BSBPMG514
MANAGE PROJECT COST

Practical Task 1	
Description of task: A suitable observer is to verify the participant's ability to identify, analyse and refine project costs to produce a budget and use it and the principal mechanism to control project cost. These tasks may be simulated or real. The participant is to gather evidence of how they have completed each component of the Practical Task, which is to be submitted with this Practical Assessment sheet. The observer is to provide detailed comments on the tasks completed by the participant. The assessor is to verify the observer's comments in the Assessor Comments section, and provide the Practical Assessment outcome on the front cover of this document.	
Resources required: Project documentation, Organisational documentation (including budgets/other financial documents), Budget software.	
Assessment of task	
Name of participant:	SARAH CONLEY
Name of observer:	ADAM STUART
Role of observer (Confirm suitability to sign)	CSG OPERATIONS MANAGER
Email address of observer	astuart@fredon.com.au
Signature of observer:	
Date:	Click here to enter a date. 20 SEPT 2019.

When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked.
1 Determine project costs	
1.1A. Seek input from stakeholders and guidance from others when determining resource requirements for tasks identified in the work breakdown structure.	☑
1.1B. Estimate project costs to prepare project budget within agreed tolerances.	☑
1.1C. Develop a project budget.	☑
1.1D. Within delegated authority, develop a cost-management plan to ensure ongoing management of project finances.	☑
2 Monitor and control project costs	
1.2A. Implement agreed financial-management processes and procedures to monitor actual expenditure against budget.	☑
1.2B. Select and use cost-analysis methods and tools to identify cost variations and evaluate alternative actions.	☑
1.2C. Implement and monitor agreed actions to maintain financial objectives.	☑
1.2D. Provide accurate and timely financial reports.	☑

3 Complete cost-management processes		
1.3A.	Conduct appropriate activities to signify financial completion.	☑
1.3B.	Use available records to review project outcomes and determine effectiveness of project cost management.	☑
1.3C.	Review cost-management issues and document improvements.	☑

The participant's performance was: ☑ Satisfactory ☐ Not Satisfactory

OBSERVER COMMENTS

STANDARD FREDON PROJECT WBS CODES - QLD/NT

WBS	Description	Short Description	HOURS	LABOUR $	NON-Labour $	BUDGET $	PROFIT %
0101	PREMLIMS	PRELIMS	85	$6,630.00	$14,930.00	$26,151.00	21.294%
0205	SITE MANAGER/ SUPERVISOR	SITE MANAGER/ SUPERVISOR	120	$13,200.00			-100.000%
0400	UNDERGROUNDS	UNDERGROUNDS	130	$10,140.00	$5,500.00	$20,721.00	32.487%
0500	TRAY AND CONDUIT SUPPLY	TRAY AND CONDUIT SUPPLY	110	$8,580.00	$2,500.00	$14,569.00	31.489%
1100	DB'S (SUPPLY & INSTALL)	DB'S (SUPPLY & INSTALL)	390	$30,420.00	$44,240.00	$88,594.00	18.663%
1101	SUBMAINS	SUBMAINS	532	$41,496.00	$27,200.00	$84,875.00	23.552%
1300	LIGHTNING PROTECTION	LIGHTNING PROTECTION		$0.00	$17,600.00	$20,260.00	15.114%
2900	GENERATOR	GENERATOR	248	$19,344.00	$112,500.00	$152,391.00	15.584%
3400	ASBESTOS MANAGEMENT PC SUM	ASBESTOS MANAGEMENT PC SUM		$0.00	$8,700.00	$10,000.00	14.943%
4000	CONTINGENCY	CONTINGENCY		$0.00			#DIV/0!
5000	VARIATION 1	VARIATION 1		$0.00			#DIV/0!
5001	VARIATION 2	VARIATION 2		$0.00			#DIV/0!
5002	VARIATION 3	VARIATION 3		$0.00			#DIV/0!
5003	VARIATION 4	VARIATION 4		$0.00			#DIV/0!
5004	VARIATION 5	VARIATION 5		$0.00			#DIV/0!
5005	VARIATION 6	VARIATION 6		$0.00			#DIV/0!
5006	VARIATION 7	VARIATION 7		$0.00			#DIV/0!
5007	VARIATION 8	VARIATION 8		$0.00			#DIV/0!
5008	VARIATION 9	VARIATION 9		$0.00			#DIV/0!
5009	VARIATION 10	VARIATION 10		$0.00			#DIV/0!
5010	VARIATION 11	VARIATION 11		$0.00			#DIV/0!
5011	VARIATION 12	VARIATION 12		$0.00			#DIV/0!
5012	VARIATION 13	VARIATION 13		$0.00			#DIV/0!
5013	VARIATION 14	VARIATION 14		$0.00			#DIV/0!
5014	VARIATION 15	VARIATION 15		$0.00			#DIV/0!
5015	VARIATION 16	VARIATION 16		$0.00			#DIV/0!
5016	VARIATION 17	VARIATION 17		$0.00			#DIV/0!
5017	VARIATION 18	VARIATION 18		$0.00			#DIV/0!
5018	VARIATION 19	VARIATION 19		$0.00			#DIV/0!
5019	VARIATION 20	VARIATION 20		$0.00			#DIV/0!
5020	VARIATION 21	VARIATION 21		$0.00			#DIV/0!
6000	DLP	DLP		$0.00			#DIV/0!
RE01	REVENUE - CLAIMS	REVENUE - CLAIMS		$0.00			#DIV/0!
			1615	$129,810.00	$233,170.00	$417,561.00	15.037%
			BUDGET			$417,561.00	
			VARIENCE	129810	$233,170.00	$0.00	0.000%

CVR - CVR Print - 020/20S3888/0007
FREDON Queensland
Contract: 20S3888 QAS Southport
CVR: 0007 JUN 18 (30/06/18) Incomplete

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CVR for 20S3888 - QAS Southport as at 30/06/18

	BUDGETED HOURS AND LABOUR	Current	Last Month	Movement
	Initial Budget (Hrs)	1,615	1,615	0
	Initial Budget Labour ($)	129,810	129,810	0
	Variations - Pending (Hrs)	0	0	0
	Variations - Pending ($)	0	0	0
	Variations - Approved (Hrs)	82	32	50
	Variations - Approved ($)	6,646	2,496	4,150
	Total Revised Budget Hours	**1,697**	**1,647**	**50**
A	**Total Revised Budget Labour Cost**	**136,456**	**132,306**	**4,150**
	BUDGETED COST			
	Total Initial Budget - Materials, Plant, Overheads ($)	224,470	224,470	0
	Total Initial Budget - Subcontract only ($)	8,700	8,700	0
	Variation - Pending	0	0	0
	Variation - Approved	57,344	57,344	0
B	**Total Revised Budgeted Cost**	**426,970**	**422,820**	**4,150**
	REVENUE FORECAST			
	Initial Contract Revenue ($)	417,561	417,561	0
	Pending Variations	0	0	0
	Approved Variations	81,487	70,687	10,800
	Provisions against variations	0	0	0
C	**Total Revised Contract Value**	**499,048**	**488,248**	**10,800**
	COST FORECAST			
	Hours To Date	1,723	1,723	0
	Actual Labour Cost To Date ($)	119,124	119,124	0
	Average cost of labour per hour	69	69	0
	Actual Materials (Inc Plant) to date	297,146	294,500	2,646
	Actual Subcontractors to date	22,409	21,109	1,300
	Total Cost to Date ($)	438,679	434,733	3,946
	Accruals ($)	11,228	13,647	-2,419
	Commitments ($)	22,037	22,089	-52
D	**Total Commitment ($)**	**471,944**	**470,469**	**1,475**
	COST TO GO			
	Forecast Labour Hours to Go (Hrs)	24	40	-16
	Forecast Labour Cost to Go ($)	1,872	3,120	-1,248
	Forecast Materials / Subbies / Plant cost to Go ($)	2,900	2,900	0
	Provisions against cost	0	-10,000	10,000
E	**Total Forecast Cost to Go ($)**	**4,772**	**-3,980**	**8,752**
	Forecast Hours at Completion	**1,747**	**1,763**	**-16**
F	**Forecast Cost at Completion**	**476,716**	**466,490**	**10,226**
(C-F) - (C-B)	**Forecast Variance ($) - Budgeted GP vs Forecast GP**	**-49,746**	**-43,670**	**-6,076**
	ANALYSIS	**Current**	**Previous**	**Change**
C-F	Forecast Gross Profit ($)	22,332	21,758	574
(C-F) / C	Forecast Gross Profit (%)	4.47%	4.46%	0.02%
	% Complete	92.02%	93.19%	-1.17%
	Revenue to Date	421,729	421,729	0
	Certified Value	421,729	421,729	0
	Paid to date by Client	440,936	398,884	42,052.00

Draft WIP amount	37,500	33,281	4,219

NOTES

CVR - CVR Print - 020/20S3888/0007
FREDON Queensland
Contract: 20S3888 QAS Southport
CVR: 0007 JUN 18 (30/06/18) Incomplete

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View: WBS - Labour

WBS details		Budget Hours				Hours		$ Value		Rate ($ per Hr)		Forecast To Go			At Completion		Variance	
WBS code	Description	Initial	Pending	App. Variations	Total Revised	Spent TD	Remn'g To Spend	Budget	Actual	Budget	Actual	Hours	Rate	$	$ Value	Hours	$ Value	Hours
0101	PREMLIMS	85	0	0	85	0	85	6,630	0	78	0	0	78	**0**	0	0	6,630	85
0205	SITE MANAGER/ SUPERVISOR	120	0	0	120	224	-104	13,200	24,189	110	108	0	110	**0**	24,189	224	-10,989	-104
0400	UNDERGROUNDS	130	0	0	130	403	-273	10,140	23,966	78	59	0	78	**0**	23,966	403	-13,826	-273
0500	TRAY AND CONDUIT SUPPLY	110	0	0	110	18	92	8,580	1,653	78	92	0	78	**0**	1,653	18	6,927	92
1001	MAIN WORKS	0	0	0	0	364	-364	0	26,492	0	73	0	78	**0**	26,492	364	-26,492	-364
1100	DB'S (SUPPLY & INSTALL)	390	0	50	440	0	440	34,570	0	79	0	24	78	**1,872**	1,872	24	32,698	416
1101	SUBMAINS	532	0	0	532	714	-182	41,496	42,824	78	60	0	78	**0**	42,824	714	-1,328	-182
1300	LIGHTNING PROTECTION	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
2900	GENERATOR	248	0	0	248	0	248	19,344	0	78	0	0	78	**0**	0	0	19,344	248
3400	ASBESTOS MANAGEMENT PC SUM	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
5001	PHASE ROTATION METERS	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
5002	MICRO LOGIC BREAKERS	0	0	12	12	0	12	936	0	78	0	0	0	**0**	0	0	936	12
5003	MOBILE GENERATOR	0	0	20	20	0	20	1,560	0	78	0	0	0	**0**	0	0	1,560	20
5004	BROKEN WATER PIPE	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
5005	BLOCKED STORM WATER	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
5006	HEXEIS METERING	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
5007	BOLLARDS & LIGHT POLES	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
5008	METERING	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
RE01	REVENUE	0	0	0	0	0	0	0	0	0	0	0	0	**0**	0	0	0	0
Total		**1,615**	**0**	**82**	**1,697**	**1,723**	**-26**	**136,456**	**119,124**			**24**		**1,872**	**120,996**	**1,747**	**15,460**	**-50**

CVR - CVR Print - 020/20S3888/0007

FREDON Queensland

Contract: 20S3888 QAS Southport

CVR: 0007 JUN 18 (30/06/18) Incomplete

View: WBS - Non-Labour

WBS details		Budget				Actuals				Forecast			
WBS Code	Description	Initial	Pending	Approved	Current	$ TD	Accruals	Committed $	Total Cost	To Go	To Go	Cost At Completion	Variance
0101	PREMLIMS	14,930	0	0	14,930	289	0	0	289	0	2,000	2,289	12,641
0205	SITE MANAGER/ SUPERVISOR	0	0	0	0	228	0	0	228	0	0	228	-228
0400	UNDERGROUNDS	5,500	0	0	5,500	28,203	9,535	0	37,738	0	900	38,638	-33,138
0500	TRAY AND CONDUIT SUPPLY	2,500	0	0	2,500	8,088	1,191	560	9,839	0	0	9,839	-7,339
1001	MAIN WORKS	0	0	0	0	87,153	0	4,134	91,287	0	0	91,287	-91,287
1100	DB'S (SUPPLY & INSTALL)	44,240	0	9,053	53,293	24,703	0	0	24,703	0	0	24,703	28,590
1101	SUBMAINS	27,200	0	4,081	31,281	39,451	502	957	40,910	0	0	40,910	-9,629
1300	LIGHTNING PROTECTION	17,600	0	0	17,600	0	0	0	0	0	0	0	17,600
2900	GENERATOR	112,500	0	0	112,500	119,572	0	0	119,572	0	0	119,572	-7,072
3400	ASBESTOS MANAGEMENT PC SUM	8,700	0	0	8,700	0	0	0	0	0	0	0	8,700
5001	PHASE ROTATION METERS	0	0	1,200	1,200	0	0	0	0	0	0	0	1,200
5002	MICRO LOGIC BREAKERS	0	0	19,981	19,981	0	0	0	0	0	0	0	19,981
5003	MOBILE GENERATOR	0	0	12,000	12,000	11,866	0	10,966	22,832	0	0	22,832	-10,832
5004	BROKEN WATER PIPE	0	0	2,500	2,500	0	0	0	0	0	0	0	2,500
5005	BLOCKED STORM WATER	0	0	2,230	2,230	0	0	0	0	0	0	0	2,230
5006	HEXEIS METERING	0	0	0	0	0	0	0	0	0	0	0	0
5007	BOLLARDS & LIGHT POLES	0	0	6,300	6,300	0	0	5,420	5,420	0	0	5,420	880
5008	METERING	0	0	0	0	0	0	0	0	0	0	0	0
RE01	REVENUE	0	0	0	0	0	0	0	0	0	0	0	0
Total		**233,170**	**0**	**57,345**	**290,515**	**319,553**	**11,228**	**22,037**	**352,818**	**0**	**2,900**	**355,718**	**-65,203**

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Monthly Reporting

QAS 20S3890

Month End august

1	CVR	☑	(A)
2	Project Cash Flow	☑	
3	Labour Projection	☑	
4	Risk and Reward Register	☐	
5	Programme Statused	☐	(A)
6	LAR Summary	☐	(A)
7	Safety Commitment Register	☐	
8	WIP Review	☐	(R)
9	Procurement Schedule	☐	
10	Sample Register	☐	
11	Variation Register	☐	(A)
12	Contract Summary	☐	
13	Design Programme Report	☐	
14	Commissioning, QA, As Built	☐	
15	Subcontractors Risk & Performance	☐	
17	Core Values	☐	
		☐	

(A) Attachment *(R) Review*

CVR Summary

Original Contract Value	$417,561.00	Current Contract Value	$474,905.00
Tender Margin	18.00%	Total tendered hours	1615
Tendered material budget	$ 224,470	Total variation hours	20
Tendered budgeted labour	$ 129,810		
Current Margin	5.60%	Margin Movement	-12%
Forecast Hours to Go	200	Forecast Materials to Go	
Draft WIP Amount		Percentage Complete	92%
Gross Margin Recognised Change	$26,193.20		
Approved Variations	$57,344.00	Project Contingency Material	$ 7,000.00
Unapproved Variations	$0.00	Project Contingency Labour	40.00
Provisions for Variations Taken Up	$0.00		

Safety

Near Miss	0		
MTI Incident	0	LTI Incident	0

Risk and Reward

Risk Position prior to Mitigation	**-$ 150,000.00**
Risk Position After Mitigation	$ -

Comments:

Project Manager: Sarah Conley **Direct Report:** Adam Stuart

Site Managers: Paul O'Brien

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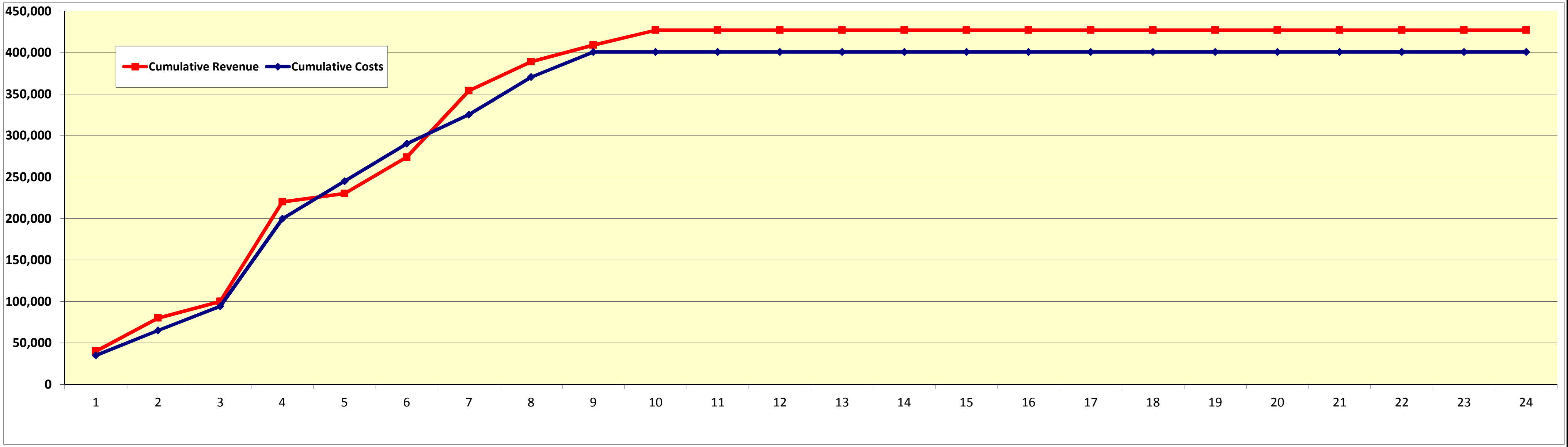
PROJECT CASH FLOW STATEMENT

QAS 20S3890

Contract Value	$	417,561.00	Material	$224,470.00	22/09/19
APP. Vos	$	50,374.00	Labour	$129,810.00	
Adj. CV	$	467,935.00	Current m	5.60%	
Claimed	$	426,970.00			
Remaining	$	40,965.00	$	386,005.00	

Month 1 **15/07/2018**

in $	January	february	March	April	May	June	July	August	September	October	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	Month Ending	
Revenue																									
. Monthly	*40,000*	*40,000*	*20,000*	*120,000*	*10,000*	*44,000*	*80,000*	*35,000*	*20,000*	*17,970*															
. Cumulative	40,000	80,000	100,000	220,000	230,000	274,000	354,000	389,000	409,000	426,970	426,970	426,970	426,970	426,970	426,970	426,970	426,970	426,970	426,970	426,970	426,970	426,970	426,970	426,970	
Costs																									
. Monthly Material	*3,000*	*10,000*	*10,000*	*100,000*	*30,000*	*30,000*	*20,000*	*30,000*	*15,000*																*248,000*
. Labour	*31,838*	*20,196*	*19,008*	*5,702*	*15,206*	*15,206*	*15,206*	*15,206*	*15,206*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*			*152,777*
. Cumulative	34,838	65,034	94,042	199,745	244,951	290,158	325,364	370,570	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	400,777	
Project's cash position	**5,162**	**14,966**	**5,958**	**20,255**	**-14,951**	**-16,158**	**28,636**	**18,430**	**8,223**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	**26,193**	
																							Material left	$26,844.00	
																							Labour left	*-22,966.8*	



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Project Labour Projection

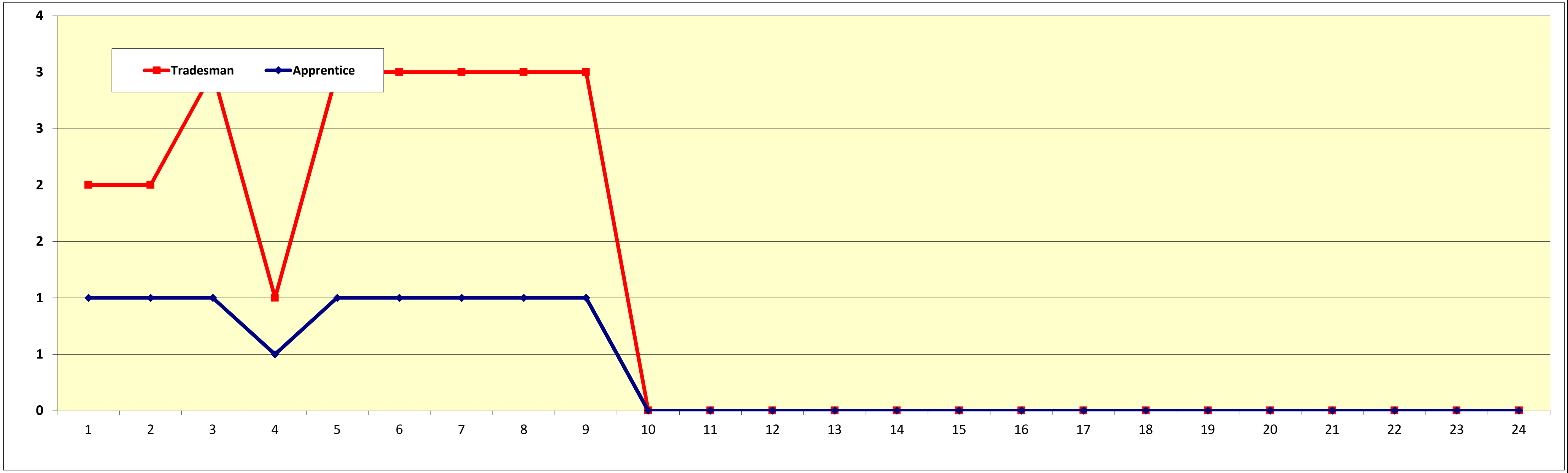
QAS 20S3890

Weekly Indirect Hours	20.0%

Week 1

Total Hours	1,615.00	Budgeted Hours	1615
Total Program Weeks	20.00	Variation Hours	82
Average Hours/ Week	80.75	Total Hrs	1697
Average Men/ Week	2.243055556	Hrs Used to date	467.5

	Month																							
	january	february	march	april	may	june	july	august	september		11	12	13	14	15	16	17	18	19	20	21	22	23	
Tradesman																								
Qty Tradesmen	*2*	*2*	*3*	*1*	*3*	*3*	*3*	*3*	*3*															
Hours	295	173	160	40	120	120	120	120	120	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Apprentice																								
Qty Apprentice	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*															
Hours	40	40	40	20	40	40	40	40	40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Men	**3**	**3**	**4**	**2**	**4**	**4**	**4**	**4**	**4**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
																								Forecast to go
Total Hours	*335.0*	*212.5*	*200.0*	*60.0*	*160.0*	*160.0*	*160.0*	*160.0*	*160.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*89.5*
Total Cost Labour	$ 31,838	$ 20,196	$ 19,008	$ 5,702	$ 15,206	$ 15,206	$ 15,206	$ 15,206	$ 15,206	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	*$152,776.80*
Project Hourly Rate	**$ 95.04**																							



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Lessons Learned Report: **QAS Southport**

Project Manager: Paul O'Brien Date: 16 September 2019

Release: 1

Date: 13 September 2019

Author: Sarah Conley

The information provided within this report is for the purpose of learning which should be seen as an opportunity for all sides of the business

Table of Contents

1 Overview

The Lessons Learned report is created for the purpose of recording and sharing lessons learned to:

- Avoid making the same mistakes
- Improving on current delivery standards by adopting proven good practice
- Responding to changes in the Project Management environment including new priorities, initiatives and strategies
- Contributing to organisational growth and maturity by effecting long term improvements in the way an organisation embeds and shares Project Management best practice.

2 Project scope

Fredon estimating team negotiated and were formally awarded the project on 1st December 2017.

The QAS Southport facility (generally abbreviated to QAS), is a 24/7/365 operational 000 emergency command and ambulance station. The ability to have reliable backup infrastructure is imperative to the operational functions of the facility. This upgrade was to ensure that reliable backup contingencies are in place. The intention was to have the project completed prior to the Commonwealth Games in March 2018.

3 Project Commercial summary

Contract (tendered)		**Contract report (July 2018)**		**Differential**
Value	$417,561	Value	$484,058	+$66,497
Margin **15%**	$62,634	Margin **3.55%**	$ 17,198	-$45,436
Project labour $	$129,800	Project labour used $	$121,196	+$8,604
Project labour Hrs	1,615 Hrs	Project labour Hrs used	1,738 Hrs	41 Hrs
		Variation hours.	82 Hrs	
Labour gang rate	$65.00		$70.00	$5.00
Project duration	16 weeks	Actual duration	29 weeks	+ 13 weeks

4 Could Do Better

The below are findings / observations which presented during the project journey.

Whilst in most project scenarios there is generally a pendulum effect (risks v opportunities) which ultimately find a point of balance.

ID	Subject	Issue	Actual Impact	Next time
1	CONTRACT	Contract was issued Dec 2017. The Project Manager (PM) was not placed on the project until the end of January 2018. Another PM had been given the project to start however he was due to go on paternity leave	Delayed start in the project meant that essential items were not covered, resulting in a temporary measure being constructed to allow for Comm Games period.	Allocate a PM at project commencement that is able to commence the project when required. If removing from another project ensure contingencies are in place to cover the other project.
2	PROJECT TIME FRAME	The initial project period was 16 weeks. The PM was allocated with approx. 6 weeks left to go prior to the lock out period.	No undergrounds had occurred No Energex connection No paperwork had been completed No metering done or organised No property pole No consultation with lightning protection	If a PM is unable to start on the project, allocated another resource to commence essential items. Energex connections required approx. 12 week lead time.
3	SWITCHBOARDS	Initial PM placed the order for switchboards, however no approvals had been given, or manufacturing had commenced. Second PM had to follow up	PM had to accelerate the switchboard builder, at additional cost to enable weekend work.	If a PM is unable to start on the project, allocated another resource to commence essential items, and monitor until handover to permanent PM
4	ENERGEX	Consultant had stated they had organised Energex to help out. No contact was made with Energex until PM commenced on the project. Energex contact was given during the kick off meeting with estimator and initial PM.	Energex lead time is approx. 12 weeks, which resulted in no permanent connection and Fredon failed to meet the Comm Games cut off.	If a PM is unable to start on the project, allocated another resource to commence essential items, and monitor until handover to permanent PM
5	PLAN B OPTION	Due to not meeting deadlines because of the above. Labour and material had to be used in order to give QAS a plan "B" option. Which gave them their N+1 backup for the Comm Games.	PM designed and reused parts of the current system in order to re-route the generators in a way that achieved this goal with what QAS had on site	If a PM is unable to start on the project, allocated another resource to commence essential items, and monitor until handover to permanent PM
6	POST COMM GAMES	Work recommenced after the Comm Games lock out period	As there was no longer a push for works to be completed, minor hurdles and cut overs would regularly be pushed back resulting in extra time required. To avoid lost time workers were allowed to take RDOs and annual leave, or sent to other sites.	Complete works in initial timeframe.
13	DESIGN	The project was supposed to have a Discrimination study done before the boards where built. This was done based on consultant's design which was found to be flawed. The Discrimination study as per contract was meant to be done 1 week after	This held up switchboard manufacture and Energex as the project was unable to confirm site supply requirements	If a PM is unable to start on the project, allocated another resource to commence essential items, and monitor until handover to permanent PM

ID	Subject	Issue	Actual Impact	Next time
		contract issue. It wasn't done until February.		
14	TRENCHING	The trenching budget was $4,000 material plus 40 hours approx. Vac trucks were required to be used (in contract due to asbestos contamination in soil)	Actual cost came to $35,000-$40,000 plus 160 hours for spotters and supervision	Estimator to confirm trenching requirements before assuming excavators are acceptable
15	METERING	The metering allowed for was EDMI which was below specified and not an adequate equivalent.	The metering allowed for was EDMI which was below specified and not an adequate equivalent.	Estimating checklist of all specified materials to be completed during tender phase
16	LOAD BANK	There was meant to be two load banks on the project. Only one was picked up on the tender.	Each load back was $16,000, this resulted in a short fall in the budget	There was meant to be two load banks on the project. Only one was picked up on the tender.

5 What we must do better

- Tendering - Scope needs to be understood in its entirety – inclusive of any existing site conditions, builders' safety requirements, make good requirement, external provider timeframes and client programming restrictions.
- More efficiently allocate appropriate management to the Project on award, to ensure fast moving deadlines are met.

The information provided within this report is for the purpose of learning which should be seen as an opportunity for all sides of the business.