



# Better Planning Makes Better Projects

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Paul Kidston

Head of Project Control

Taylor Woodrow Civil Engineering

Simon Taylor

Head of Programme Planning

HS2





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Planning,  
Monitoring  
and Control  
SIG

# Is planning the answer to life, the universe & everything?



- Testing and developing methods...
- Setting expectations...
- Helping decision making...



- ...before spending any money

## But it doesn't do everything

- Predicting end dates (CPA)
  - Predicting end costs
  - Controlling the work
- 
- ...that's why we also have monitoring & control



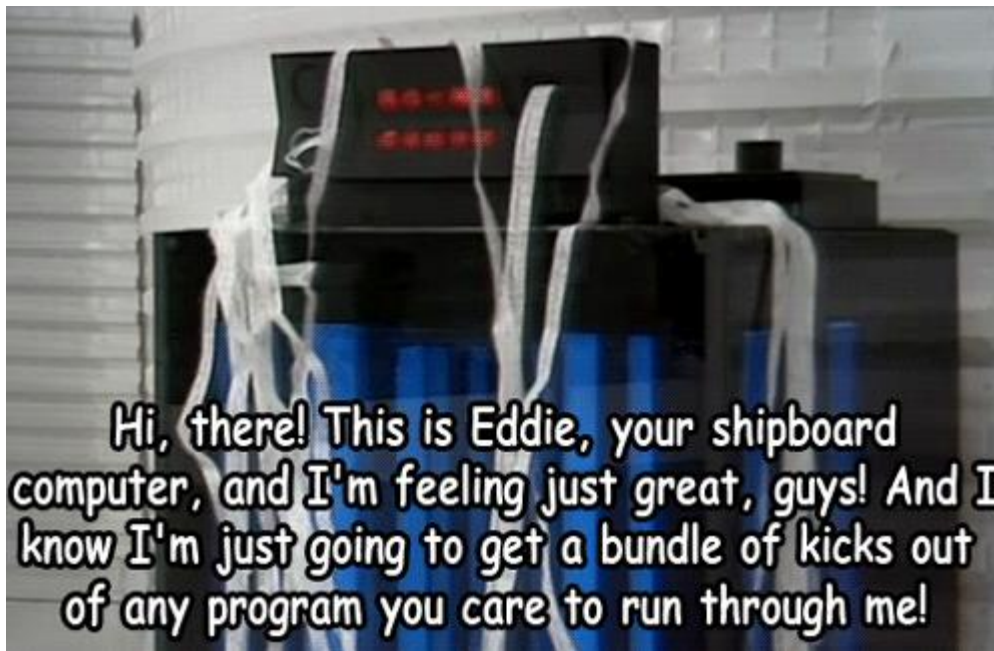


## Distractions?

- Contracts
- Detail and Contents



# Simons Story – Controls Integration



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## A simple question from a big shot

Why does the money shift each month in a different way to the project milestones?



# Searching for the answer...

- Speaking to the project teams
- Understanding the different controls functions
- Understanding the processes
- Understand the systems





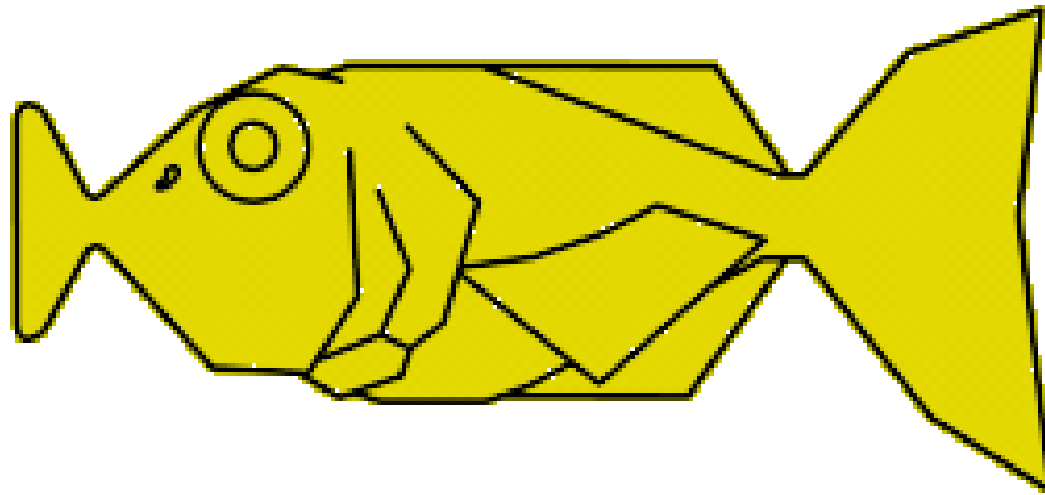
# The answer.

- Culture
- Lack of integrated data due to misunderstanding of what each function did and how they may relate and help each other.
- Internal politics



## The solution.

Communication, collaboration and the ability to start afresh.



# Pauls Story – Monitoring & Control



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# An anonymous Project...

Project Value approx. £8 million; 19 months

By month 20 the projected end date = Month 24

In month 22: declared loss ~~£600,000~~ £2,400,000

And the forecast completion slipped to month 26

Review noted that the bid was “Quite tight but achievable” re cost and time.

# **An anonymous Project...Project Review**

**Report concludes:**

**There was a fundamental flaw in the way Progress was reported... 15-20% ahead of reality.**

**Consequently End Cost forecasts and the Project was also incorrectly valued approx. 15-20% ahead of reality.**

**Consequently the Project Managers reporting was inaccurate as they were based upon flawed progress, end cost forecasts and valuation information.**

# An anonymous Project...Project Review

Report concludes:

*“The companies failure to identify the losses and delays at an early stage has denied us the opportunity of taking mitigating action to minimise its losses... “*

*“This would not have happened if they had put EVA in place”*



# So what are the APM doing about this?

- **Planning, Monitoring and Control (PMC)**  
**Specific Interest Group (SIG) formed in late 2010**
- **We need a practical guide**
- **Basic structure agreed**
- **Late 2013 formed a sub committee**
- **Guide published in 2015 (29<sup>th</sup> June)**

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## Planning, scheduling, monitoring and control

The practical project management  
of time, cost and risk



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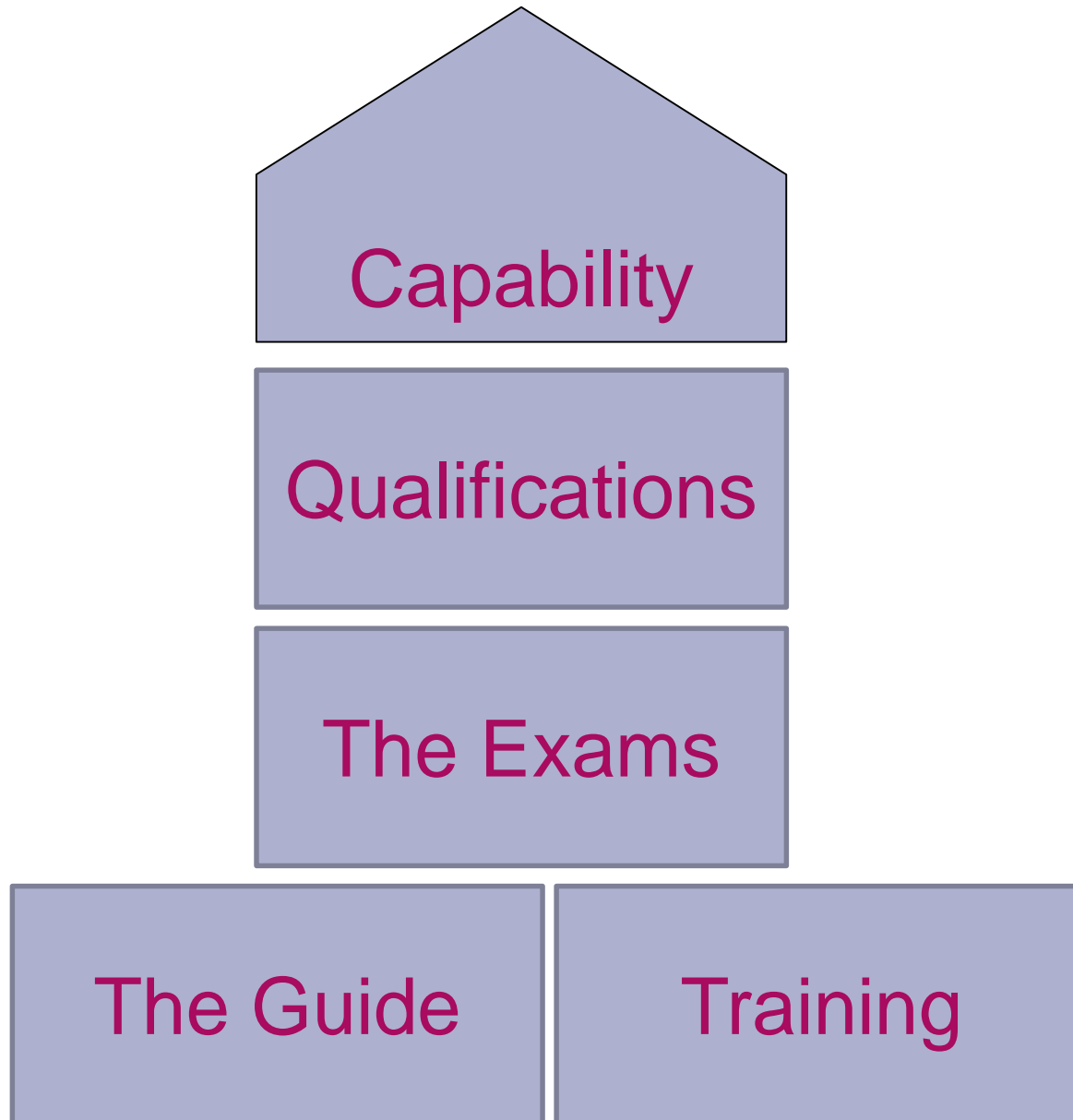
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# Planning, Scheduling Monitoring and Control



- Planning is an art
- Scheduling is a science
- Monitoring is measurement
- Control means management

# So what are the APM doing about this?



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## Planning, scheduling, monitoring and control

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**DON'T  
PANIC**

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Lead author: Paul Kidston

(Head of project control, Taylor Woodrow Civil Engineering)

Co-author: Keith Haward

(Associate director, Turner & Townsend)

Jenn Browne

(Programme manager, Ministry of Defence)

Carolyn Limbert

(Principal planner, Harmonic Ltd)

Simon Taylor

(Head of planning, Transport for London)



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In addition, significant contributions were made by the following members of the PMC SIG:

Mike Prescott	(Head of project control management, Cavendish Nuclear)
Stephen Jones	(Sellafield Ltd, Chairman of the APM PMC SIG)
Guy Hindley	(Turner & Townsend, formerly of BAE Systems)
Steve Wake	(SW Projects, Chairman of APM)
Alex Davis	(GE Oil and Gas, formerly of MOD)
Ewan Glen	(BMT Hi-Q Sigma)

Significant contributions from outside the SIG were made by:

Franco Pittoni	(Technical director – BIM & Project Controls, Parsons Brinckerhoff)
Ewen MacLean	(Berkeley Research Group, LLC)



Additional material and comments were provided by: Alan Bye (Rolls Royce); Andrew Chillingsworth (Atkins Rail, formerly of Turner & Townsend); Breda Ryan (Jacobs PMCM UK Infrastructure, formerly of Heathrow Airport Limited); Claire Purser (Capable Consulting, formerly of BMT Hi-Q Sigma); Deborah Perrin (Rhead Group, formerly of Turner & Townsend); Gary Mainwaring (General Dynamics); Ian Williams (Taylor Woodrow); Jim Malkin (Deltek); Jonathan Crone (Foster Wheeler, formerly of Subsea7); Marvin Edwards (Goldheart); Mike Semmons (AgustaWestland); Natalie Evans (BMT Hi-Q Sigma); Rebecca Evans (Turner & Townsend); Roger Joby (1 to 1 to 1); Ros Downs (BAE Systems); Sue Simmonite (BAE Systems); Tina Vadolia (BMT Hi-Q Sigma, formerly of Keval).



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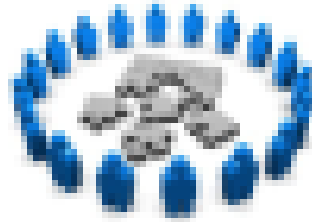
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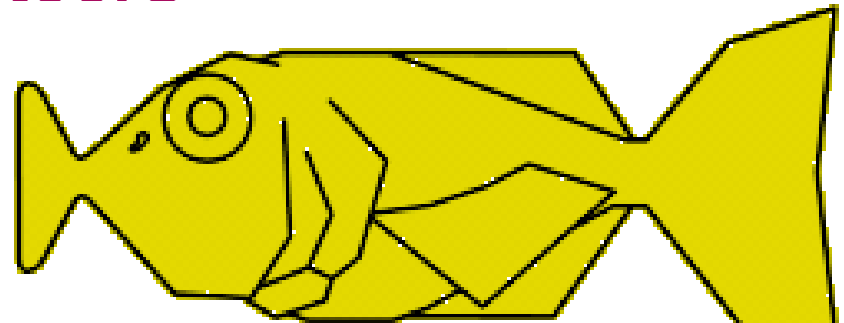
PARSONS  
BRINCKERHOFF

BRG  
Berkeley Research Group

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# The Book

- **‘Emily test’ (& Flesch Kincaid)**
- **Reference guide to dip into**
- **Over 130 Illustrations**
- **Extensive peer review**
- **Written entirely by volunteers**
- **Feedback.**



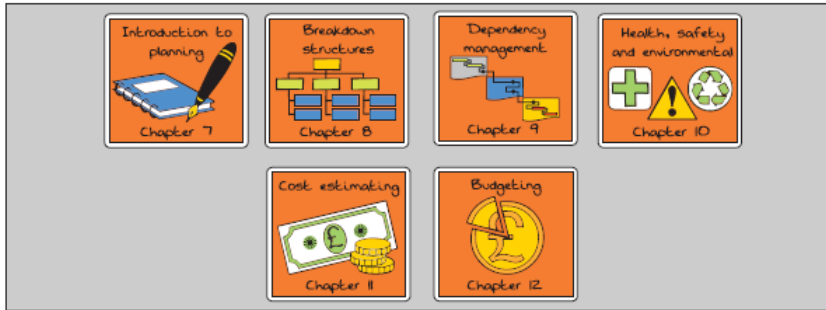
1. Definition



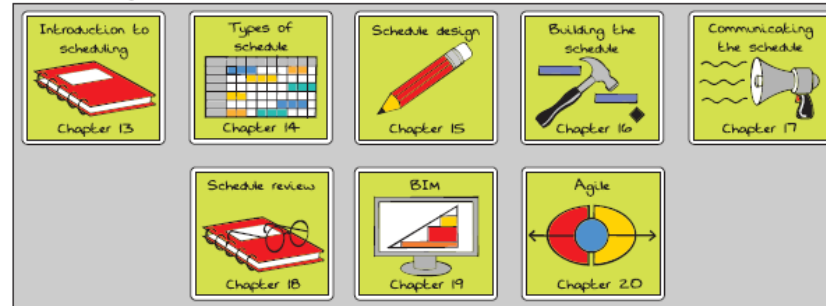
5 Records & learning



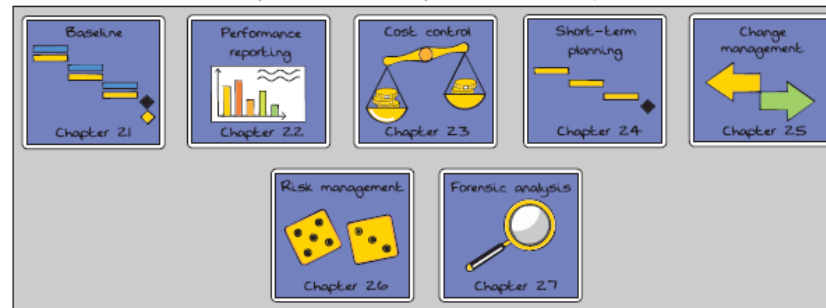
2. Planning



3. Scheduling



4. Monitor & control





# Early Feedback

**"I believe that this publication has captured the best practices for planning and will become the reference document of note for organisations and their teams during future project deliveries."**

"This is a well structured document that covers the subject well. I like the overall process map, linked to content later on"

"It is well established, solid guidance and well presented."

"It read very well. It was clear and concise and at the right level for the target audience"

"It is a very thorough explanation of the planning and project controls processes. As somebody who has only been involved in this arena for 6 months, I found it an easy read – even at the end of a long day whilst slogging home on the train"

"So well done, a massive challenge, to which you've produced a fine result."

# How to get hold of the guide.



- APM: <https://www.apm.org.uk/Planning-Monitoring-Scheduling-Control>
- Turpin Distribution
- *From the above, a discount of 25% from 09/07 to 17/07, using the code: PlanGuide25*
- Amazon from 13/7/15

- **Feedback: [pmcsig@apm.org.uk](mailto:pmcsig@apm.org.uk)**