

ASG MOWING

AYBEE WORK CAMP CONTRACT

Contract Progress Report

Aybee Work Camp
Crocodile Road, Timbuktoo, QLD

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This document is Version 1 of the Project Review & Evaluation Report for the Aybee Work Camp Contract.
This document is authorised for release once all signatures have been obtained.

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1 Executive Summary

1.1 Background

The scope of this contract includes:

- Provision of landscaping design and construction for the eastern area within the Aybee Work Camp
- Provision of lawn maintenance
- Provision of tree pruning along Siganto Drive and Koala Way
- Operation of the on site car wash facility

1.2 Assumptions

The following assumptions have been made in the development of this report:

1.3 Summary of Findings

The summary of findings is as follows:

- The project on a whole has been successful. The only over-run in the works schedule was due to equipment failure outside of our control.
- To date the project is \$2500 under budget, and forecast to remain that way to project completion.
- The project is 2 weeks ahead of schedule due to the Landscape Architect submitting the designs a week early.
- *There has been one case of inappropriate behaviour that resulted in a written warning being issued to the worker.*

1.4 Recommendations

- IT to investigate connectivity solution for remote projects, and acquire and install such a solution for this project.
- Purchase a software solution like MS Project for all future projects.
- Build QA milestones into the works schedule.
- Provide a greater level of focus into the resolution of corrective actions.

2 Introduction

2.1 Background to the Provision of Services to Site

ASG Mowing has been contracted by the Aybee Work Camp for a period of 2 years to provide the following services:

- Strategies to ensure compliance with relevant legislative obligations
- Management of deadlines and timeframes
- Cost estimation and budgeting
- Process for planning and scheduling work activities
- Process for the execution and coordination of work activities

The Aybee Work Camp is located 15km west of Buderim and provides accommodation facilities for the nearby Krakatoa Copper Mine. The work camp consists of 500 rooms, a cafeteria, gym, tennis court and on site car wash.

2.2 Contract Review

This contract review has been completed through:

- Review of weekly project meeting minutes
- Review of incident and hazard reports
- Review of site inspection
- Review of communications and feedback from the client

3 Management Plan Documentation

3.1 Execution of the Plan

Landscape Construction

The construction of the landscaped area has been completed, and points to note include:

- The landscape materials supplier delivered 50 cubic meters more topsoil than we were charged for. This material was used to top-dress the rest of the grassed area. The client was very pleased with this as it was something they wanted to have done but hadn't been planned
- The total cost for this work came in under budget due to the landscape supplier having an excess of old stock that they sold for a discounted price
- The Landscape Architect submitted the plans a week early, which means the construction works could commence a week earlier.
- This part of the contract was completed a week before the deadline

Lawn Maintenance

The mowing and whipper snipping of the grassed areas has been completed in accordance with the site schedule. No further points to note.

Tree Pruning along Siganto Drive and Koala Way

This work has been completed, with the following points to note:

- The Elevated Work Platform (EWP) that was delivered for the works suffered a hydraulic failure and was required to be taken off site. A replacement EWP was delivered 2 days later.
- This part of the contract was 2 days late, due to the failure of the EWP and the late delivery of the replacement unit

Operation of the Car Wash

We have been experiencing problems with the car wash, which are due to the poor design of the pump and water line assembly. This causes the hose to regularly disconnect from the pump due to the pressure in the line, which then causes the pump to run dry. One pump has been burnt out from this due to running dry. We have made the client aware of this, and they are arranging for a car wash specialist to attend to site and rectify the defect.

3.2 Maintenance of Site Records

All site records have been uploaded into the Project Shared Drive filing system. We regularly experience connectivity issues with the link to the corporate server failing; this is occurring daily which results in delays in uploading the documents and also causes a significant amount of frustration.

We have contacted IT and have requested their assistance to identify the problem and fix it.

4 Site Management

4.1 Planning and Scoping

Planning and scoping of the contract requirements occurred prior to project commencement and has included:

- Contract development workshops held that have included key internal and external stakeholders
- A review of client requirements by the ASG Mowing Safety Manager, Planner and Regional Manager to ensure inclusion into the project plan

The formulation of the contract was a relatively smooth process. The client's project requirements are very similar to those that ASG Mowing use regularly. The contract development workshop was a worthwhile exercise and many good ideas and discussion came out of it.

The planning and scoping aspects have been included in the Project Plan.

4.2 Stakeholder Management

The process used to manage stakeholders has included:

- Identification of both internal and external stakeholders. Both the client and the Works Supervisor held meetings with their organisations to determine who would be involved in the project.

The key stakeholders for this project have been defined below:

Name	Role	Organisation	Contact details
Jim Hopefull	Works Supervisor	ASG Mowing	0400 123 456
Bob Cartright	Contract Administrator	ASG Mowing	0400 456 123
Tim Noble	Camp Manager	Aybee Work Camp	07 3333 3333
Ray Kay	Operator	ASG Mowing	0444 987 654
Sally Field	Operator	ASG Mowing	0400 444 444
Robert Tree	Landscape Architect	Awesome Landscapes	07 3214 5678

The stakeholders have been grouped as follows:

Stakeholders for weekly project review meetings include:

- Jim Hopefull
- Bob Cartright
- Tim Noble
- Ray Kay
- Sally Field
- Robert Tree

Stakeholders for pre-start meetings and toolbox talk meetings include:

- Jim Hopefull
- Ray Kay
- Sally Field

The process to manage stakeholders has been successful to date.

4.3 Risk Management

A Project Risk Workshop was conducted prior to project commencement and included all internal and external key stakeholders as detailed above.

The key risks on this project and their controls have been detailed below:

Risk	Control
Vehicle interaction causing injury or damage	10m exclusion zone between vehicles to vehicle and vehicle to person on ground while in operation. Where it is needed to go within that zone, positive communication must be established between the operators and 1 machine stopped.
Manual handling injuries	Team lifts, mechanical lifting aids, correct lifting technique
Lack of supervision resulting in injuries	Works Supervisor to be on site whenever workers are on site. Works Supervisor to be heavily involved in the development of JSAs and SWMS
Dangerous good loss to ground or water	Dangerous goods to be transported, stored and handled in accordance with AS1940
Physical handling of items resulting in hand injuries	Gloves to be worn for all tasks requiring physical handling, lifting or carrying

For physical undertaking of work activities, the following risk management tools are being used effectively to date:

- Take 5 pre-task hazard identification tool
- Job Step Analysis (JSA)
- Safe Work Method Statements (SWMS)

The implementation of the JSA process has required ongoing coaching of site personnel to ensure these are of high quality.

4.4 Issues Management

Issues management has been managed using a Corrective Actions Register, which contains all the corrective actions that have been required to be implemented on the project. These corrective actions have come from incident reports, hazard reports, weekly project meetings, pre-start meetings, and inspections and audits.

There are currently 12 outstanding and overdue corrective actions, 2 of which have been ranked as high risk.

A greater level of focus needs to be applied by the project team in resolving outstanding corrective actions.

4.5 Resource Management

4.5.1 Budget

The budgeted amount for the provision of services under the contract is \$245 000, of which \$50 000 is for the purchase of equipment, \$100 000 is for the maintenance of lawns, \$50 000 is for landscaping design and construction, and \$45 000 is for tree pruning.

The budget for the purchase of equipment is current has been met, and no further spend is foreseen.

Due to the 2-day delay on the tree pruning, the budget for the tree pruning has been exceeded by \$2500.

The budget for lawn maintenance is currently on track, with the cost to date being \$46500.

The budget for the landscape design came in \$5000 cheaper than the original quote and was delivered 1 week earlier than scheduled, and the construction costs are on track to be met.

In total it is forecast that by end of project the budget will be under by \$2500

4.5.2 Human Resources

The initial allocation of human resources was as follows:

Role	Competencies	Number of	Roster
Works Supervisor	RI!ABC Construction Leadership Qld HR licence RIIXYZ Operation of a Skid Steer Loader RIICHA Operation of a chainsaw RIILAN Conduct Landscaping activities Project Induction	1	Monday to Saturday 10hr days
Contract Administrator	Project Induction	1	Monday to Friday 10hr days
Operator	Qld HR licence RIIXYZ Operation of a Skid Steer Loader RIICHA Operation of a chainsaw Project Induction	2	Monday to Saturday 10hr days

There has been one instance of inappropriate behaviour between male and female workers, which resulted in a written warning being given to the worker who was behaving in such a way. This has been filed in the HR section of the Project Shared Drive.

4.5.3 Physical

The initial allocation of plant and equipment has not required any change. The project administration is operating out of a spare office that the client had available and this is working well.

4.6 Quality Management

As this project is not complicated or complex, a simple approach was taken around quality management. The key processes for the project consist of:

- Site inspections conducted by the client and the Works Supervisor
- Sign off by the client on the weekly progress report
- Review of work orders and sign off by the client prior to claim payment

Milestones throughout the project should have been identified and built into the project schedule for Quality Assurance activities. These will be added and key stakeholders will be given training in how it is to work.

4.7 Status Reporting

The status reporting mechanisms for the project have included:

- Weekly review of site performance against this plan and the works schedule
- Weekly review of inspections and audits that have been completed
- Updating of the works schedule where required
- Weekly and monthly reporting to both Head Office and the client
- Reviewing performance against the quality assurance requirements for the project

The tools used for tracking performance of the project have included:

- The works schedule
- Inspection checklists
- Audit checklists
- Weekly and monthly report templates

It has been a challenge using the paper based works schedule, and investigations should be made into using a program like Microsoft Project to make scheduling work more comprehensive and easier to update.

4.8 Evaluation

The process used to evaluate the project have included:

- Weekly project review meetings that have involved the client. Any concerns around meeting the contract requirements are highlighted in these meetings so that measures can be put in place to rectify the situation
- Regular review of inspection and audit reports
- Weekly review of the budget

5 Lessons Learned

5.1 What Worked Well?

Many aspects of this project have been very successful including:

- The initial Project Risk Workshop and the development of the risk register. There was excellent participation from the project team, the Landscape Architect and the client. This process enabled the project to place strong focus on those risks that were considered critical or high.

- The initial allocation of human resources was appropriate and has allowed the project to remain substantially on track.
- The initial allocation of plant and equipment has been adequate and no further plant or equipment has been required except for the EWP and chipper trailer which needed to be hired anyway.

5.2 What could be improved?

A number of issues have been identified over the project that could be improved including:

- Projects like this that are not able to physically connect to the ASG Mowing servers need to be allocated sufficient connectivity solutions so as not to cause loss of connectivity and subsequent delays and frustrations in the uploading of data and documents to the ASG Mowing servers. The IT Department should investigate suitable options to rectify this situation for all remote projects in the future, as well as for this project.
- A modern project management software solution like Microsoft Office should be purchased to use corporately
- There is a need to build quality assurance activities into the works schedule and establish milestones. This needs to be reflected in the ASG Mowing corporate procedure
- The resolution of corrective actions requires greater focus and time spent on this
- The paper based works schedule is outdated and there should be a move to a software solution like MS Project

6 Conclusions

The project on a whole has been successful. The only over-run in the works schedule was due to equipment failure outside of our control.

To date the project is \$2500 under budget, and forecast to remain that way to project completion..

The project is 2 weeks ahead of schedule due to the Landscape Architect submitting the designs a week early.

7 Summary of Recommendations

- IT to investigate connectivity solution for remote projects, and acquire and install such a solution for this project
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