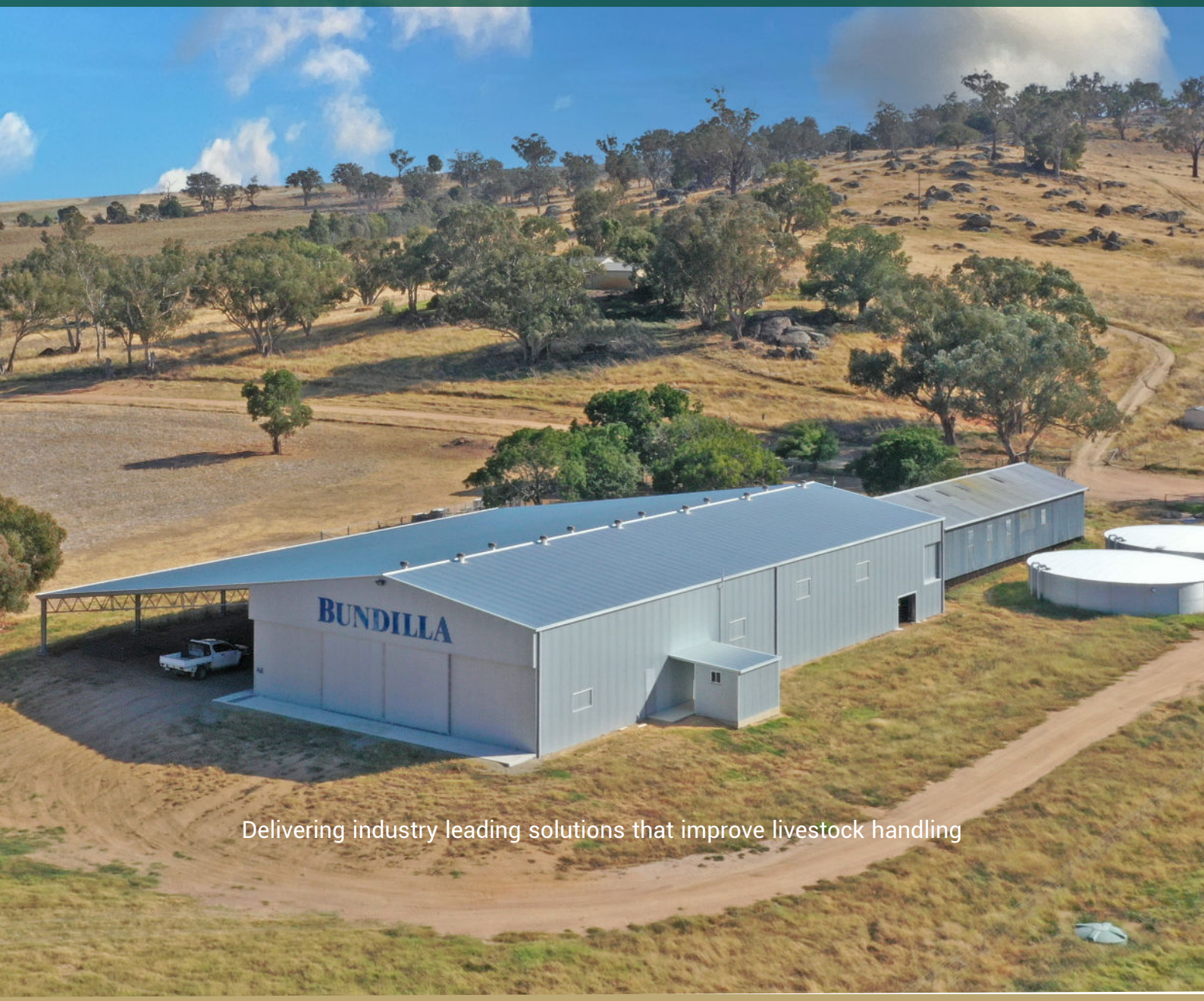
Shearing Shed Specific Guidelines

2022 | Version 1.0



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SHEARING SHED SPECIFIC GUIDELINES

PROJECT MANAGEMENT GUIDELINES

Section Five - Version 1

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Introduction

This document is written to serve as a guide for clients where they are responsible for organizing and delivering components of their overall project. It provides high level advice and looks to identify key aspects of successful Project Management, and the risks to avoid. Typically, ProWay only provides support and the Main Contractor services. More extensive project management support can be provided on request.

Roles and Responsibilities

With any project it is important to identify the different roles and responsibilities that are required within the project. The following is an example of roles and responsibilities associated with delivering a typical shearing shed.

- Project Sponsor
- Project Manager
- Main Contractor
- Sub-Contractors
- Approval authority

Project Sponsor
The Project Sponsor is the person who is commissioning the project and will take ownership of the facilities once they are delivered. On larger jobs generally the sponsor is the owner of the property who may or may not reside where the project is located. This role has the responsibility of making final decisions on scope of the project, variations and the budget. In many cases, the Sponsor also undertakes the Project Manager role.

Project Manager
The Project Manager will define and run the project, lead the project team and decide how to approach the work based on factors including the type of work, business needs, and the expertise of colleagues and contractors. The Project Manager will be responsible for programming and coordination of the various trades and providers to ensure efficient delivery. The Project Manager will be responsible for monitoring and managing project costs and scope changes. This position is also responsible for ensuring the site is safe and compliant and ensuring risks are minimised and managed.

In most situations, the client is the Project Manager and it is important that this role is clear, particularly when it comes to site preparation, shed installation and communication. ProWay facilitates the Shearing Shed fit out and relies on the Project manager to ensure the site is prepared and the shed is installed in accordance with the design and agreed timelines.

Main Contractor

The Main Contractor is typically responsible for delivering the majority or "main" components of the project. When ProWay sells a yard or shearing shed complex to a client and is responsible for the installation then we are typically referred to as the Main Contractor. Typically, some components of a project are done by other groups and not under the direct control of the Main Contractor. These groups are referred to as Sub Contractors (example – an electrician on a shearing shed project).

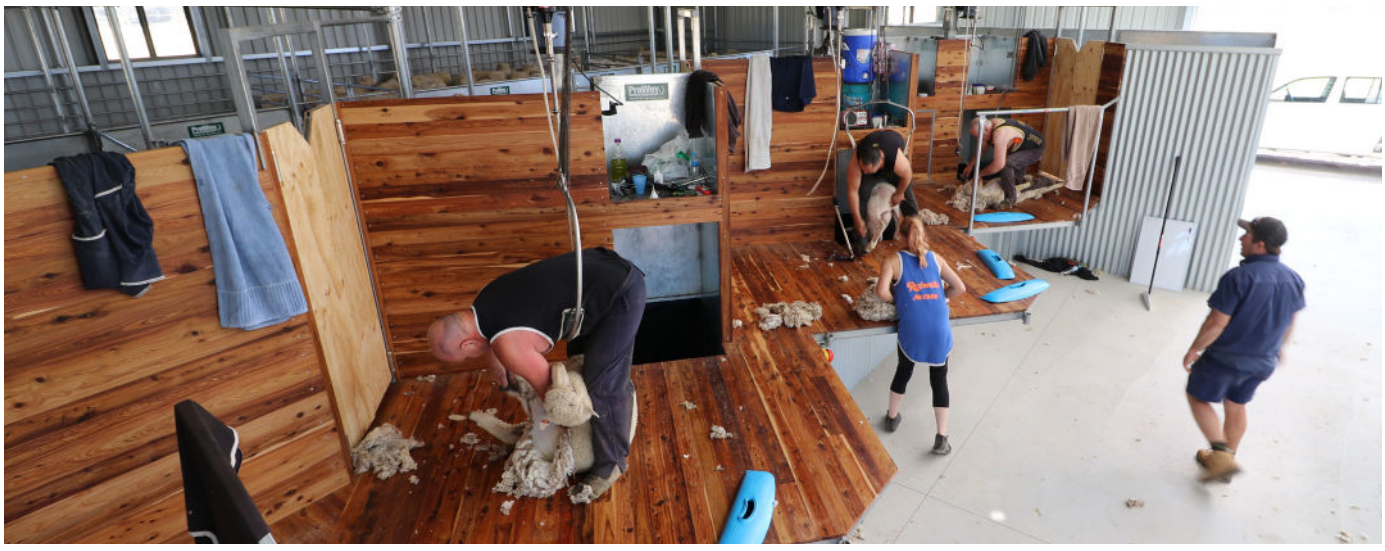
Sub-Contractors

Sub-Contractors generally are appointed for specific tasks such as concreting, electrical work, plumbing work etc. They typically undertake tasks that require a recognised license or skill set to complete.
Coordination of sub-contractors is often the most complicated part of a project and it is essential to be in constant contact with sub-contractors to ensure you don't hold the whole project up whilst waiting for a particular sub-contractor.

Contractors (Main and Sub) are responsible for their employees and their processes and Project Managers and Sponsors are responsible for ensuring that all Main and Sub Contractors follow and implement appropriate safe work processes and standards.

Approval Authority

Many components of your Shearing Sheds may require the approval of the local authorities. Approval requirements and conditions differ from state to state. New and large sheds in particular will require approval from your local council and the shed contractor will typically arrange this for you. All specialists' trades such as electrical and plumbing works should be only done by licensed electricians and plumbers. Be sure to allow adequate time for authority approvals as they can take several weeks and may involve site inspections by the authorities.



Project Key Components

Key Project Components - Time, Scope, Cost & Quality

Time

The overall time to complete the project along with each individual component need to be well understood. The time your project will take to complete is a direct relationship of its scope (size), cost and complexity. Programming (which will provide you with a detailed timeline) is discussed later in a separate section. It is important to have a broad understanding of your project timelines as early as possible. Consider critical dates such as shearing or crutching that will influence when you need to start and finish the project. Consider other resource demands (such as harvest, holidays, lamb marking, etc.) that will limit your availability to supervise and organize. All these issues will impact on the success of your project if not considered before you commence.

Scope

You need to accurately define the scope of your project and all its sub components. ProWay's various Guidelines and specialist contractors (i.e. plumbing, electrical, earthmoving) can assist with identifying scope for your projects. Be particularly careful for all the small things that get added on such as plumbing services and power. It is very difficult and generally costly to add these items later in the project.

Costs

The scope, quality, delivery method and time frame will all influence the overall cost of the project. It is often false economy to chase the cheapest price as all too often this generally means a reduction in quality or functionality and efficiency. A shearing shed is a long-term investment so make investment decisions wisely to ensure the best value for money. Be sure to make budget allowances for unseen items such as changes to scope, design changes, hitting rock when doing site prep, upgrading infrastructure etc. A 10% contingency budget allocation is appropriate for all projects in early planning. This % can be reduced as the project progresses and confidence in pricing increases (i.e. firm quotes).

Quality

Shearing sheds are long term assets so a quality outcome is critical to the success of the business. Typically, quality falls away when there is pressure on the program or costs. If faced with these scenarios, be careful not to let quality slide as the decisions will be with you for the next 40 years. Pay attention to the small and detailed items as they often get lost in the rush. Ensure you instruct staff specifically and follow up with documentation to ensure the is no chance of misinterpretation and alternatives installed because things were unclear. Consider long term operation costs as part of your quality approach.

Project Management Stages

Each project has a series of stages that require different focus from the Project Manager. These are:

Initiating the project

The project manager defines what the project will achieve and realize, working with the project sponsor and stakeholders to agree project scope and deliverables.

Planning

The project manager records all the tasks and assigns deadlines for each as well as stating the relationships and dependencies between each group involved.

Execution

The project manager builds the project team and also collects and allocates the resources and budget available to specific tasks.

Monitoring and Control

The project's progress and cumulative costs are monitored against the intended program and budget. Quality is continuously monitored.

Closing

The project manager ensures the outputs delivered by the projects are accepted by the business and closes down the project, including all documentation, certificates and warranties.

Keeping track of all aspects of your project is often difficult as information comes in from multiple sources and in multiple forms. Ensure you have a structured filing system and ProWay's Shearing Shed Handbook is an ideal location to store everything that is provided in hard copy.

Programming

Programming projects is one of the major areas of risk for a client. All too often people don't invest sufficient time in programming the job and this can lead to long delays and significant extra costs.

A good program essentially lists all project tasks and considers their dependencies and then seeks to undertake the tasks in a structured sequence to ensure delivery in the shortest possible time.

Some tasks can be undertaken in parallel (i.e. the same time as another task) and others can only be done in a sequence (i.e. one after another). These later tasks create what is called the "critical path" for a program. It is termed critical because any delay in any one of the tasks listed on the critical path, will cause a delay in the completion date and typically delays cost money. Each task in a program can be assigned a time frame for completion which can be in days or weeks. Typically a weekly program is sufficient for planning shearing sheds.

Once all the tasks are known, the time they will take and any dependencies identified (i.e. you need to do the underground services before the shed is built) you can create a program to map out the total project delivery. A common form of displaying a program is in the form of a Gantt Chart, which is a simple way of listing and grouping tasks and can be used to show dependencies and the critical path.

You will be given a Project Planner from ProWay which is in a Gantt chart format and outlines the high level tasks which cover the scope of your project. Typically tasks are rolled up into like groups like 'electrical', however an electrical install may involve multiple components that are done at different times throughout the project so be mindful of this approach.

Milestones

A good program will not only detail tasks but will identify project 'milestones'. Identify key milestones early in your planning and what tasks they are linked to. Milestones are a good tool to use for high level planning (i.e. finish site preparation, finish shed, finish yards etc).

Hold Points

'Hold points' are similar to milestones in some circumstances but typically they represent a point in a project that you can't move past without securing a specific approval. This might be an approval from an authority such as a Development Application approval or Occupation Certificate. Hold points present a risk to your program and have the potential to delay overall activities so identify if you have any and build them into your program along with the associated actions.

Quality Control

It is important to continually monitor the quality of your project and its components. Its too late, or generally expensive to rectify faults after the event so structured and regular inspections are critical.
ProWay uses a structured Inspection and Test Procedure (ITP) process to monitor quality and progress. Inspection are required at key milestones of the work and to demonstrate and document compliance with standards and designs. For activities that are not managed by ProWay, it is important that you implement basic inspection and evidence-based recording of progress and installation. Taking photos of the installation is a great way to record a history of events and quality.

Project Risks

There are risks associated with any project and these should be reviewed, understood and where necessary contingency planning put in place. Risks are assessed in terms of Likelihood (i.e. how likely is the risk likely to happen) and Consequence (i.e. if the risk does occur, what are the consequences). You can apply ratings to Likelihood and Consequence in the form of a risk matrix and priorities risks however for simple projects, just listing down the project risks is the most important activity. From this you can assess likelihood and consequence and inform your approach.

Common project risks

- Poor Site Preparation – this is one of the most common risks for shed and yard projects. Incorrect levels and falls can have major impacts on projects
- Shed delivery delayed which delays all following tasks
- Wet weather impacts on site establishment, footing placement, shed installation, access to site, etc.
- Contractor availability
- Specific contractor availability (i.e. running in ground services before slabs are poured)
- Materials availability
- Authority approvals
- Communication (or lack of it)
- Financial approvals

Work Health and Safety

Appropriate Work Health and Safety on your property is a fundamental requirement. Accidents can have catastrophic impacts on your program so you must ensure you and your contractors follow and maintain appropriate WH&S practices at all times.

Pay particular attention to those contractors that you are employing directly as you are responsible for ensuring they provide evidence and follow Safe Work practice and procedures and have appropriately skilled and trained staff at all times.

ProWay will provide copies and evidence of WH&S compliance for all our contractors.

Communication is Key

Large projects involve multiple suppliers and partners with many traveling large distances to install projects. Effective, clear and timely communication is one of the keys ingredients for project success.

Make sure you understand what is the preferred communication process for each player. Some prefer all email, others text, some in hard copy mail, or a combination of mediums. One thing we do know that makes a difference is personal communication around key items. A simple phone call can save confusion and time and avoid costly rework. Ensure you communicate early and often throughout the process and be sure to consider all those who may be impacted by any change or delay to the project to avoid a domino effect of delays and coordination issues.