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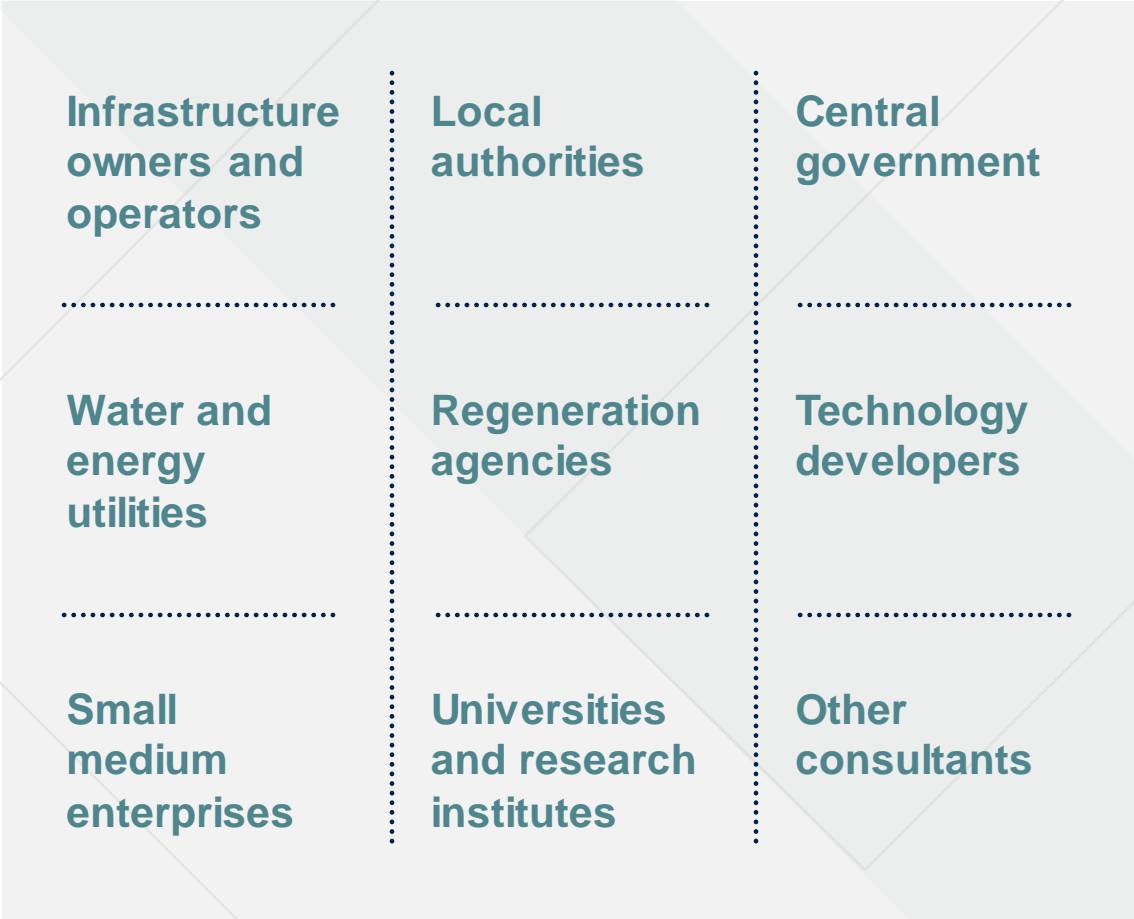
## Transforming & enabling sustainable infrastructure solutions through the application of project control excellence

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Improving people's lives.

# Case study context



# Benefits of Project Controls

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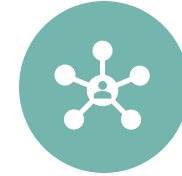
## Increased likelihood of project success

Increased predictability in time, cost and quality outcomes



## Improved reputation

Exhibiting transparency and delivering on promises



## Brings structure, consistency & transparency

Consistent approaches reduce the influences of bias and subjectivity



## Enables timely decision making

Enabling early indications and appropriate intervention



## Facilitates good communication

Supporting the overall project strategy



## Reduced costs

Delivering efficiencies



# Problem?

'nearly 80% of projects fail to wholly meet their planned objectives'



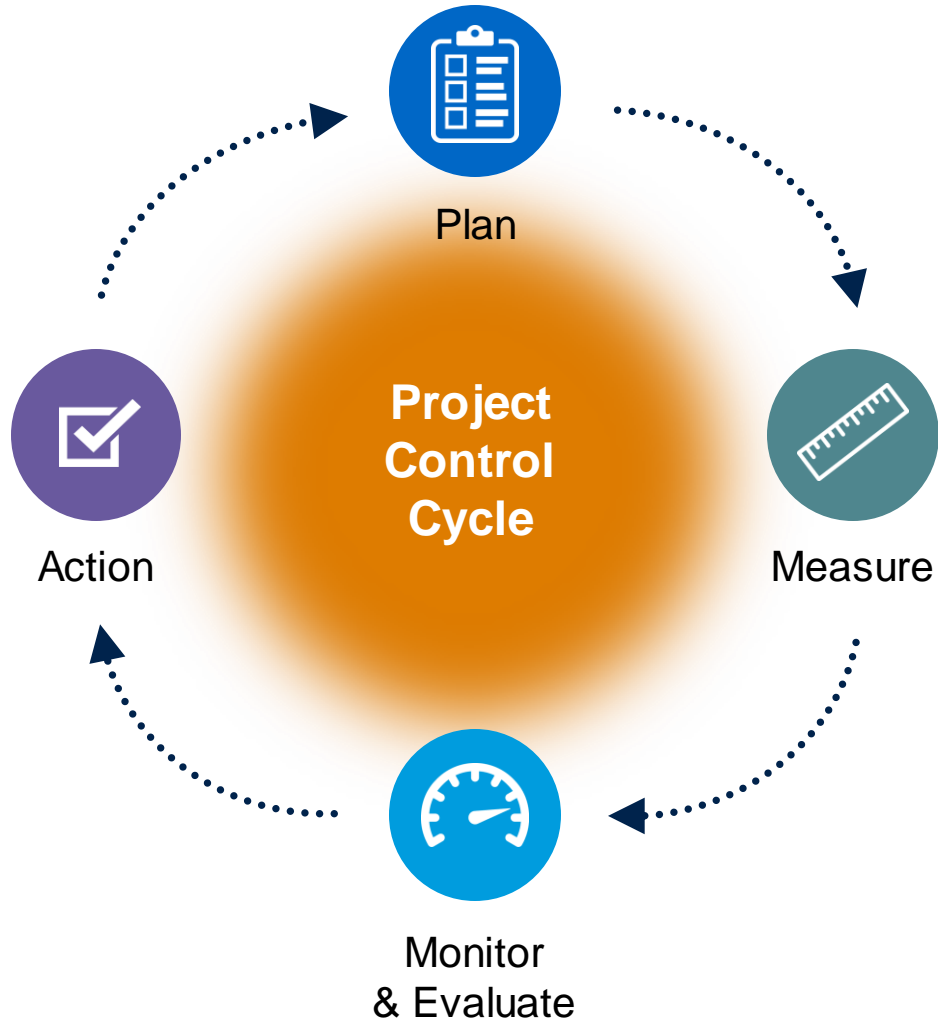
APM Conditions for Project Success, 2015

'only 4% of respondents rated project planning and review as excellent; while 14% said it was either poor or absent from their last project'

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PROJECT CONTROLS

# Project Control Cycle – where are we going wrong?



*“Success is neither magical or mysterious. Success is the natural consequence of consistently applying the basic fundamentals.”*

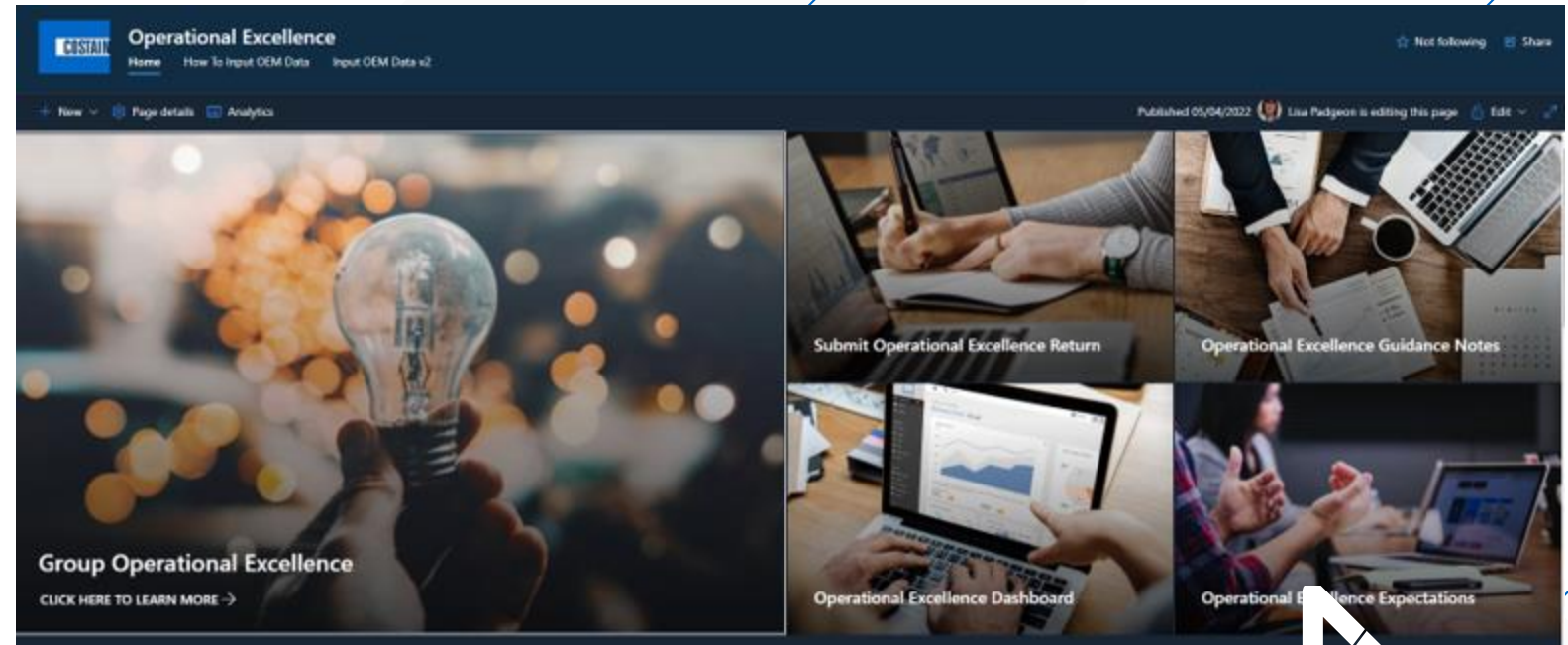
Jim Rohn, Entrepreneur, author and motivational speaker

# Operational Excellence Model

Award Winning

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- ✓ Vehicle for ongoing delivery improvement
- ✓ Focus on 'brilliant basics'
- ✓ Improved performance in project delivery
- ✓ Embeds best practice as it evolves
- ✓ Provides a structured approach



85% of adopting projects reported 'increased confidence' in delivery



# What is Operational Excellence?

## Pillars & Foundation



### Commercial

Enhancing our margins and enabling predictable commercial outcomes



### Design & Engineering

Consistently achieving excellence in design management & delivery



### Supply Chain & Procurement

Procurement and supplier management best practice



### Digital

Structured approach to technology transformation & digital delivery



### Productivity

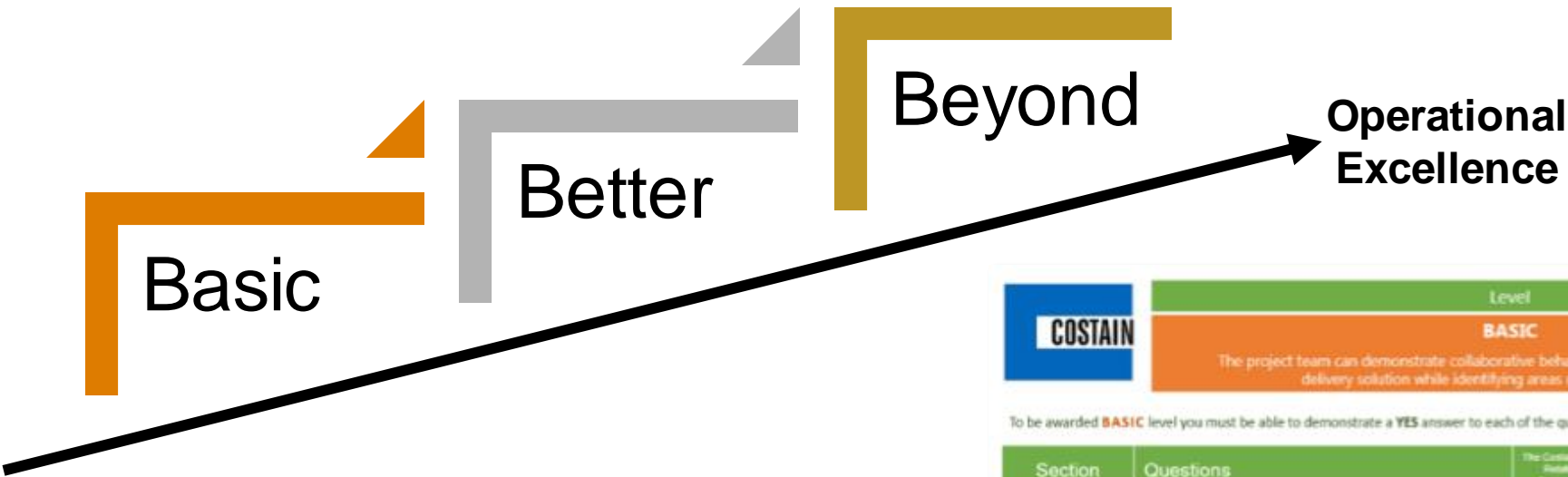
Production thinking mind-set with short interval digital project controls



### High Performing Teams

The **Right People**, doing the **Right Things**, in the **Right Place** at the **Right Time**

# Operational Excellence Approach





Level

**BASIC**

The project team can demonstrate collaborative behaviours to develop and maintain the delivery solution while identifying areas requiring improvement



To be awarded **BASIC** level you must be able to demonstrate a **YES** answer to each of the questions below:

Section	Questions	The Costain Way Indirect Environment	Evidence	Achieved Y/N
Collaborative Planning	Is there a detailed Collaborative Master Target Plan in place with key milestones identified? Was it developed through collaborative team input plus experts to demonstrate that expertise beyond the confines of the immediate project team have been consulted to determine the delivery philosophy?	BAA-7-061	Type your evidence here	
	Are controls in place for critical activities to ensure readiness? Are timeframes understood and do actions have a status and owner?	BAA-7-063	Type your evidence here	
	Do collaborative planning sessions happen weekly and are they generally inclusive of team and supply chain? Is the output from the weekly CP sessions fed back to the contract programme?	BAA-7-061	Type your evidence here	
Production Control	Is Planned Percent Complete (PPC) for programme activities measured at least weekly?	BAA-7-062	Type your evidence here	
	Are Key Performance Indicators (KPI's) related to production and productivity in place and are they communicated to the team through visual management?	BAA-7-119	Type your evidence here	
	Are issues and blockers identified and captured for activities or commitments not achieved?	BAA-7-117	Type your evidence here	
Continuous Improvement	Are problem solving tools used to identify likely true cause of recurring issues/blockers?	BAA-7-020 BAA-7-021	Type your evidence here	
	Is the project taking active measures to raise awareness of what value and waste is? Can they identify waste in their own processes?	BAA-7-018	Type your evidence here	
	Is waste removal and improvement of activities or processes captured?	BAA-7-111 BAA-7-117	Type your evidence here	

Verifier Name: \_\_\_\_\_ Date: / / Signature: \_\_\_\_\_



# Feedback on our internal progress with OEM

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“

On Tideway the use and implementation of OEM in relation to Production control and aligning ourselves fully with the requirements of the Production Excellence Matrix has opened up numerous insights and opportunities for the project in terms of cost and time savings. ”

*Programme Director, Thames Tideway Tunnel*

*“Use the tools to push for continuous improvement”*

*“Integrate the design and construction programmes”*

*“Collaborative planning environments”*



# What next on our journey?

Our commitment to increasing internal project controls maturity



## People

- Improved digital competency
- Project control academy development
- Continue to motivate & engage project teams



## Tools

- Digital project controls enhancements
- Further embrace predictive analytics – wider roll out



## Process

- The 'Costain Way': continuous development of project control processes in line with lessons learned
- Digital collaborative planning – update best practice



# Thank you

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