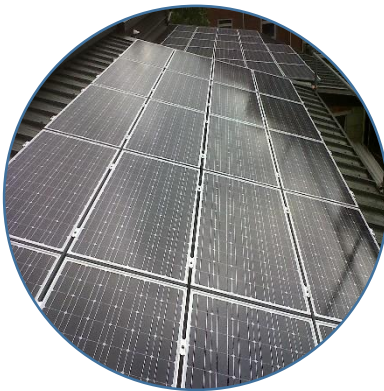# Best practice Project Management techniques for Capital or Energy Projects

Tristan Oliver

ENERGY | ENVIRONMENT | TRAINING

Who are we?

- GEP Environmental is a leading provider of **Environmental**, **Energy** and **Training** services to the private and public sector

- We are qualified and experienced environmental consultants, Project/programme managers, engineers, accredited trainers

- Certified to **ISO 14001:2015** and **ISO 9001:2015**

- Based in Winchester, Edinburgh, Bedford and Cardiff

What do we do?

Environment:

- Carbon Management
- Legislation & Compliance
- Sustainability Reporting
- Waste Management
- ISO Management Systems

Energy:

- Programme & Project Management
- Feasibility Studies
- Building Compliance
- Measurement & Verification
- Project Support
- Technical Advisory

Training:

- **IEMA Registered Training Centre** (Environmental Sustainability)

LEP Additional Services Framework

Specifically designed to meet **Public Sector** business requirements

Available for use by **local authority, fire, police and educational** organisations in **England** and **Wales**

May be directly called-off (no mini-competition required) from an **OJEU compliant**, **single supplier framework** awarded to GEP Environmental Ltd.

Welsh Government's
Programme Implementation Unit (2016-2020)
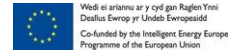
	Welsh public sector organisations so far	Realised investments & next phases planned	Organisations
Local Authorities	50% of sector	£22,500,000	Cardiff, Powys, Blaenau Gwent, Pembrokeshire, Vale of Glamorgan, Swansea, Carmarthenshire, Anglesey, Newport, Merthyr Tydfil, Monmouthshire
NHS / Health	33% of sector	£23,500,000	AMBU Health Board, Cardiff & Vale University Health Board, Cwm Taf University Health Board
Universities	38% of sector	£12,000,000	Bangor University, Cardiff University, Aberystwyth University
Total		**£58,000,000**	

£66m of Expressions of Interest to the Wales Funding Programme

Best practice Project Management techniques

Good Project Management is all about having a good system,

using it with discipline

and maintaining control

Poor Project Management

"Either you run the day, or the day runs you." Jim Rohan

1) DEFINE PROJECT SCOPE & OBJECTIVES:

- What is the boundary of the project?

- What is in or out of scope?

- Who are the stakeholders an what are their needs?

- What are the stakeholders' roles and what is needed of them?

- Once scope & objectives agreed, who is to approve it?

Get clarity

2) DEFINE THE DELIVERABLES:

- What will the project deliver exactly?

3) PLAN THE PROJECT:

- What people, resources and budget is required to deliver the project?
- Decide roles and responsibilities for the project team
- Define what activities are needed to produce the deliverables
- Estimate the time and effort required for these activities
- What are the dependencies for each activity
- Decide with the project team, a realistic schedule to complete the activities
- Set milestones and critical dates
- Create a Project Plan
- Get key stakeholders to agree and approve the Plan

TIME

TASK 1
TASK 2
TASK 3
TASK 4
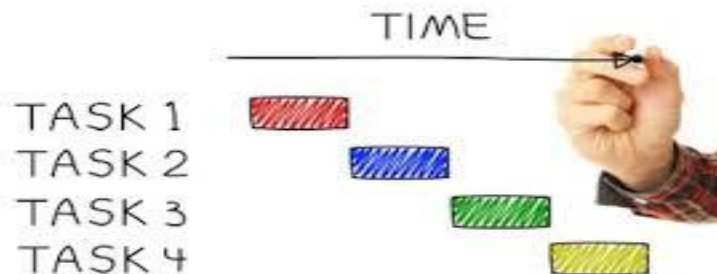
4) COMMUNICATION:

- Make regular communication the lifeblood of the project

- Create a PEP – Project Execution Plan

- Get the project team to read and approve it

- Communicate all relevant information with stakeholders and the project team

5) TRACKING AND REPORTING PROJECT PROGRESS:

- Compare progress against the Project Plan

- Get progress reports from the project team

- Record variations between actual and planned cost, schedule and scope

- Report variations to stakeholders

- Take corrective action if the variations are too large

- Plans can be adjusted - you may need to balance cost, schedule and scope to get back on track

6) CHANGE MANAGEMENT:

- Stakeholders will change their minds about scope

- Initial assumptions or operational needs can change and need to be accommodated

- Manage the changes so that the decision of whether or not, when and how much cost and resources required - can be managed to maintain the success criteria for a project

- Control of how changes are incorporated gives the best chance of success

- Not managing changes is often why projects fail

7) RISK MANAGEMENT:

- Identify the key risks on each project and hold a risk workshop with the project team

- Decide who owns the risk and grade it

- Decide how to either remove, reduce or manage the risk

- Regularly review each risk and the progress of the actions with the project team

10 powerful PM habits:

1. Build the project around strong, regular communication – it is vital

2. Do not assume that your delivery partners will deliver the project well, on their own – assume they won't

3. *Diarise* regular progress meetings (use agenda and minutes), set up diary reminders/invites for deliverables/deadlines - phone & email to chase up

4. Manage deadlines internally as well as externally

5. Have a short Monday morning "week look ahead" call with your contractor or delivery partners, every week

"Build the right habit, and extraordinary results will find you."

Gary Keller
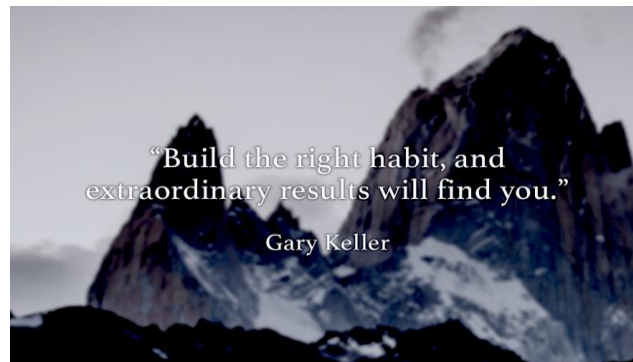
10 powerful PM habits:

6. Use the phone if things matter - if you need to, back up with email

7. Communicate very clearly and concisely (and get to the point)

8. Keep Reporting efficient e.g. Dashboard / RAG (no one has time for long reports)

9. Communicate timely and frank feedback and exactly what your expectations are

10. Show your delivery partner/contractor that you are important and mean business - and will use the contract if need be

Recap:

1) DEFINE PROJECT SCOPE & OBJECTIVES

2) DEFINE THE DELIVERABLES

3) PLAN THE PROJECT

4) COMMUNICATION

5) TRACKING AND REPORTING PROJECT PROGRESS

6) CHANGE MANAGEMENT

7) RISK MANAGEMENT

If you have any questions please contact us:

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We work with our clients to identify and implement practical and cost efficient ways of improving environmental performance, managing legal requirements and ultimately reducing carbon emissions and other waste.

LEP Additional Services Framework

- **Statutory, Mandatory & Voluntary Scheme Compliance**
  - ✓ GHG reporting, CRC EES, Heat Networks, ESOS, ISO 50001, ISO 14001, CTS, Minimum Energy Efficiency Standards

- **Strategic Energy Management Planning and Implementation**
  - ✓ Strategic Planning, Energy Performance Contracting, Measurement & Verification, Data Processes & Analysis

- **Energy Efficiency Measures**
  - ✓ Energy Efficiency Audits, Renewables Feasibility Studies, Business Case Development and Project Management.