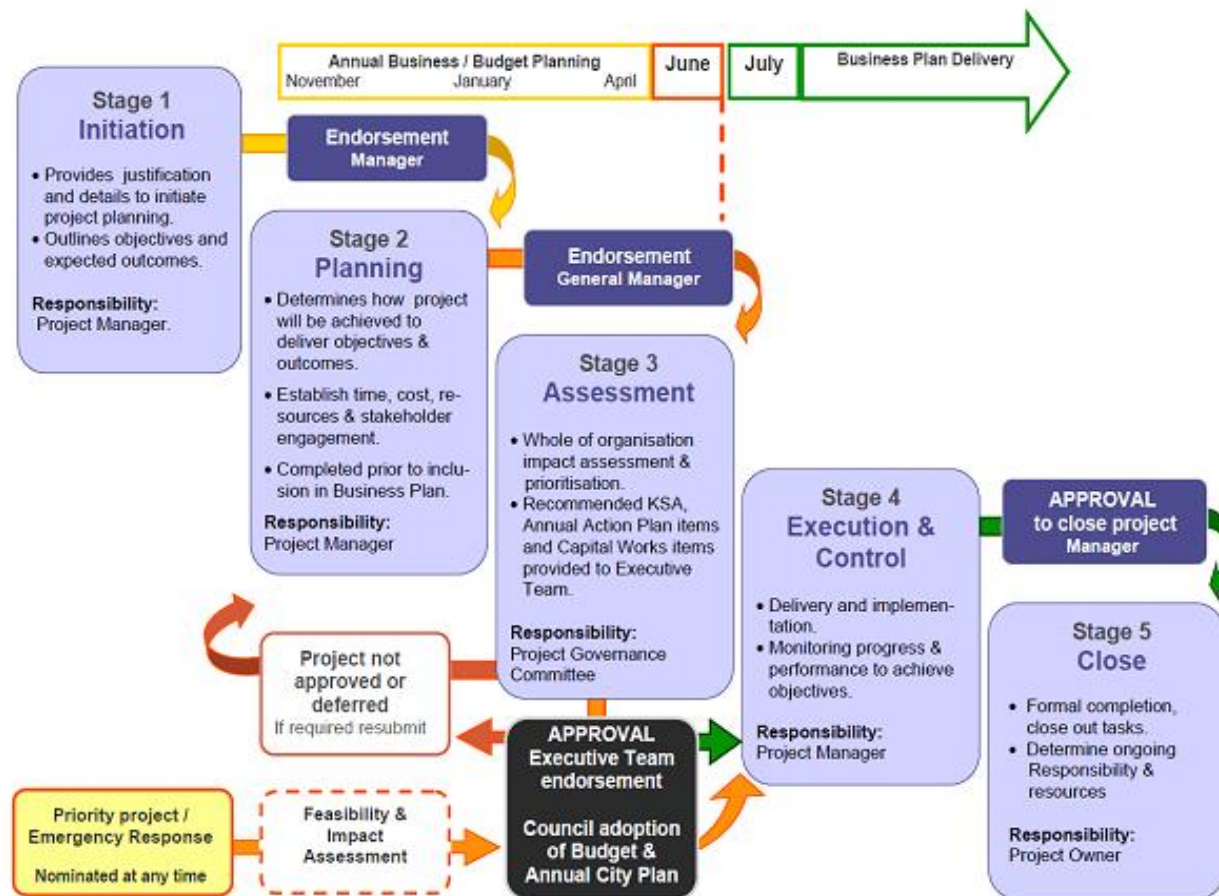
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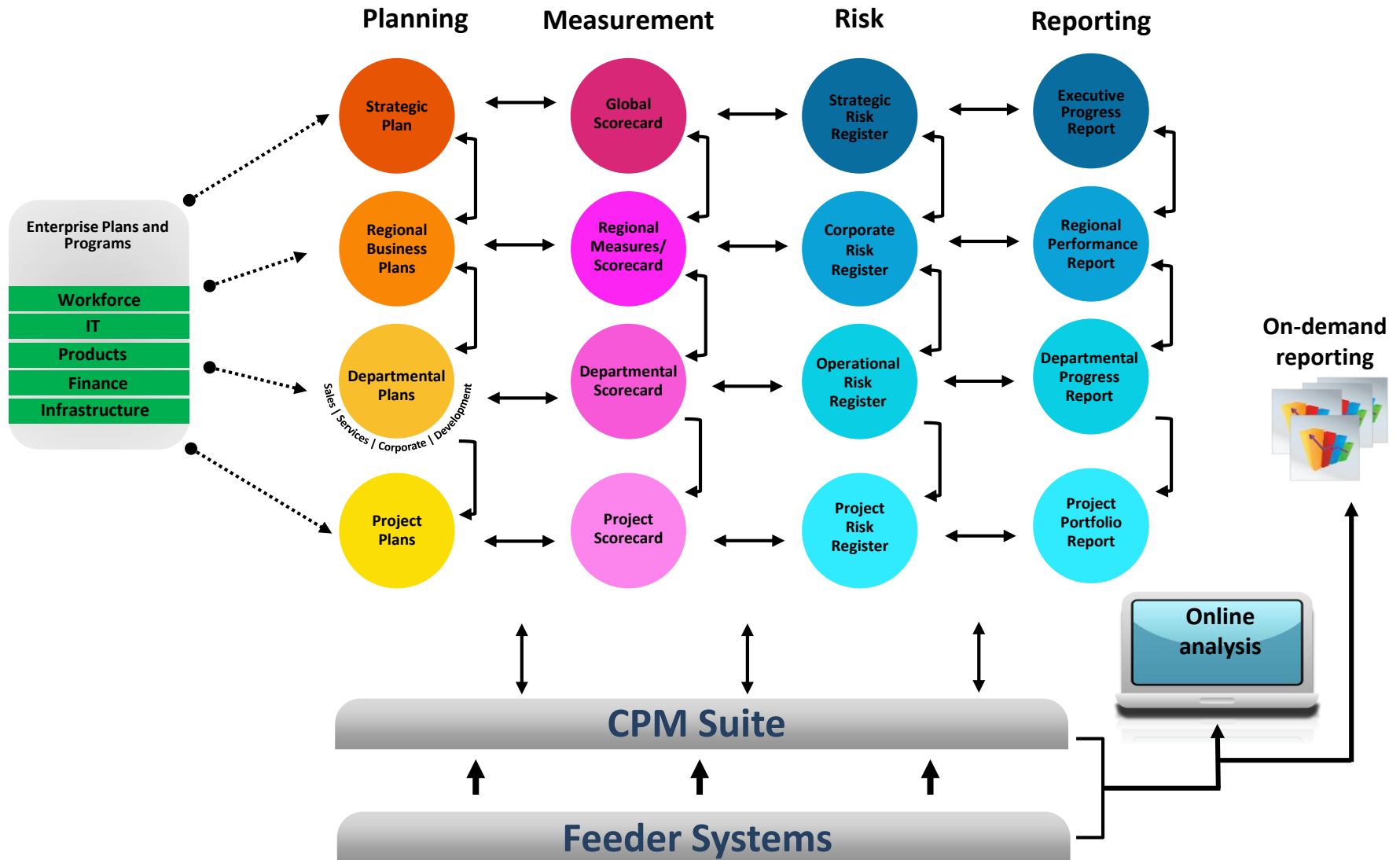
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Includes (but not limited to):

- 🌀 Commitment that is clearly communicated and modelled from the GM/CEO and Executive Group for senior/middle managers and staff
- 🌀 Enterprise Project Management incorporated and integrated in an IP&R framework
- 🌀 A set of principles/program of continuous improvement that articulates benefits of an integrated EPM approach and invests in support systems and training
- 🌀 Recognition of value streams and willingness to operate in partnership across organisations/between departments



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Mike Lyons

Head of Programmes and Projects



hub

PROJECTS

Start Up

Initiation

Assessment Model

Benefits Realisation Plan

KPIs

Risk Assessment

Budget Revision

Issue Register

Project Time Lines

Communication Plan

Attach Document

Project Assessment Sign Off

Planning

Delivery

Closure

ABMU Community Hub [P1 - 16/17]

Change Request

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Assessment Model

Project Assessment

Triple Bottom Line Assessment

Economic

Lifecycle Costs

Ongoing annual maintenance costs the project a

Cost Recovery

Revenue-raising or expense saving opportunities

Forecast expense saving of \$200,000

Benefit Cost Ratio

Benefit-Cost Ratio is greater than one within 1 ye

BC Ratio positive within first year

Social

Amenity

Amenity - More than Sufficient

Public Health and Safety

Amenity - More than Sufficient

Cultural and Heritage Values

Cultural and Heritage Values - Sufficient

Environmental

Energy Consumption

Cultural and Heritage Values- More than Sufficie

Waste Generation

Waste Generation is less than 10 Million Tons

Water Consumption

Waste Generation is less than 10 kilolitres

Legislative Requirements

Legislative Requirements

Legislative requirement to be met in > 5 years

Projects From:

Budget Year:

Budget Type:

Export:

Search Project:

Available Budget:	\$15,440,000.00
Budget for Included Projects:	\$325,000.00
Variance:	\$15,115,000.00
More details on budget	

Project Code	Project Name	Budget Year	Cumulative Budget	Total Project Budget	Ongoing Expenses	Overall Assessment Score	Approval Status	Project Owner	Project Sponsor	Included
PR-154/08	Electronic Invoice Processing	\$30,000.00	\$30,000.00	\$30,000.00	\$0.00	42.77	Approved	David Davies	Narelle Klein	<input checked="" type="checkbox"/>
PR-164/08	Baranduda Reserve - relocation of the synthetic cricket wicket	\$15,000.00	\$45,000.00	\$15,000.00	\$0.00	41.46	Approved	Jenelle Williamson	Charles Mitchell	<input checked="" type="checkbox"/>
PR-111/08	James Scott Memorial Skatepark - Final stage	\$280,000.00	\$325,000.00	\$280,000.00	\$2,000.00	40.87	Approved	Steve Larkin	Theo Panagopoulos	<input checked="" type="checkbox"/>
PR-245/08	Hovell/South intersection works (Band hall)	\$80,000.00	\$405,000.00	\$80,000.00	\$0.00	84.00	Not Approved	Theo Panagopoulos	Theo Panagopoulos	<input type="checkbox"/>
PR-207/08	Final contractor payment, CBD rail removal	\$297,000.00	\$702,000.00	\$297,000.00	\$0.00	68.80	Not Approved	Anne Visser	Theo Panagopoulos	<input type="checkbox"/>
PR-73/08	Trabants Bridge Replacement	\$220,000.00	\$922,000.00	\$220,000.00	\$0.00	68.48	Not Approved	Steve Larkin	Theo Panagopoulos	<input type="checkbox"/>
PR-170/08	Wodonga Sports and Leisure Centre enhancements	\$60,000.00	\$982,000.00	\$60,000.00	\$0.00	62.40	Not Approved	Merryn Deslandes	Debbie Mackinlay	<input type="checkbox"/>
PR-199/08	Church, Bank and Osbourne Street Traffic Calming	\$120,000.00	\$1,102,000.00	\$120,000.00	\$0.00	62.08	Not Approved	Steve Larkin	Theo Panagopoulos	<input type="checkbox"/>
PR-227/08	Belvoir Park Signage	\$50,000.00	\$1,152,000.00	\$50,000.00	\$0.00	58.45	Not Approved	Conwae Waldegrave-Knight	Theo Panagopoulos	<input type="checkbox"/>
PR-260/08	Footpath - Whitlam Court	\$7,000.00	\$1,159,000.00	\$7,000.00	\$0.00	55.87	Not Approved	Peter Dicker	Theo Panagopoulos	<input type="checkbox"/>

Total of all Projects [14/15]:	\$6,456,000.00
Available Budget:	\$15,440,000.00
Budget for Selected Projects:	\$325,000.00
Variance:	\$15,115,000.00

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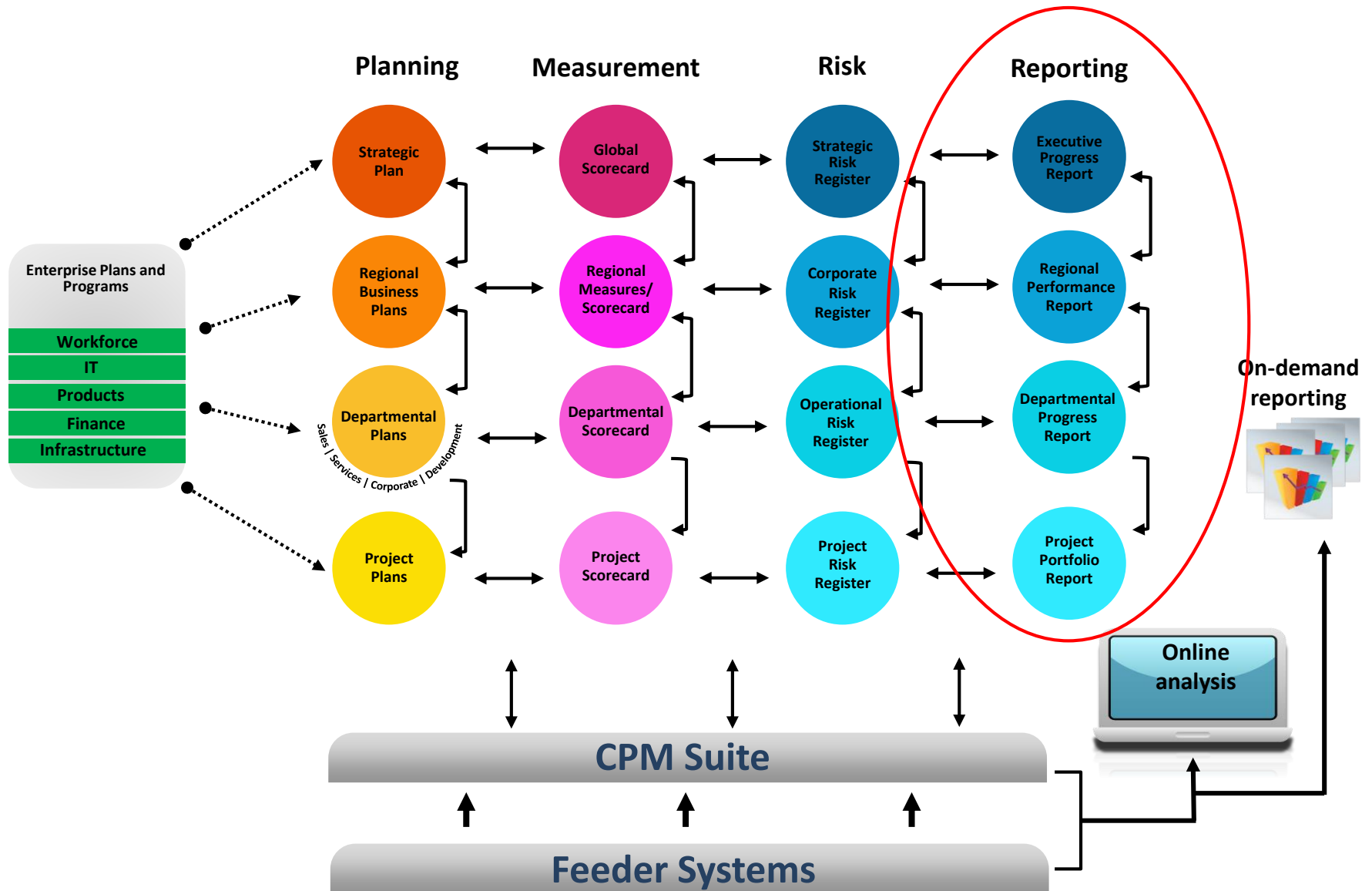
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
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Initiation

Planning

Delivery

Closure

Objectives Assessment

Lessons Learned

Attach Document

Project Closure Checklist

Close Project

Finish

ABMU Community Hub [P1 - 16/17]

Change Request

Terminate

Project Objectives

Project Budget

Name:	Description:	Objective Met by:	Scale:	Comments:
To provide a safe roadway for all members of the community		Above expectation	12 month evaluation indicated 0 fatalities and incident rate 25% below average	
Ensure roadway is compliant with national standards/latest engineering standards		Above expectation	Project rated 4.7/5% on national standards	
Ensure roadway provides a smooth passageway for all traffic		Below expectation	Evaluation indicated 20% decrease in traffic congestion	
Overall Score	Description	Overall Score	3.33	

STRATEGIES

MED-TERM OUTCOMES

LONG-TERM OUTCOMES

Vision

Mission



- Current State Vs Best Practice
- Current State Vs Organisational Scoring
- Provision of a Recommended Target for a future state



Portfolio Management



For more information, please contact
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