Improving data insight for better outcomes in the physical world

Tracy Graylish – Managing P3M Consultant
Richard Pickles – Principal P3M Consultant

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For over 150 years, Costain has been delivering projects that improve people's lives

Our purpose is **to improve people's lives**

Our vision is to **create connected, sustainable infrastructure enabling people and the planet to thrive**

We co-create the best solutions with our **long term strategic partners**

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Case study context

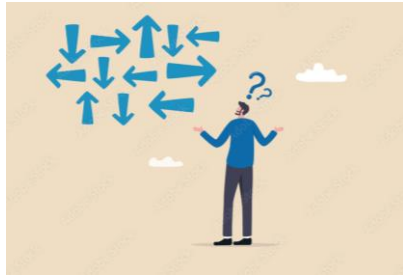| Infrastructure owners and operators	Local authorities	Central government
Water and energy utilities	Regeneration agencies	Technology developers
Defence	Universities and research institutes	Other consultants

Symptoms of poor programme management implementation
What problems are we trying to fix?

Lack of understanding of Programme outcomes

Conflict

SYMPTOMS OF POOR PROGRAMME MANAGEMENT IMPLEMENTATION

Under, and inappropriately, resourced

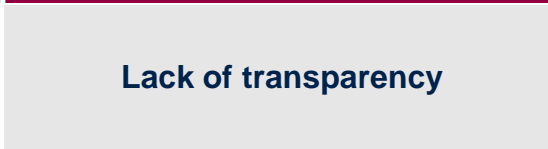**Prolonged schedule**
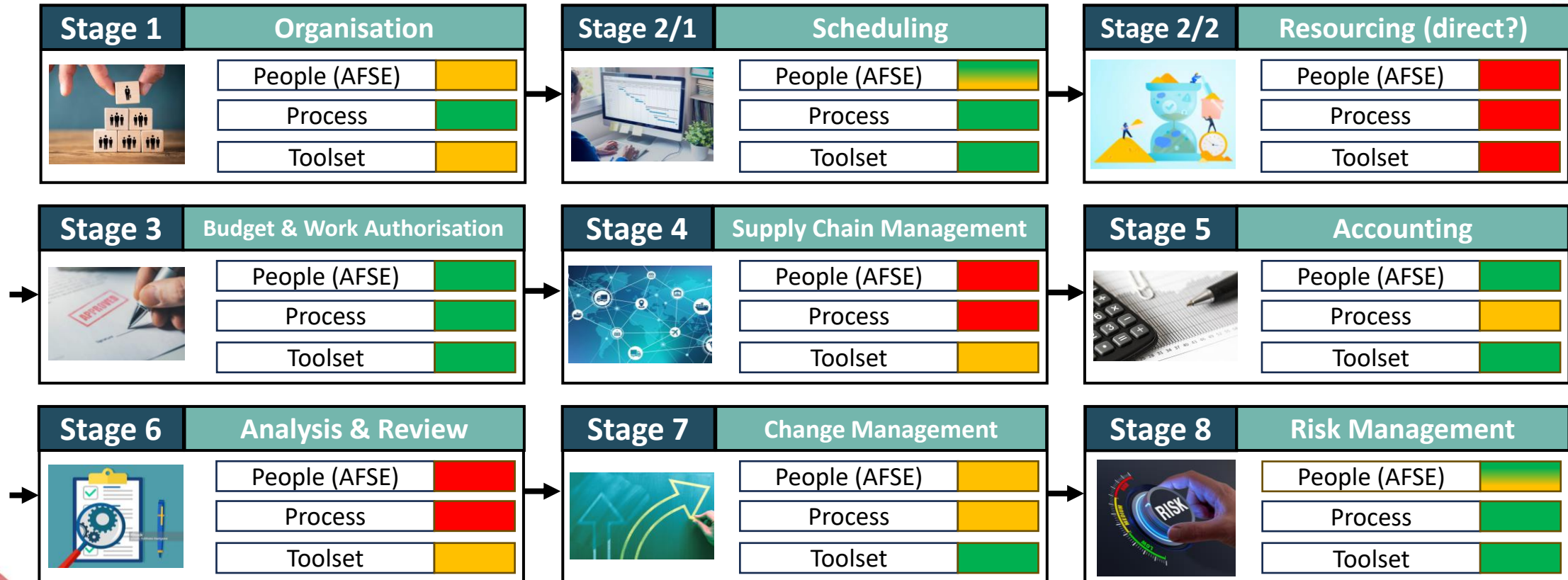
Poor integration of systems

Insufficient capability

Lack of transparency

Escalating costs

Inconsistencies in reporting

Approach detail
Maturity review

Stage 1 — Organisation
- People (AFSE)
- Process
- Toolset

Stage 2/1 — Scheduling
- People (AFSE)
- Process
- Toolset

Stage 2/2 — Resourcing (direct?)
- People (AFSE)
- Process
- Toolset

Stage 3 — Budget & Work Authorisation
- People (AFSE)
- Process
- Toolset

Stage 4 — Supply Chain Management
- People (AFSE)
- Process
- Toolset

Stage 5 — Accounting
- People (AFSE)
- Process
- Toolset

Stage 6 — Analysis & Review
- People (AFSE)
- Process
- Toolset

Stage 7 — Change Management
- People (AFSE)
- Process
- Toolset

Stage 8 — Risk Management
- People (AFSE)
- Process
- Toolset

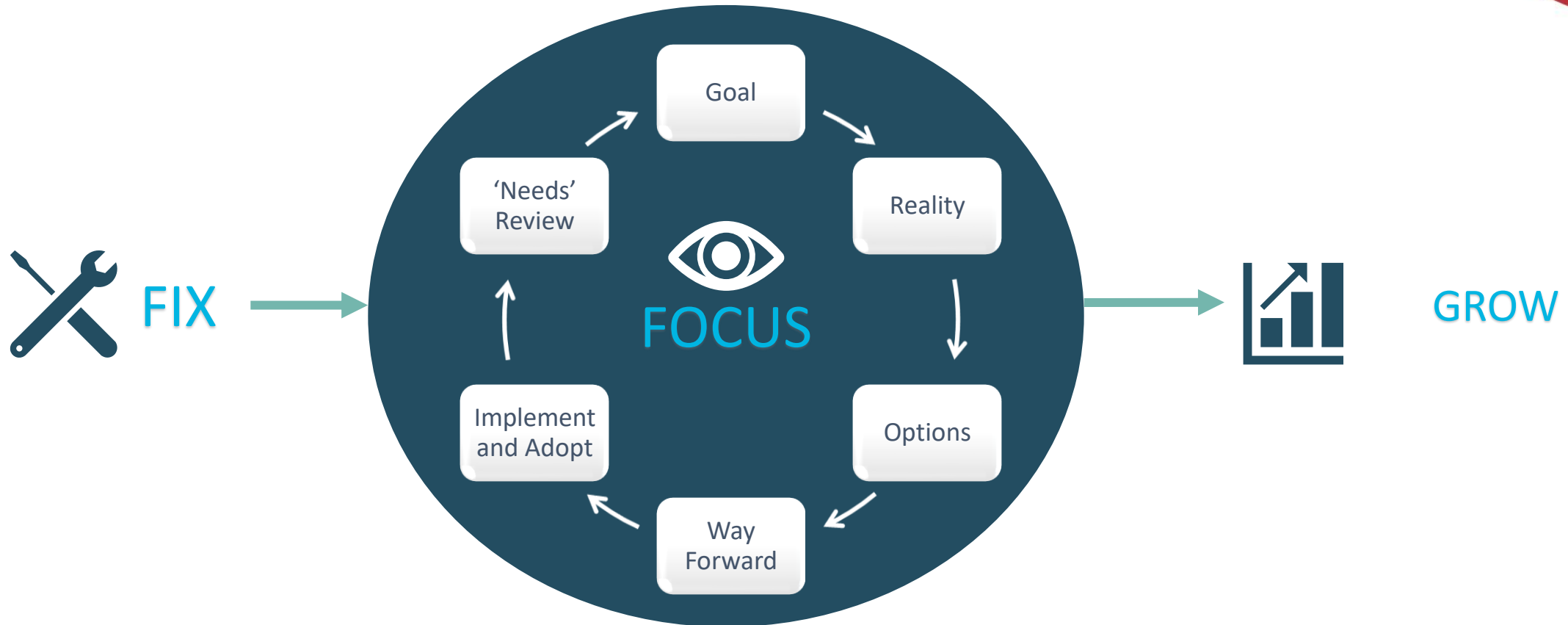**People**: Those that need to be, are Aware, Familiar, Skilled or Expert at operating the Process and Toolset.
Process: We have a process articulated in the IMS.
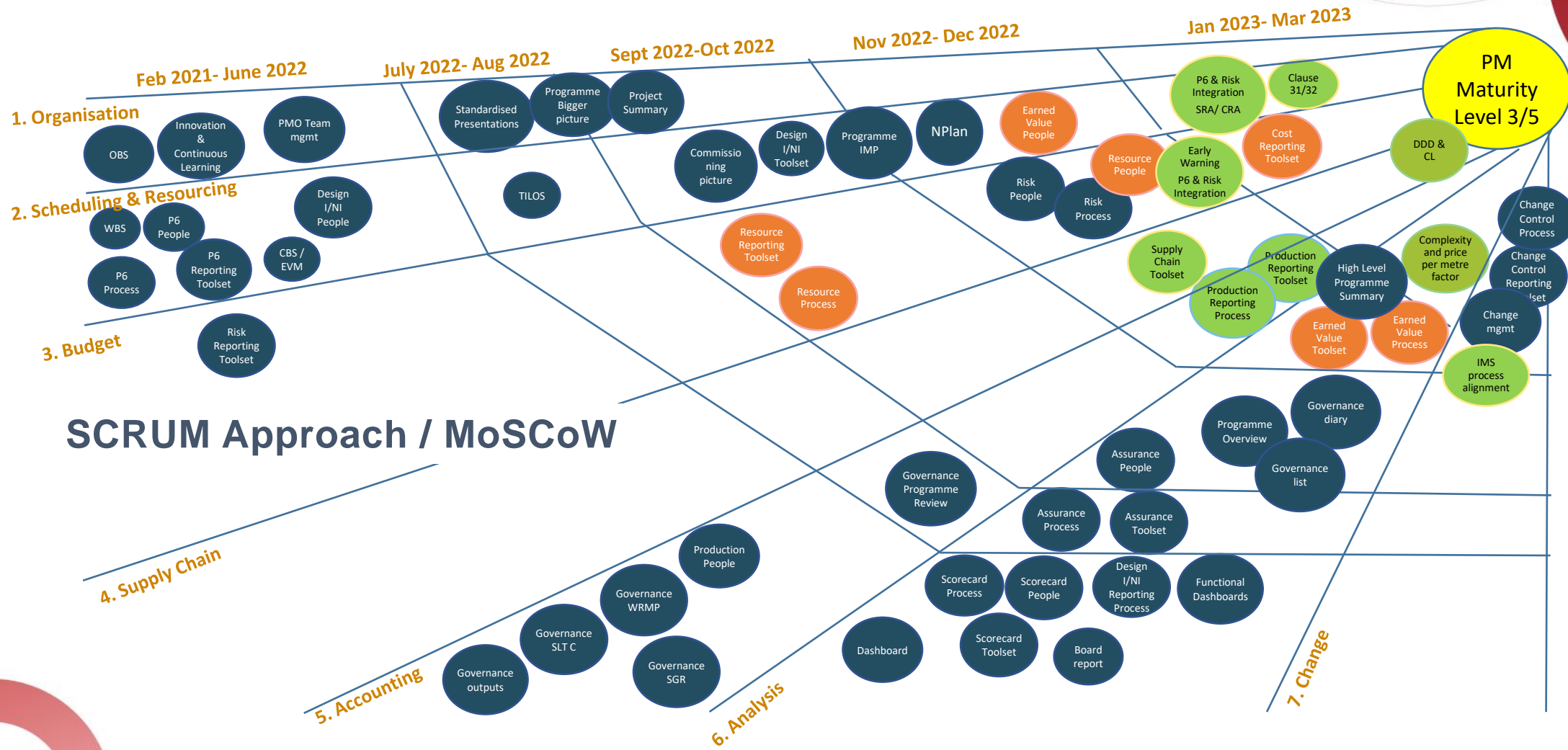**Toolset**: We have a toolset available to use.

Approach review
Fix, focus & grow-ing

FIX

'Needs' Review

Goal

Reality

FOCUS

Options

Implement and Adopt

Way Forward

GROW

*adapted from the original 'Grow' Model developed by Sir John Whitmore, 1989

PMO maturity evolution

SCRUM Approach / MoSCoW

Timeline phases:
- Feb 2021- June 2022
- July 2022- Aug 2022
- Sept 2022-Oct 2022
- Nov 2022- Dec 2022
- Jan 2023- Mar 2023

Categories:
1. Organisation
2. Scheduling & Resourcing
3. Budget
4. Supply Chain
5. Accounting
6. Analysis
7. Change

Nodes:
- PM Maturity Level 3/5
- OBS
- Innovation & Continuous Learning
- PMO Team mgmt
- Standardised Presentations
- Programme Bigger picture
- Project Summary
- Commissioning picture
- Design I/NI Toolset
- Programme IMP
- NPlan
- Earned Value People
- P6 & Risk Integration SRA/ CRA
- Clause 31/32
- Cost Reporting Toolset
- DDD & CL
- WBS
- P6 People
- Design I/NI People
- TILOS
- Resource People
- Early Warning P6 & Risk Integration
- P6 Process
- P6 Reporting Toolset
- CBS / EVM
- Risk People
- Risk Process
- Resource Reporting Toolset
- Change Control Process
- Change Control Reporting Toolset
- Supply Chain Toolset
- Production Reporting Toolset
- Production Reporting Process
- High Level Programme Summary
- Complexity and price per metre factor
- Change mgmt
- Risk Reporting Toolset
- Resource Process
- Earned Value Toolset
- Earned Value Process
- IMS process alignment
- Programme Overview
- Governance diary
- Assurance People
- Governance list
- Governance Programme Review
- Assurance Process
- Assurance Toolset
- Production People
- Governance WRMP
- Governance SLT C
- Governance SGR
- Governance outputs
- Dashboard
- Scorecard Process
- Scorecard People
- Design I/NI Reporting Process
- Functional Dashboards
- Scorecard Toolset
- Board report

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Result
'Mission Control' environment

- ✓ Accessibility
- ✓ Consolidation
- ✓ Simplicity
- ✓ Consistency

| Hindsight | → | Insight | → | Foresight |

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Reflections
What went well, and what could have been done differently?

People

Process

Tools

Do again...

People:
- ✓ Integrated PMO and Digital reporting team
- ✓ Maturity assessment – don't go too high! Be practical and pragmatic
- ✓ Pace of implementation – used SCRUM approach / MoSCoW

Process:
- ✓ Adaptation of existing models to enact a PMO wide maturity improvement programme
- ✓ PMO App enabling linking of access to capability
- ✓ Use power of systems to deploy processes quickly and easily

Tools:
- ✓ Digital solutions utilising existing client IT capability
- ✓ Simple and effective visualisation of programme and project information
- ✓ One source of truth driving consistency and transparency

Do better / more of ...

People:
Pace and appetite of change – expectations exceeding reality

Continuous training maturity (course correction)

Process:
Senior leadership team ownership of process adoption

Measure use and adoption

Tools:
Listen more to what the Toolset Subject Matter Experts could do for the programme

Toolset will help you identify what the next level of maturity direction could be

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Key takeaways from this session

1. **Do the basics well**

2. **Keep it simple**

3. **Use existing IT infrastructure and capability where possible**

4. **Consider programme culture & pace at which it can accept change**

5. **Senior leadership must define, agree and support Project Management Office / Programme Office requirement**

*Visit us at **stand 41** for more information and to speak to our experts*

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