# Project Governance for
## Commissioning and Handover of Infrastructure

### Understanding Project Governance

Project governance refers to the framework of processes and policies that guide project decisions, ensuring that projects are completed on time, within budget, and to the required quality standards. It should focus on the delivery of an 'operating asset,' not just a construction project.

It is essential for the success of any infrastructure project because it guarantees that not only is the project well-planned, but that the ongoing use and maintenance of the asset are considered from the outset. Effective governance helps facilitate communication between project design teams and facility management teams, thus bridging the gap that often leads to missing vital information. If project teams do not have a comprehensive understanding of what is being handed over, it becomes exceedingly difficult to manage the asset effectively post-handover.

### The Importance of Project Governance

Project governance lays the groundwork for successful asset management by ensuring that operational considerations are integrated from the initial design phase. When governance is prioritised, it leads to better coordination among teams, which results in improved outcomes and reduced risks. By establishing a governance structure early on, project stakeholders and asset owners can create a seamless transition from project delivery to asset management.

### Key Elements of Effective Governance

The role of technology in enhancing project governance cannot be overlooked. Several key components contribute to the governance framework:

- **Digital Twins Creation:** This technology allows for real-time data capture and visualisation of the asset's lifecycle, enhancing decision-making and operational planning.
- **Data Collection from Project Inception:** Gathering data from the start ensures that all decisions are documented and can be used for reference throughout the project's lifecycle.
- **Progressive Payments for Data Capture:** Linking payments to data milestones emphasises the importance of accuracy in documentation, leading to improved project outcomes.
- **Stakeholder Involvement:** Engaging all stakeholders fosters accountability and ensures that everyone's needs are addressed, thereby minimising potential conflicts.
- **Data Quality Assurance:** High-quality, reliable data is essential for effective asset management and should be prioritised throughout the project.

## The Role of Asset Information Requirements (AIR)

A critical element in project governance is the establishment of Asset Information Requirements (AIR) during the design phase, rather than waiting until handover. Following established guidelines such as those from the NATSPEC National BIM Guide and ISO 19650 is crucial for ensuring that AIR specifications are both practical and commercially viable.

**Key Considerations:**

- AIR are foundational to project information requirements and should dictate the flow of relevant data.
- Essential information must serve specific operational purposes to be meaningful.
- The delivery of information should be designed to support ongoing asset management, ensuring that it is easily accessible and actionable.

## Setting Measures of Success

Defining success metrics within the governance framework is crucial. For Project Boards, success should be measured in terms of operational feasibility while adhering to AIR standards. Essential metrics might include:

- Asset owners on the Project Board
- Completion of Operations and Maintenance Manuals.
- Timely, validated and compliant data delivery.
- No residual defects at the point of handover.

## Quality Control and Data Management

Maintaining rigorous quality control is vital throughout the commissioning and handover phases. Regular checks on data accuracy can help mitigate risks associated with incomplete information.

**Best Practices:**

- Assign a representative to verify final documentation, ensuring accuracy and compliance.
- Link progress claims to the successful completion of operational manuals to reinforce accountability.

## Embracing Trends for the Future

The integration of technology into the project governance framework is a continual process. As the concept of digital twins evolves, there will be an increasing need to shift focus from mere data collection to generating actionable insights that can enhance operational efficiency.
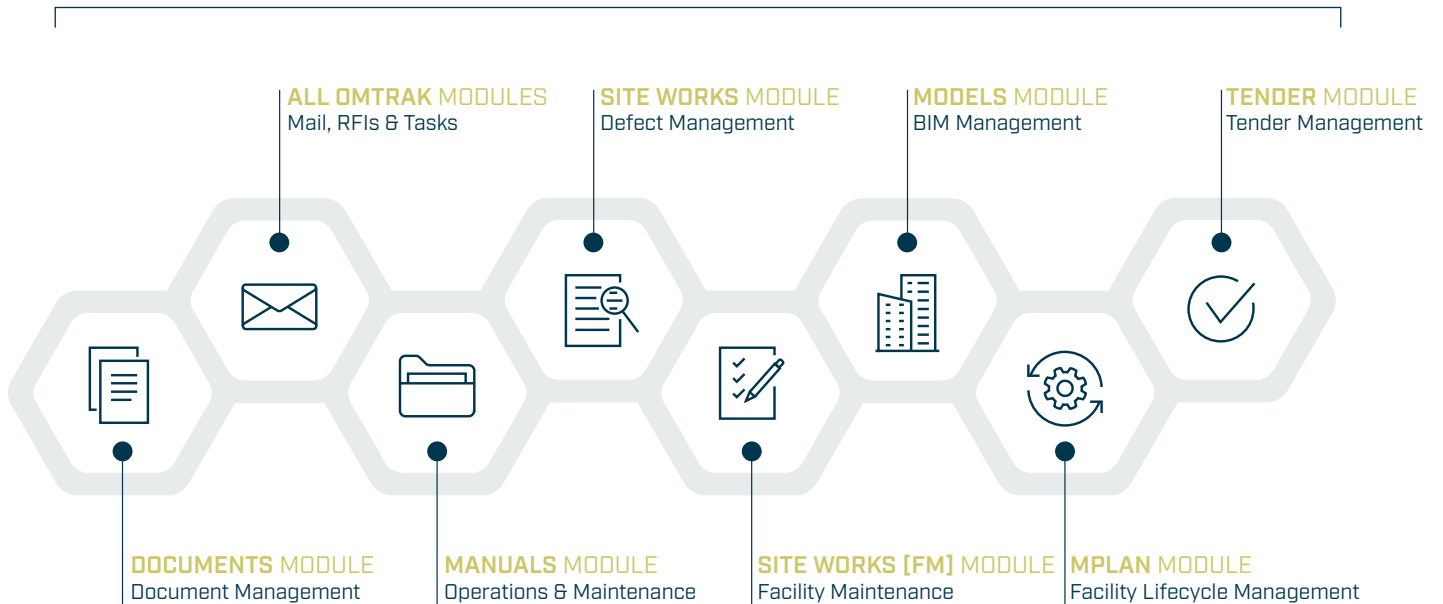
**Conclusion**

In conclusion, prioritising project governance is essential for ensuring effective asset management in infrastructure projects. By integrating operational considerations from the outset, stakeholders can facilitate a smoother transition from project execution to asset operation. Effective governance not only focuses on the physical attributes of a project but also ensures that robust, actionable information is readily available for asset managers.

**Reflections on Action Steps:**

- Leverage robust information technology to enhance the accuracy and availability of data.
- Establish AIR early in the design phase to integrate operational insights and requirements.
- Utilise data comprehensively across different platforms to minimise redundancy and optimise efficiency.

As industry professionals, we must re-evaluate our project governance frameworks. The success of our infrastructure projects hinges not only on the assets we deliver but also on the quality of information that informs their ongoing operation. By adopting a governance-focused mindset, we can create more resilient infrastructures and ultimately enhance the lifecycle value of our assets. Thank you for engaging with this critical topic, and I look forward to further discussions on how we can all improve project governance in our field.

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Phone:    949-757-4165

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