

Phase 1 : Project Assessment

The initial stage, Project Assessment, is an excellent opportunity to check that the optimism of design meets the ambition of the owner and that build times and budgets are realistic. This is also the time to ensure that all of the proper checks and balances are in place to ensure that the build or refit is a success.

Applying organised, methodical, tried and tested project management techniques to the situation at the shipyard, the report will cover the consistency of the planning and systems (or lack of them) to date.

The report will be a snapshot, both good and bad, of what is found.

The report may well highlight some or all of the following:

- Poor project brief
- Various basic aspects of the project planning have not been considered
- Ineffective project costings and cash flow forecasting
- Project plan does not have sufficient detail to be tracked effectively
- There is insufficient Risk Management to be able to identify and track key tasks and dependencies
- Management structure has inbuilt stresses which will cause problems
- Insufficient budget to allow for a good management structure
- Insufficient contingency plans have been made
- It is clear that the proposed total for the project is insufficient, resulting in expected cash flow problems or end of 'project contributions' being required.
- Owners/designers/stakeholders have been over optimistic with the business case, or not in fact produced a proper business case.
- Poor configuration between the specification, planning and total budget.

There will be an element of addressing issues on site, as it gets those at the shipyard on board with what is happening and educating them. The intention is to create an environment in which there is a certainty that what is intended can in fact be delivered.

Those on site should, however, be under no illusion that this will, in effect, be an audit on behalf of those who have a financial interest, to ensure that the management and planning is sufficiently robust, flexible, organised and detailed. There will be large sums of money involved, so this will involve probing questions and investigations of facts, figures, work involved and procedures. I will need to be satisfied with what I find, so that I can make recommendations to those who have a financial interest.

A set of recommendations and requirements will be prepared.

- Requirements will be those basic flaws that, without being remedied, mean that there is a high risk of the Build/Refit becoming inefficient, or even failing.
- Recommendations are those matters that are based on good practice and principles, and whilst not carrying them out may not risk the project, it will add to its smooth running.

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Where it is appropriate, the requirements and recommendations will be discussed with those on site. With the time available, the intention is to highlight the issues that exist. It will however be what is wrong, rather than a how to fix it approach.

How long will it last?

Subject to a good reception, an assessment of the systems should take 3 days on site; a report and recommendations should follow some 7 days later.

Itinerary

A meeting will be arranged with all concerned before leaving the UK. The full bundle of documents that have been prepared to date will need to be available. These should include plans, designs, the brief and business plan, cash flow, project total costings, specifications, project schedules, project structure, and issues affecting the project

Day 1 on site

- Introduction, presentation, set itinerary and effectively getting Yard Management on board. Photo log of the Yard or build to date
- Establish company structure in the form of a flow diagram showing job titles and responsibilities.
- Clarify that the existing brief is understood by the yard and establish their approach to it.
- Check the risk management and contingency planning.

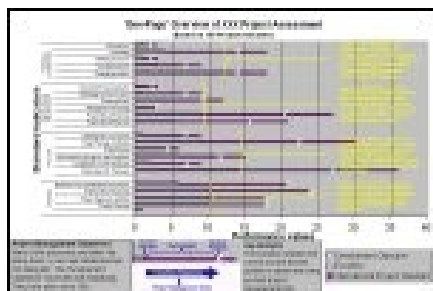
Day 2 on site

- Identify what sort of project planning has been carried out.
- Look at the specification in relation to the planning and resources available. Check that there is consistency to ensure that what is desired is planned for and can be delivered with the resources available.

Day 3 on site

- Look at the total budget situation and ensure that it is adequate
- Compare the total budget with the specification, planning schedule, suppliers/contractors to check the cash flow forecast is realistic.
- Discuss and Advise on the project management structure recommendations and requirements that I will be making.

A de-briefing with the beneficial owner or interested parties following submission of the 'Project Assessment Report, Recommendations and Photo Log'



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