

Lewis Woolcott

PMO & Project Controls Services

The PMO that manages money on projects.

Commercial-grade project controls for Australia's most capital-intensive sectors.

Project Controls, Defined the Way the Profession Defines Them

A Project Management Office exists for one reason: to give Project Directors and executives a single, reliable view of cost, time and risk, and the confidence to act on it. Done well, integrated controls provide advance warning of trends, slippage and baseline deviation while there is still time to correct course. Done poorly, a PMO becomes reporting theatre: data without evidence, dashboards without decisions.

Two professional traditions shape how PMOs are scoped. AACE International's Total Cost Management Framework provides an integrated approach to portfolio, programme and project management, underpinning recommended practices across scheduling, cost, earned value, risk and forensic analysis. The Australian and British tradition takes a different route to the same destination, integrating commercial management with chartered quantity surveying. Lewis Woolcott is fluent in both: we lean towards the AACE framework for resources and energy clients, and deliver the RICS-grounded quantity surveying approach where an organisation's people, procedures and contract forms are built around it. Either way, our services cover the same core:

Cost Control & Forecasting

01

Baseline, trend and forecast discipline, with an estimate-to-complete you can defend at board level.

Planning & Schedule

02

P6-based programming, planned-vs-actual and critical path assurance, powered by LWARE Logic+.

Change, Trend & Contingency

03

Disciplined change management and contingency drawdown aligned to delegations of authority.

Risk Management

04

Quantitative risk and contingency modelling integrated with cost and schedule rather than run beside them.

Quantity Surveying & Commercial

05

Measurement, valuation and contract administration, target-cost and incentive regimes, procurement and claims avoidance. Money on projects is our core trade.

Information Management, Data & Systems

06

Data architecture, systems integration and Power BI reporting: a single source of programme truth engineered by our own data team.

Four Reasons Clients Choose a Specialist

Recent independent analysis of Australia's major-project pipeline found thirteen publicly funded road, rail and energy projects had exceeded their initial estimates by a combined \$130 billion. Scale, on its own, has not delivered cost certainty. Leadership teams are demanding controls that produce evidence rather than reporting alone. That is precisely the gap a specialist fills.

1

Niche Commercial Expertise: Money on Projects

We are not a generalist consultancy with a controls team attached. Commercial management is our core business: RICS-chartered quantity surveyors, forensic delay and quantum experts, and project controls leaders in one bench. Our PMOs are built by people who understand where money is won and lost on projects: procurement models, target-cost regimes, change, contingency and claims. The result is a controls environment that protects value as well as recording it.

2

Technology That Pays Its Way: LWARE

The tools available to our industry weren't built for commercial work on site or in dispute, so we built our own. LWARE Logic+ reads Primavera P6, Microsoft Project and Asta files without third-party licences and runs full critical-path analysis in minutes. LWARE SMART is a GIS platform capturing the location, movement and idle time of every tracked person and plant item in real time, creating an immutable as-built record. On Lewis Woolcott PMO engagements, LWARE software is included within our offer: clients cover only the hardware cost. Our data engineers integrate it with your existing systems, so the technology serves the PMO rather than becoming another silo.

3

Big Enough to Deliver, Small Enough to Care

The senior people in this document are the people who run your engagement. As a medium-sized specialist we tailor the PMO to your organisation, your delegations and your contract forms rather than to a global template, and we mobilise at a speed larger structures cannot match: a full multi-disciplinary team inside three months on a major rail renewals programme; an independent gap analysis turned around over a Christmas shutdown for one of Australia's largest energy projects.

4

We Assess as Well as Build

Because we are independent and software-agnostic, clients also engage us to review PMOs they already have: benchmarking procedures, governance, systems and organisational design against comparable major projects, and delivering a prioritised, evidence-based roadmap and, where wanted, the team to implement it.

**ISO
9001**

CERTIFIED QMS

3

AUSTRALIAN OFFICES

30+

SPECIALIST TEAM

\$25M

SAVED ON ONE
RENEWAL
PROGRAMME

A PMO Shaped to the Project and the Sector

Different projects need different shapes of support. We tailor every engagement to the project and the organisation running it. This capability statement is issued in generic form deliberately; sector-tailored editions (renewables, mining and resources, rail and transport, government portfolios) are produced for specific pursuits, drawing on the same core capability.

Embedded PMO Delivery

Mobilised into your team under your governance: embedded PCO leadership, cost, planning, risk, change and reporting run as one function.

Independent Assessment

Gap analysis and PMO diagnostics: an evidence-based review of procedures, systems and organisation, with a prioritised improvement roadmap.

Technology-Led

LWARE-led deployment of SMART or Logic+, with consulting support to operationalise the data into project decisions. Software included; you cover hardware.

Hybrid Programmes

On major projects, all three combined: embedded management, independent assurance and LWARE as the evidence layer.

Our Methodology: Assess, Design, Mobilise, Operate

- **Assess:** a structured review of the current controls environment against best practice from comparable major projects, through document review, site observation and structured interviews.
- **Design:** target operating model, procedures and systems architecture, drafted in plain language, aligned to your delegations of authority and written to be used rather than filed.
- **Mobilise:** embedded functional leads and configured systems, live inside weeks and without disrupting delivery.
- **Operate:** run, measure and continuously improve, with reporting that gives leadership advance warning instead of post-mortems.



Renewable Energy Megaproject

Gap Analysis to Embedded PCO

CLIENT

Confidential — delivery joint venture

SECTOR

Renewable energy · generation & storage

VALUE

\$10B+

LOCATION

Regional Australia

The Challenge

The delivery joint venture commissioned an independent gap analysis of the project's Project Coordination Office and controls maturity. The review found material weaknesses across change, risk and contingency, cost and forecasting, governance and information management.

What We Did

- Delivered the independent gap analysis at pace, turned around over the Christmas shutdown period, pinpointing the specific process and systems improvements that mattered.
- Developed a procedural roadmap, then drafted six core PCO procedures aligned to the JV's Delegations of Authority. Our team held the pen on the drafting itself.
- Mobilised five embedded functional leads across cost, change, reporting, data and coordination to implement the procedures inside business-as-usual governance.
- Coordinated decision-making at Project Director and shareholder level.

The Value

A two-phase engagement that moved from diagnosis to live embedment without losing momentum, with improvements in controls discipline recognised by both the joint venture and the project's owner.

01

Heavy Haul Rail Renewals for a Global Miner

CLIENT

Confidential — global
mining company

SECTOR

Mining · rail

VALUE

\$300M programme

LOCATION

North-West Australia

The Challenge

A new commercial model for a programme renewing eight kilometres of mainline track, with less than seven months to procure and design only 70% complete at appointment.

What We Did

- Mobilised a full multi-disciplinary team of QS, contract administrators, lawyers and controls specialists inside three months.
- Designed and ran a Target Cost pain/gainshare tender, locking Target Cost only once design was sufficiently defined so design and procurement could run in parallel.
- Provided P6 programming, cost management and quantitative risk assessment throughout delivery, interfacing directly with the contractor.
- Deployed LWARE SMART across the works as the independent record of plant and resource activity.

The Value

Approximately \$25M saved against the conventional risk-transfer approach, and one of the most cost-effective renewals the client's rail renewals programme had seen.

In Their Words

"LW brought high quality systems and processes and worked collaboratively with the leadership team. Lewis Woolcott plays a vital role in the delivery of the Framework."

— CLIENT PROJECT MANAGER, RAIL RENEWALS PROGRAMME

02

State Health Portfolio

Data Architecture for Portfolio Reporting

CLIENT

Confidential — state government agency

SECTOR

Government · health infrastructure

ENGAGEMENT

Data platform assessment & integration roadmap

LOCATION

Australia

The Challenge

A state-wide capital portfolio reporting across a complex environment of systems spanning SharePoint, Azure SQL, Aconex, SAP S/4HANA, Power Apps and Power BI, and an equally complex stakeholder landscape where inconsistent data flows undermined confidence in project reporting.

What We Did

- Mapped the data architecture end-to-end: where data originates, how it moves and where it breaks.
- Set out a practical roadmap for data integration, sequenced for a live portfolio rather than a greenfield ideal.
- Drafted the supporting procedures and reporting definitions, applying the same disciplined drafting our team brought to a \$10B+ renewable energy megaproject.

The Value

Streamlined reporting with measurably improved accuracy, giving decision-makers across a multi-stakeholder environment a shared, trusted view of portfolio performance. The engagement also demonstrated that our PMO capability extends from heavy industry into complex government settings.

03

Gas Transmission Pipeline

LWARE SMART

PRODUCT

LWARE SMART

SECTOR

Energy

VALUE

\$400M+ project

LOCATION

Regional NSW

The Challenge

A buried gas transmission pipeline needing centralised oversight of safety, productivity and environmental performance across multiple fronts along a 20km alignment, plus a defensible record for variation, disruption and weather-event claims.

What We Did

- Deployed LWARE SMART across the full 20km front, with GIS tracking on all key plant.
- Used heat-mapping and movement-trail analysis to expose unproductive activity at laydowns.
- Substantiated weather-event impacts and validated variation claims through SMART playback.

The Value

\$4.4M of schedule recovery and \$0.7M of plant efficiencies, and an immutable as-built record that turned commercial argument into commercial evidence. This is the evidence layer available inside every LW PMO.

04

The People Who Run Your Engagement

PMO is a people business: you are not buying a methodology, you are buying the judgement of the individuals who sit inside your project. Our PMO practice is led by two complementary specialists: an owner-side delivery engineer who designs the controls architecture, and a construction contracts specialist who drafts the procedures, contracts and delegations that make it enforceable.



David Hoare, Head of PMO & Project Controls

A mechanical engineer (BE, University of Queensland; Member, Engineers Australia) with more than 30 years' owner-side delivery across oil and gas, energy and heavy engineering. David has delivered major elements of the \$24 billion APLNG CSG-to-LNG mega project, including a \$200M pipeline compression facility, and led portfolio delivery of around 80 projects a year with a \$150M annual budget, in senior roles with Origin Energy, Santos and Oil Search spanning concept to commissioning. He brings an owner's-eye view of governance: delegations, stage gates, portfolio reporting and delivery assurance built for how projects are actually run.



Suha Hagan, Associate Director, PMO

A construction and infrastructure specialist (Bachelor of Laws; Diploma of Business) with NEC4 and mediation training and hands-on experience in procurement, contract governance and claims management across the energy, water and transport sectors. Suha held the pen on the PCO procedural drafting for both a \$10B+ renewable energy megaproject and a state health capital portfolio, translating governance frameworks into procedures that project teams actually use. She brings the rigour and administrative discipline that keeps a PMO's paper trail defensible.

30+
THE WIDER BENCH

Behind them sits Lewis Woolcott's wider bench of 30+ specialists: senior project controls professionals, cost engineers, planners, change specialists and the LWARE data engineering team, scaled to each engagement.

Let's Talk About Your Project

A conversation with David and Suha costs nothing, and an independent view of your controls environment is often the fastest way to find money on your project.

+61 7 3155 3565

info@lewiswoolcott.com

lewiswoolcott.com

BRISBANE

188b Barry Parade, Fortitude Valley,
QLD 4006

SYDNEY

Level 11, 17 Castlereagh Street, NSW
2000

PERTH

Level 2, 181 St Georges Terrace, WA
6000