Managing a Merger: Process Improvement with Exceptional Asset Management

Phil Duggan, Project Manager, Sunshine Coast Regional Council

Meet the people who can help
advance your infrastructure

Managing a Merger: Process Improvement with Exceptional Asset Management

- Project Outline

- Where and What Are We?

- Local Government and Water Reforms

- Drivers, Objectives and Vision

- Project Challenges

- Implementation

- Features

- Questions?

Sunshine Coast Regional Council
Where Are We?

- Approx 100 km north of Brisbane, Qld, Australia
- Approx 3100 square kilometres

SUNSHINE COAST

PulseANZ 2010

advance your infrastructure
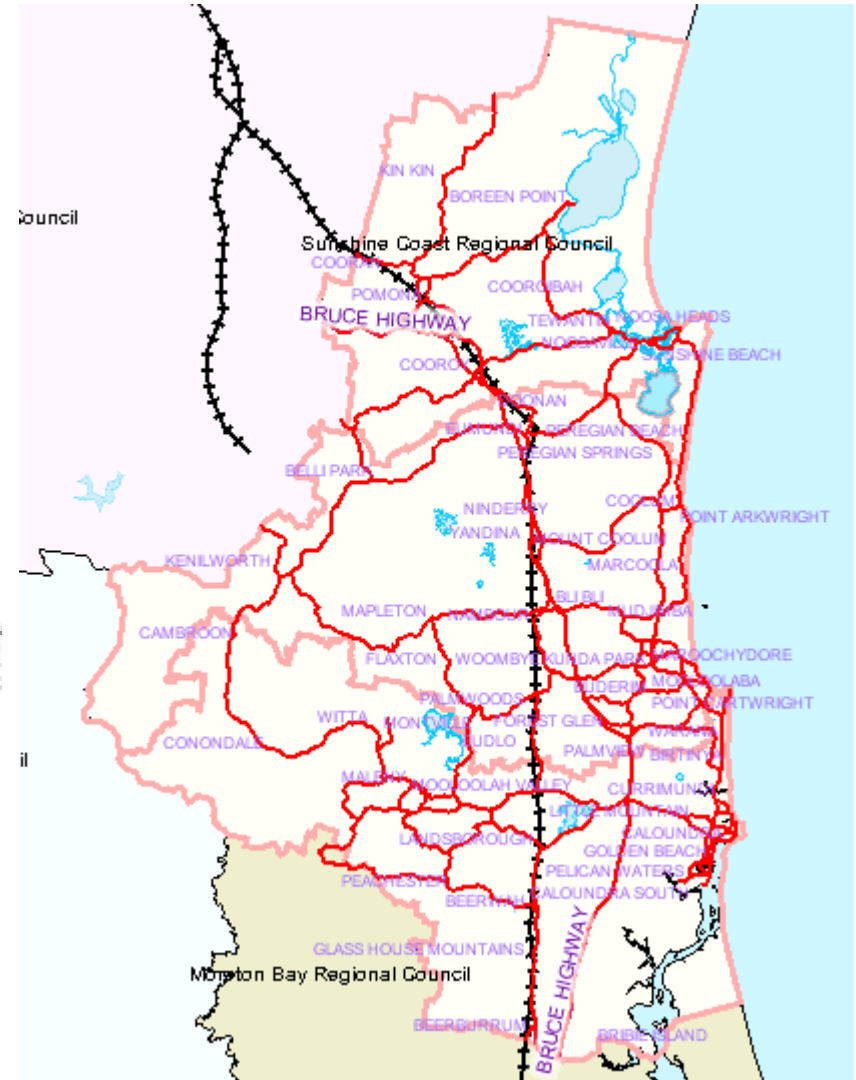
Sunshine Coast Regional Council

Renowned for weather, climate, beaches, mountains…

Sunshine Coast Regional Council
Renowned for …

… rainforests, rivers, and wildlife …

About Sunshine Coast Regional Council

- Key Statistics
  - Approx 2500 staff
  - Formed in March 2008 by the amalgamation of three Councils under State Government legislation
  - Responsibilities:
    - Planning and Development
    - Community Services, Regulatory Services
    - Roads and Drainage
    - Buildings & Facilities
    - Parks and Gardens, Bushland and Environmental Reserves
    - Water and Sewage Distribution (through Sunshine Coast Water) until 1 July 2010

About Sunshine Coast Water

- Responsible for Water/Sewage
- A business unit of SCRC
- Approx 450 staff
- 140 crews
- 2400 km water network
- 2500 km Sewer network
- Three water businesses into one

Gympie Regional Council

Somerset Regional Council

Sunshine Coast Regional Council

Coral Sea

Moreton Bay Regional Council

Copyright © Sunshine Coast Regional Council
0 ——— 11840m
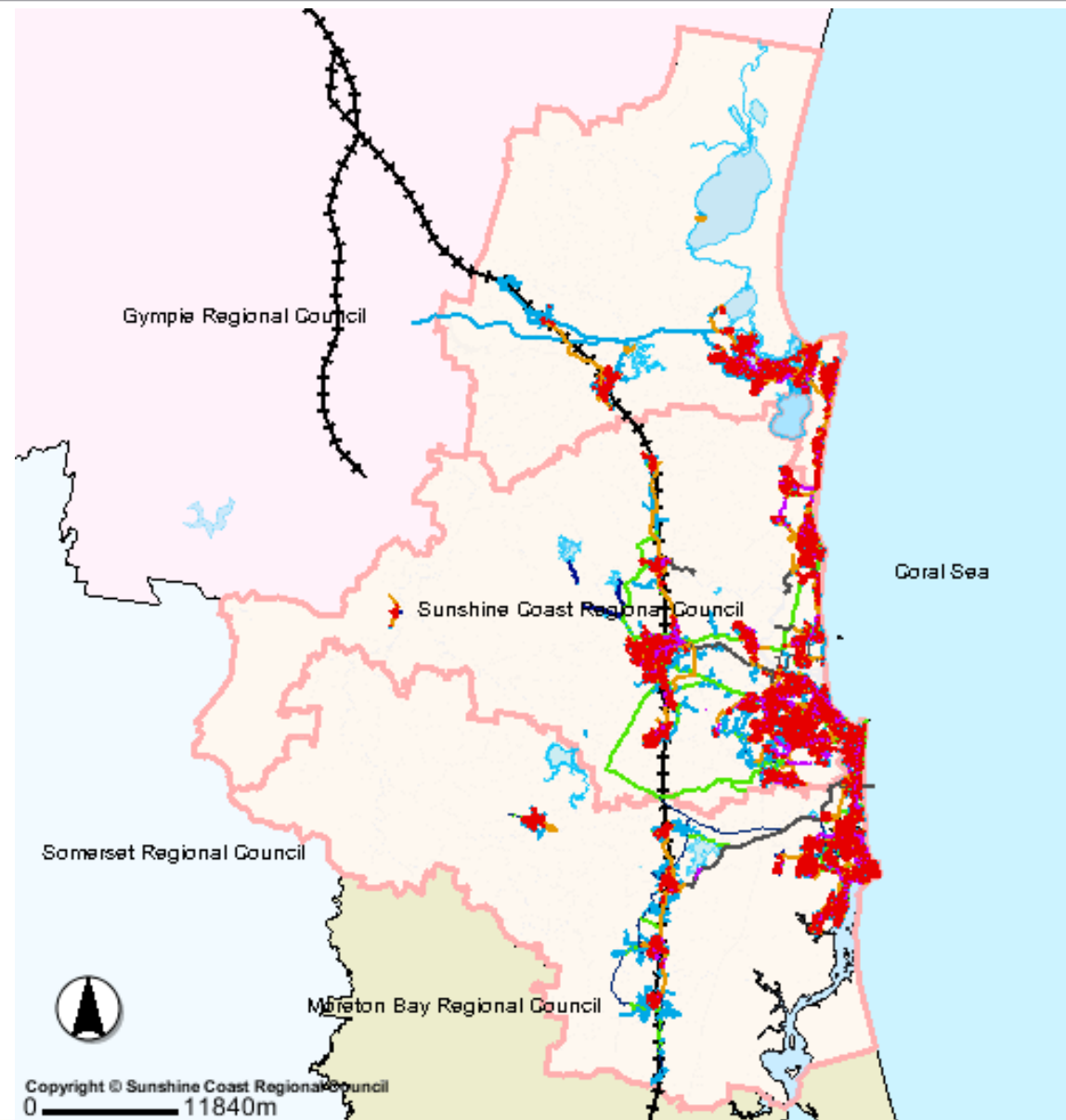
Local Govt Reform

- Queensland Government Legislation to:
  - Improve regional financial sustainability
  - Respond to growth, changes to rural economic industries
  - Improve responsibility, coordination and accountability

- Consolidation of all operations for:
  - Noosa Shire
  - Maroochy Shire
  - Caloundra City

- Sunshine Coast Water formed

SEQ Water Reform

- Legislative Changes 2008 - 2010
  - improved regional coordination and management of water supplies
  - a clearer responsibility and accountability framework
  - consistent levels of service
  - improved water supply security
  - improved asset management regimes

- SEQ Water Structure
  - Bulk Source and Treatment
  - Manufactured Water
  - Bulk Transport
  - Water Grid Manager
  - Distribution/Retail (Unitywater + 2)

SCRC Consolidation Activities

- 2008 – now …

- Transition and Consolidation team working in SCRC to consolidate:
  - Networks, SOE's, Phones, Drives, Email, Testing environments, hardware architecture, archiving
  - Systems
    - Rates, Land, Applications, Customer Service, Invoicing
    - Financials
    - Payroll
    - Works Management
    - Mapping
    - EDRMS
  - User Migration

SCRC Process Impacts

- Business areas wanted their own solutions implemented NOW

- System dependencies and processes restricted potential to move

- SCW needed to develop/prioritise its own business system solution

SCW Business Drivers for consolidating AMS

- Consolidate, consolidate, consolidate!!
- Provide an environment supporting consolidated business processes.
- Needed knowledge of their expanded business ASAP (from 1/7), particularly operationally.
- Understand their asset base.
- Agile development environment required.

Consolidation Objectives

- One Asset Register
- Consolidated Works Management
- Field data entry to remove duplication
- Consolidated Customer Service system

Vision

- From Director down – one system required – ASAP!
- Consistent and complete data required
- Platform to be incrementally built
- Focus was probably more on operational support and business performance

"With the three councils amalgamating, it was essential to find a common platform to unify processes …"

Gary Sabburg
Manager Operations
Sunshine Coast Water

Project Team

- SCRC
  - SCW Operations Reform Coordinator
  - SCW Accountant
  - Project Manager
  - 3 x Asset Analysts
  - Business Analyst
  - + Payroll, Stores, Finance, Fleet, Customer Service staff as required
- Vendor
  - Clarita Solutions
  - IBM

Selection Process

- Review of neighbouring implementation at Redland City
- Needed to support 24/7 operation
- Must meet current and future needs
- Must be easy to use
- Must be adaptable and configurable to "future proof" the selection
- Maximo 7 EAM selected as the platform of choice

Project Challenges

- Timeframe - 3 months

- Organisational change due to merger

- Field staff computer literacy

- Interpretation of multiple pay awards including overtime and allowances

- Data consolidation
  - 250,000 passive (gis) assets
  - 20,000 active assets

- Mobile enablement

Project Challenges (cont)

- Procurement of hardware
- Business process changes
- Training and support of 100 field crews
- Integration with Payroll via Maximo Timesheets
- Financial and Payroll systems yet to be implemented

Implementation

- Maximo 7 would need to be able to adapt to changes quickly.
- New business was organic with many changes being made as it matured
  - Role of Network Operations
  - Restrictions (person groups)
  - Job Costing model
  - Fleet approach
  - Timesheeting
  - Assignment – Crews
  - Status change processes
  - SWIM reporting
  - Proclaim CRM vs Maximo Service Request

Meet the people who can help
advance your infrastructure

Implementation

- Maximo SR implemented "overnight"
- Web application easy to deploy across 3 separate domains
- Training
- SSIS integrations and Web Services
- Go Live process must be timely

Changed processes for Day 1

- Consolidated AMS (Business) System
  - Consolidated Finance system
  - Consolidated Payroll system (aggregated data entry)
  - Separated Stores environment
  - Consolidated CSR system
  - Fleet – standard plant oncosted
- Centralised works management and dispatch to field
- Field single point of data entry
- Payroll claims in Maximo
- Full financials visible in Maximo

Implementation Partnership

- Good support from Business Partner and IBM
- Memory leak with Maximo 7114 in virtual environment
- Clarita Solutions logged PMR with IBM
- IBM sent WebSphere specialist
- Resolved with 7115

Implementation

"The role-out of the Maximo 7 implementation was quick, there was a short deadline for whatever software product was selected for the amalgamation of the three Council's water and waste services"

Gary Sabburg
Manager Operations
Sunshine Coast Water

PulseANZ 2010

Features

- Consolidated platform for Asset and Works Management
- Visibility of field crews enabling rapid deployment for critical service requests
- Near real time full job costing
- Inefficient processes can be identified
- Meet KPI reporting requirements proactively
- Improved Incident Management

Features

- Live KPI dashboard – improved awareness
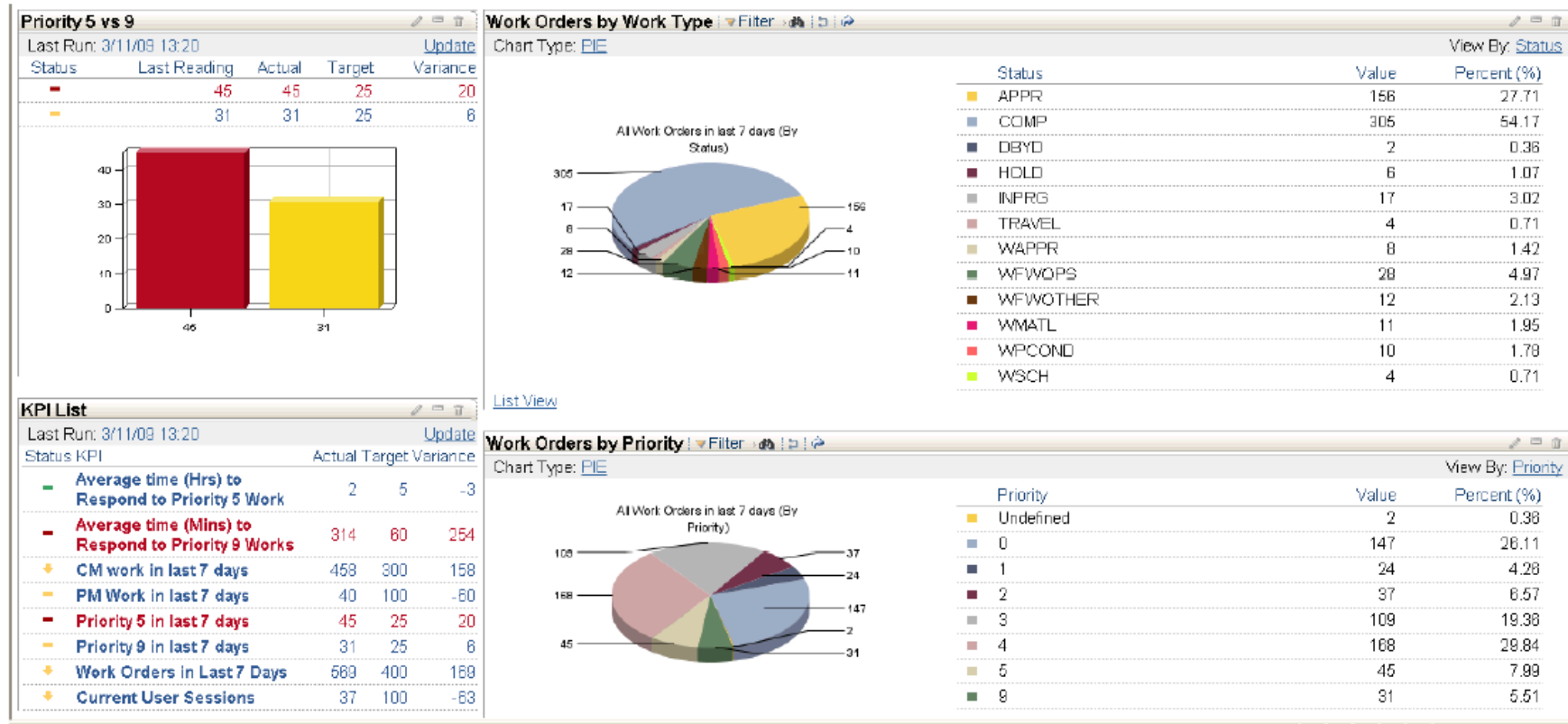
Key Performance Indicators Dashboard

Products – Timesheet sample

Sunshine Coast Regional Council

Fortnightly Timesheet Report

Payroll No: **Name:**   **Period:** 19-07-2010 - 25-07-2010

Approved Labour Entries

Code	Description	Hours/Units	Higher Duties	Pay Run
0	Meetings - Hrs (actual)	2.00		
0	Ordinary	23.00		
1	Overtime @1.5x - Hrs (actual)	2.00		
2	Overtime @ 2x - Hrs (actual)	0.25		
52	Travel - Building Trades - Day	3.00		
7	Service Time - Hrs (actual)	0.50		
Total Normal Time Hours		**25.00**		

Exceptions (based on Approved Transactions)

23-07-2010   ERROR: 2.50 more hours are required for Friday (8.50 hours).

23-07-2010   ERROR: Daily Attendance needs to be completed for Friday.

ERROR: Cannot have less than 76 normal time hours for pay period. Adjust or use overtime codes.

Unapproved Labour Entries

Date	Code	Description	Work Order	Hours/Units
23-07-2010	0	Ordinary	32015 - CRY004 - pump replacement - operational	1.50
23-07-2010	0	Ordinary	37441 - Suncoast STP - Replace Washwater Valve and Pipe Work	1.50
23-07-2010	0	Ordinary	37771 - MRD028 - Pump Submersible #2 Blockage	3.00
23-07-2010	52	Travel - Building Trades - Day		1.00
23-07-2010	7	Service Time - Hrs (actual)		0.50
Total Normal Time Hours				**6.00**

(All Unapproved entries should be either Approved or Rejected by the end of each pay period)

Products – KPI Report sample

Sunshine Coast Regional Council

SCW Performance Report
Water Mains Breaks

Report Parameters:

KPI ID:	1405
Period Begin:	01-04-2010
Period End:	30-06-2010
Total length of water pipe (km):	2,430.00

Report Results:

	SWIM No.	NPR Code	
Number of water mains breaks: MAINBREAK = YES	AS14		51
Number of water mains breaks (per 100km water main): (number of mains breaks / total length of pipe) * 100 (Calculation to be assessed for rolling 12 month period)	AS8	A8	2.0988

Failure - Pipe Gravity

	WO #	Description	Reported	Status	SR Number
1	28618	16 Jesica Place Service leak	18/04/2010 2:05 PM	CLOSE	13912
		Caller reports water leaking from around meter			

Job Plan:	1001	0 - Water - Water Service - Leak/Break Repair _old			
Start:	18/04/2010 6:26 PM	Response (min):	261 Finish: 18/04/2010 9:28 PM	Restoration (min):	443
Priority:	5	Duration (min):	220 Properties Affected: 40	Supply Loss (kL):	0
PCR:	Problem - Leak		Cause - Cracked / Broken Pipe		

Future (Current) Direction

Sunshine Coast Water

+ <u>Moreton Bay Water</u>

<u>Unitywater</u> <u>(1/7/2010)</u>

Questions

?

PulseANZ 2010