

Transforming lives

Making every project a success



Capital project services

We're a team with diverse skills and experience, united by our deep knowledge of major projects – gained from working in industry – and a passion to see our clients' toughest projects succeed.

We believe that major projects can transform lives. But we also believe that delivering them successfully needs more than stock answers. It needs collective experience; a balance of rigour and intuition.

We're at our best when we're working closely with clients, challenging their thinking on the most complex and critical projects.

For more information on how we help organisations deliver their toughest projects, visit

www.pwc.co.uk/projectdelivery

Digital projects

Using data to provide predictive insight and drive down project costs

Springboard

Establishing a foundation for project success

Intelligent control

Building the environment that puts you in control of your programme

Project partner

Working by your side to deliver critical projects successfully

Health check

Providing independent and objective insight into complex projects

Commercial advantage

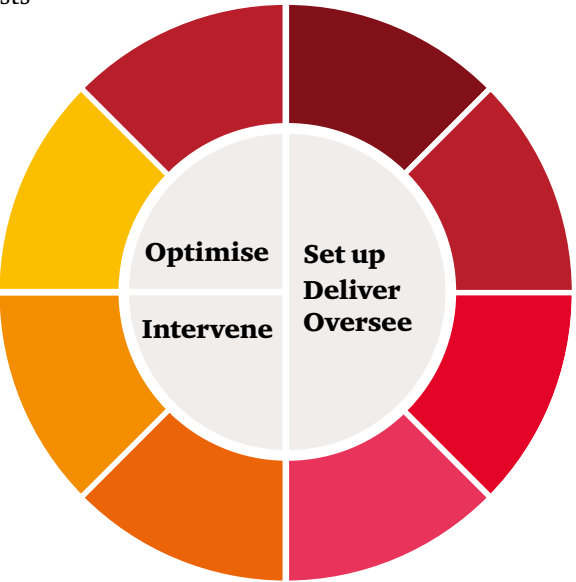
Driving the best performance out of complex contracts

Resolve

Providing a pragmatic, outcomes-focused approach to project disputes

Recover

Getting challenging projects back on track





Springboard in action

We worked with the developer of a major entertainment and leisure resort to set up the delivery programme for success.

The programme was highly complex and had many moving parts – in addition to the design, procurement and construction of the physical assets there was a range of other activities that needed to come together. Planning, marketing, licensing, intellectual property and community engagement all had to be progressed and the organisation that would build and operate the resort also needed to be created.

We worked with the executive team, providing objective challenge to their plans, and helped them create the structures they needed to manage complexity in the project's crucial early stages.

Springboard

Establishing a foundation for project success

The early stages of a major project are critical to its likelihood of being delivered successfully. Organisations need to take control – a real challenge when embarking on a project for the first time, or taking on a project of unfamiliar complexity.

Springboard gears up organisations to deliver their most important projects successfully by:

- **Defining the project:** Bringing clarity to the objectives and benefits, developing robust requirements, scope, costs and timelines

- **Getting in control:** Establishing the short-term capability, governance and monitoring needed to move the project from the development to the delivery phase
- **Building the organisation:** Shaping and embedding an organisational operating model that is capable of seeing the project through delivery and into operation

Springboard helps organisations get the most from their capital projects by developing the capability, structures and processes to improve confidence in the achievability of project outcomes.

Springboard helps organisations that are:

- Embarking on a complex project
- Unsure how to bring their vision to reality or struggling to define a clear path ahead
- In need of clarity on whether they have the right people, processes, systems and governance to deliver a project successfully
- Seeking to relaunch or reinvigorate a project that has lost direction, momentum or focus

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Benefits



A clear path to success



Threats flagged early



The capability and structures to deliver



Confidence in readiness



Intelligent control in action

We helped a metro rail operator to take control of a major network extension programme and instil confidence that the programme would be delivered on time and within budget.

Our client, the newly appointed Programme Director, inherited a complex programme. It had become evident that the programme was in difficulty, but information on where the issues were and their impacts was not reliable, making it impossible to make informed decisions.

After assessing the likely impact of delays, we established a new baseline and implemented enhanced project control systems and processes. Our work provided a credible, achievable baseline and an oversight and control environment that provided the Programme Director and stakeholders with the insight they needed to make informed, proportionate interventions and keep the project on track.

Intelligent control

Building the environment that puts you in control of your programme

When visibility of capital programme performance is scarce, unreliable or conflicting, stakeholder confidence and trust can be quickly lost. Programmes can derail and organisations can start to feel like passengers.

Intelligent Control is our proven approach that puts organisations back in control of their major programmes. It is based on three key principles: establish control, restore confidence and enable decisions.

- **Establish control:** Getting a grasp of the programme, ensuring that your teams are focused on the right things and establishing the capability needed for success
- **Restore confidence:** Providing stakeholders with the insight they need to restore confidence
- **Enable decisions:** Enabling management to make effective, insight-driven decisions

Intelligent control puts organisations back in the driving seat of their capital programmes, providing them with the insight and control they need to succeed Rapidly.

Intelligent Control helps project organisations where:

- Fundamental questions can't be answered reliably – how is the programme performing? What are the major threats? How far off budget are we?
- Instinct trumps information – messages conflict and data is sluggish and unreliable
- Reaction dominates – the programme team moves from one crisis to the next, always in firefighting mode
- The organisation looks back, not forwards – information shows where the programme has been, but not where it is going

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Benefits



Visibility of performance



A robust plan



Agility and responsiveness



Stakeholder confidence



Project partner in action

We rapidly set up and operated a global compliance programme for a major bank, providing an immediate injection of skilled project management capacity.

The bank was integrating two of its internal compliance functions and strengthening its governance, resulting in the redeployment of over 1,000 staff globally. We provided project management support over a 15 month period to coordinate the strategically important, time-critical global programme.

Our work helped the bank establish realistic delivery plans, an optimised programme structure and clear management information to ensure successful delivery.

Project partner

Working by your side to deliver critical projects successfully

When an urgent issue arises, organisations need to respond effectively and rapidly. People are pulled out of day-to-day roles and into project teams – sometimes with limited project leadership experience – which puts success under threat.

Project partner provides an immediate injection of skilled and experienced project and programme leadership capability that is essential in delivering business critical outcomes. It is based on our set up, support, sustain model:

- **Set up:** Rapidly setting up the programme to deliver the outcomes you need
- **Support:** Providing project leadership capability, bolstering your existing team or taking ownership of the programme on your behalf, so that you and your stakeholders are confident the outcomes will be delivered on time
- **Sustain:** Upskilling your own team, providing the long term capability you will need for success

Project partner provides capability and capacity to deal with urgent projects effectively and secure the outcomes you need, so you can focus on the day-to-day.

Project partner helps project organisations where:

- Project teams have been formed quickly to address a critical issue, often from an operations rather than a project management background
- Individuals are supporting key programmes over and above their normal day jobs
- Programme timescales are under pressure and slipping
- There is a lack of certainty of achieving programme outcomes, and where the implications could be business critical

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Benefits



The right expertise to deliver



The essential tools and process



Knowledge transfer to your people



Greater likelihood of success



Health check in action

We helped a global media business gain confidence that its new European headquarters would be delivered successfully.

The project was vast and complex, involving the construction of a large, ultra-high specification office building in the heart of central London. We reviewed the way in which delivery, costs, risk and change were being managed and scrutinised the accuracy and transparency of performance reporting provided to the CEO.

We recommended practical changes to both the reporting and planning arrangements to give the CEO much better visibility and insight and to enhance the overall level of control, giving the project a greater chance of success.

Health check

Providing independent and objective insight into complex projects

Major projects present significant risks and it is often difficult to understand if they are on track. An optimistic view is often reported, leading to poor decisions and missed opportunities to intervene. An independent perspective is essential.

With **Health check** we provide independent and objective challenge to complex projects, helping stakeholders understand:

- **Actual performance:** How a project is actually performing, when it will be complete, how much it will cost and whether it will deliver the intended benefits

- **Risks and exposure:** What the key threats are and how they are being managed
- **Capability to deliver:** Whether the right capability, processes, technology and governance structures are in place
- **The changes needed:** How the likelihood of success can be maximised

Health check gives stakeholders confidence that a project is actually on track – and where it isn't, it helps stakeholders make the right decisions to recover.

Health check helps project organisations that are:

- Delivering a complex or strategically important project
- Uncertain about whether a project is on track and whether key risks are being managed
- Anxious about costs or progress, or suspect something isn't quite right
- Losing confidence in a major project
- Approaching a key decision point and need an independent perspective, or just need assurance that a project is on track

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Benefits



Clarity of performance



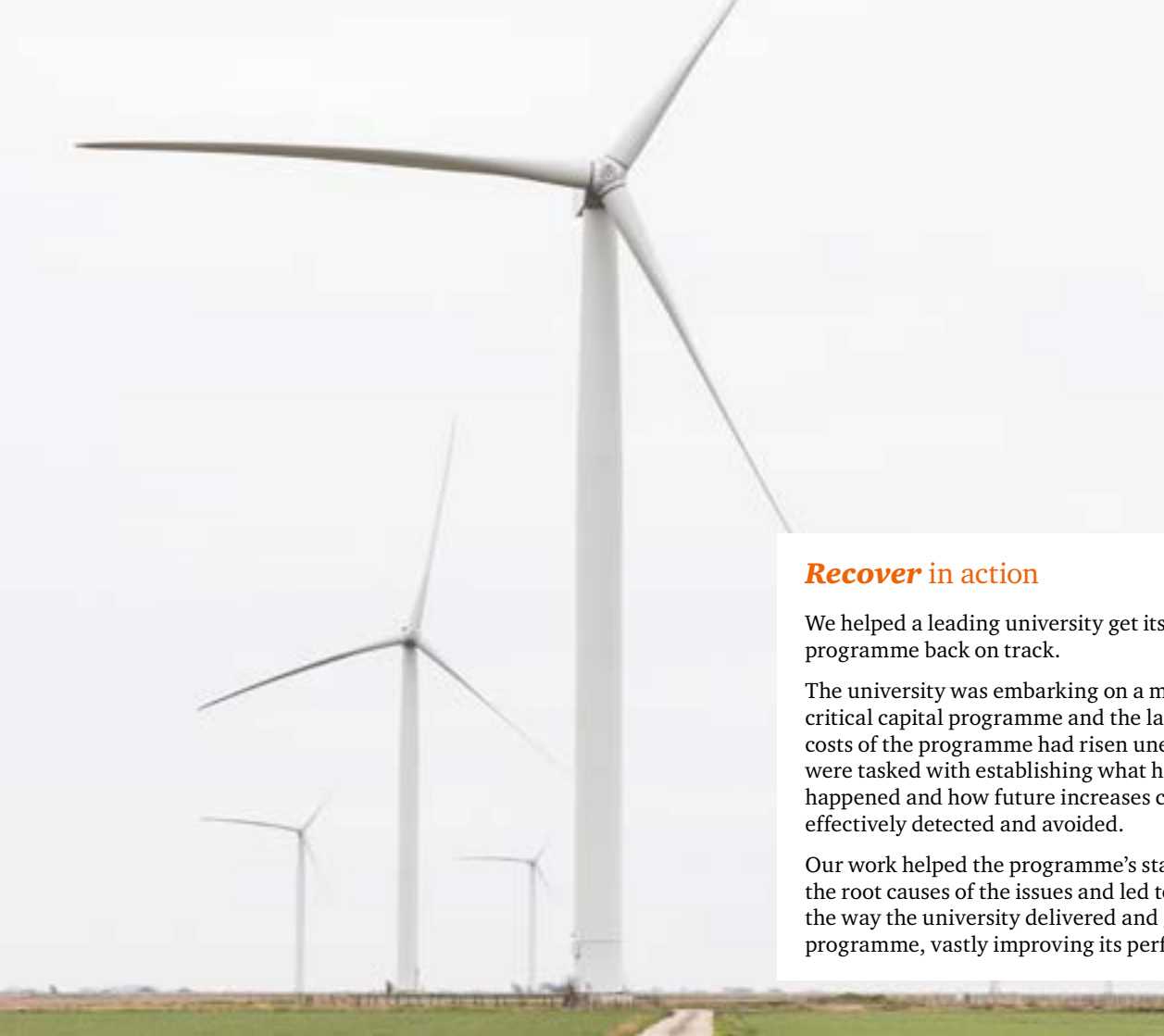
Critical threats identified



An independent perspective



Stakeholder confidence



Recover in action

We helped a leading university get its major capital programme back on track.

The university was embarking on a major, strategically critical capital programme and the largest in its history. The costs of the programme had risen unexpectedly and we were tasked with establishing what happened, why it happened and how future increases could be more effectively detected and avoided.

Our work helped the programme's stakeholders understand the root causes of the issues and led to crucial changes in the way the university delivered and governed the programme, vastly improving its performance.

Recover

Getting challenging projects back on track

When a major project is going wrong, every decision is critical. Establishing what is going on, what happened and what needs to be put right – quickly – is vital to getting a project back on track.

Recover provides organisations with the objective insight they need to make clear, informed decisions. It helps project owners and their stakeholders answer the three critical questions when a project is in crisis:

- **What is the current situation?** Establishing fact from fiction when a project is running late and costs are rising
- **What caused it?** Using rigorous analysis and experience to unpick complexity and establish the underlying root causes
- **What needs to change?** Exploring the options, so that informed decisions can be made to get a project back on track

Recover provides the insight and experience to get the most complex and challenging projects back on track.

Recover helps project organisations where:

- Projects are running late or over budget, or their status is unknown
- Benefits are at risk
- Stakeholder confidence has been lost
- Project information is conflicting or confusing
- Objectivity and an independent perspective is needed

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Benefits



Clarity of the root causes of issues



A plan to get back on track



Opportunities to de-risk



Stakeholder confidence restored



Resolve in action

We were instructed by lawyers acting on behalf of the owner of a £multi-bn rail link, which had suffered severe delays during construction and was in arbitration proceedings.

The schedule was highly complex, comprising over 10,000 individual activities over a five year period. We undertook independent analysis of the schedule and provided expert testimony to the tribunal on the causes of the delay.

Our work helped our client – the provincial government – understand the relative strength of its position to the counterparty – a consortium of international contractors – and helped the tribunal develop an informed award.

Resolve

Providing a pragmatic, outcomes-focused approach to project disputes

When contractual disagreements arise on major projects, decisions need to be driven objectively and by the facts to maximise the chances of success. More often impulse and emotion take over, compromising outcomes and risking reputational and financial damage.

Resolve adopts a pragmatic and rigorous business case approach to contractual disputes. Our three step approach helps clients and contractors make better dispute decisions and position themselves for success:

- **Establish the facts:** Building a comprehensive and objective understanding, separating opinion and emotion
- **Strategise:** Establishing and developing pragmatic, strategic and tactical options, often alongside counsel and in-house commercial teams
- **Articulate the case:** Developing a coherent and clear argument, supported by robust factual analysis, to increase the likelihood of a successful outcome

Resolve helps project organisations that are:

- Involved in a project that is delayed or over budget
- Suffering a breakdown in relationships between clients and contractors
- In a contractual dispute
- Having difficulty understanding the strength of their position – where emotions and vested interests are blurring the facts
- Exercising – or are about to exercise – contractual dispute resolution clauses
- Dealing with high-value contractual claims

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Benefits



Analysis that stands up to scrutiny



Clarity on the facts and your position



Coherent, clear and compelling argument



More successful outcomes



Commercial advantage in action

We worked alongside a UK Government department, supporting the delivery and reform of their most complex, innovative and demanding contracts.

Our team played a key role in transforming the way that complex contracts are managed by the department, delivering substantial cost savings and reducing risk on its most critical programmes.

A key part of our work involved embedding enhanced commercial practices and upskilling the department's own team, ensuring that it continued to deliver value for money beyond our involvement.

Commercial advantage

Driving the best performance out of complex contracts

Large contracts are part of the fabric of major projects, but they often fail to deliver on the promise of managing risk and can erode considerable value – threatening objectives, increasing cost and derailing strategy.

Commercial advantage brings the acumen and insight needed to drive the best performance and results out of complex contracts. Our approach focuses on identifying and addressing high impact areas quickly, following our proven assess, target, remediate framework:

- **Assess:** Understanding your existing capability and contracting landscape
- **Target:** Identifying and focusing on specific areas where you can save money, increase value from your contracts and enhance your capability
- **Remediate:** Optimising and upskilling your commercial function to deliver sustained commercial capability

Commercial advantage puts you back in control of your major contracts, delivering the value you expect.

Commercial advantage helps project organisations where:

- Contracts are not delivering the value and benefits that stakeholders expect, or value is leaking
- Commercial capability is limited and other parties may be taking advantage
- Contracts are complex, bespoke or difficult to manage
- Performance issues have arisen on major contracts
- Confidence in the commercial function is waning

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Benefits



Increased commercial value



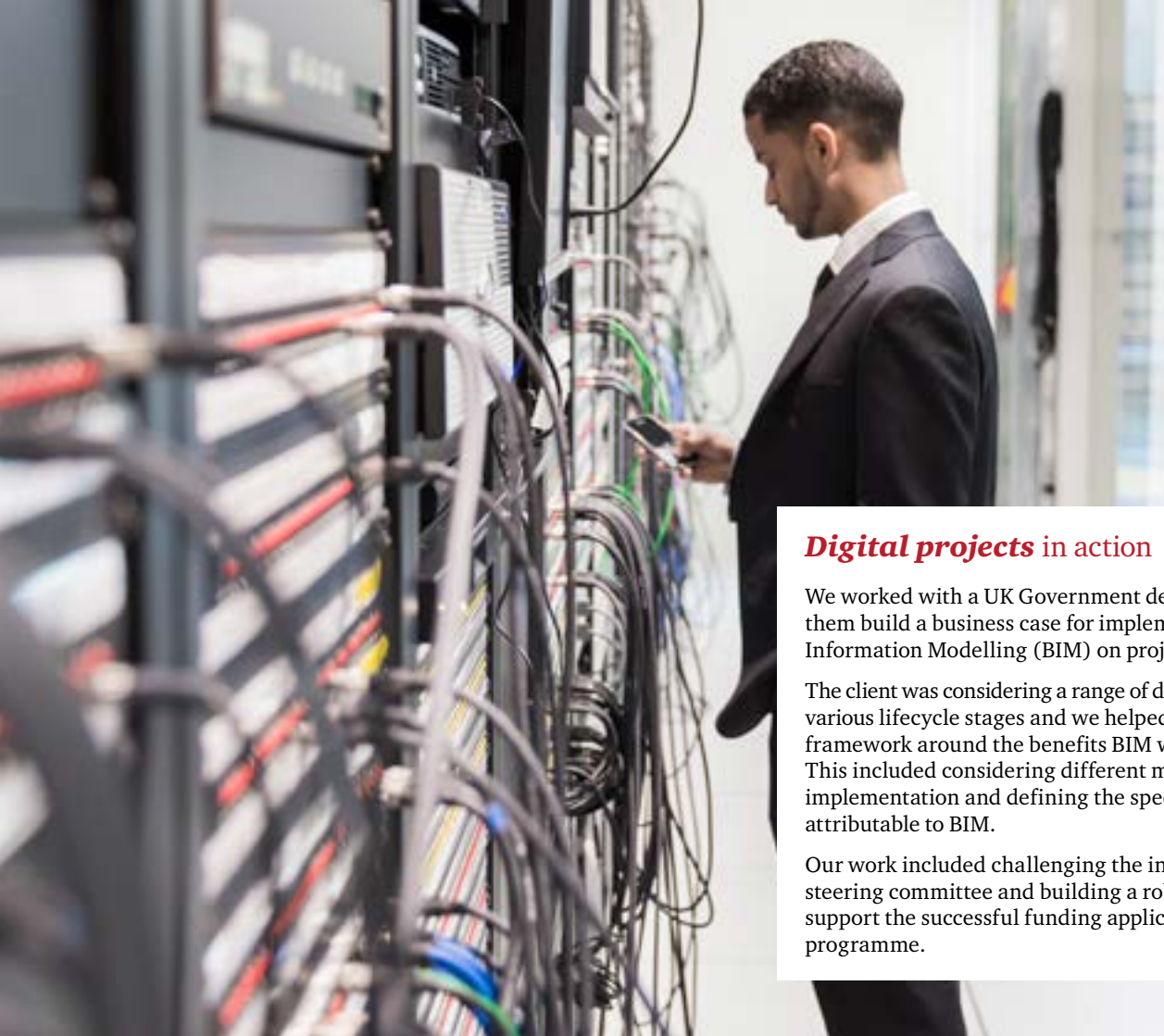
Cost reduction



Lower commercial risk



Knowledge and skills transfer



Digital projects in action

We worked with a UK Government department to help them build a business case for implementing Building Information Modelling (BIM) on projects.

The client was considering a range of different assets at various lifecycle stages and we helped them to structure a framework around the benefits BIM would deliver. This included considering different maturities of BIM implementation and defining the specific value attributable to BIM.

Our work included challenging the initial views of the client steering committee and building a robust business case to support the successful funding application for their BIM programme.

Digital projects

Using data to provide predictive insight and drive down project costs

The emergence of digital technologies and the abundance of data in the project environment creates opportunities for project owners to unlock insights and reduce costs.

Digital projects helps projects make the most of their data. By providing end-to-end partnering, supported by enhanced data analytics and technical capabilities, we are able to:

- **De-risk programmes** and reduce whole life cost through a digital lifecycle engineering strategy, ranging from BIM implementation and supply chain alignment, to Internet of Things-driven business model optimisation
- **Bring predictive insight** to complex projects, increasing the speed and effectiveness of decisions, backed by advanced data analytics throughout the project lifecycle

Digital projects optimises digital construction techniques and analytics to provide insight and predictability beyond that of a traditional project control environment.

Digital projects helps project organisations where:

- The project faces significant challenges in design coordination and supply chain management
- Whole life cost and whole life carbon targets are of primary importance, requiring innovative business models
- De-risking schedule or cost is paramount, requiring enhanced insight and predictability
- Project success is subject to a complex set of factors which requires enhanced analytics to understand performance

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Benefits



Predictive insight



Early warning of
potential issues



Lower whole
life costs



Greater confidence in
outcomes

