

# TEN STEPS TO ACHIEVING SUCCESS IN MAJOR PROJECTS



*“Often programme benefits are not fully realised because too much focus is applied to individual project outputs rather than the desired outcome of the overall programme. Limited usable management information leads to variable decision making at the programme level and strategic misalignment with the total supply chain.*

*Growing concerns of programme milestones not being met and limited financial certainty create a climate of duplicated or over governance. Getting the strategic management approach right before the commencement of and during major project investment is key.”* Stuart Webb - Head of Major Opportunities

In increasingly tightening markets it is more important than ever to realise; cost and time certainty from major project delivery; demonstrable value for money; accelerated release of capital projects from the pipeline and fit for purpose assets that provide economic and socio-economic benefits. So why is it that when organisations look to establish a PMO (Programme Management Office) they only seem to be successful in part?

## Portfolio Management

More focus needs to be given to a portfolio management approach that establishes an effective governance framework which enables the programme to deliver benefits in line

with an organisation’s strategic objectives. Pan-organisation risks and interdependencies can then be optimally managed as the delivery of the programme is managed in a more controlled way through the stronger environment of corporate governance.

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### Ten steps for successful delivery

Having asked our clients and experts the key lessons learnt in delivering major projects and programmes, EC Harris has developed 10 steps to achieving success:

#### 1. Benefits case / business case

In the current economic climate clients need to consider the applicability of conventional benefits / business case methodology and recognise the greater potential benefits from socio-economic and agglomeration rather than focusing mainly on the financial aspects.

#### 2. Stakeholder management

Greater focus and pro-activity needs to be placed on stakeholder management in order to accelerate the development and delivery process and drive ongoing project development.

#### 3. Communications plan

Clear and concise communications to all stakeholders, and in particular the supply chain is critical in order to inform scheme progress, gather views and provide reassurance on scheme opportunity.

#### 4. Procurement Strategy

Needs to be appropriate for market conditions, flexible in relation to timing, fully engages the supply chain and managed in an efficient and timely manner

#### 5. Identifying the risk position from the outset

Clarity on scheme risk and proposed apportionment needs to be made in the early stages of development in order to ensure all stakeholders and the supply chain are clear on expectations and costs / time are not impacted by in-decision.

#### 6. Control with authority

Appropriate authority and control needs to be vested in the scheme development team or executive board in order to develop schemes at an appropriate pace and avoid drawn out decision making.

#### 7. Business objectives / objectives of scheme v. reality of delivery

Projects being developed in the current economic climate need to focus more on speed and achievement of immediate benefits in order to deliver short term impetus and legacy outcomes.

#### 8. Opportunity for Government in current market

Current economic conditions provide opportunity to achieve more through investments, provided the scheme’s scope; risk and controls are in place to deliver value.

#### 9. Decision making / accountability

Clarity in decision making and clear accountabilities are important to ensure outcomes are delivered to time and cost. In the current climate, clarity and certainty in the decision making process is critical to ensure stakeholders and the supply chain are clear on scheme progress and key milestones.

#### 10. Approval process and decision making

The requirements and programme for approvals needs to be fully understood and considered in relation to scheme speed to market, and short term economic benefit, in order that schemes do not become delayed by lack of or delays in approvals.

For those companies who realise organisational alignment and set up the right form of PMO from the outset there will be an increasing surety that project and programme management data is real-time accurate, allowing strategic programme decisions to be optimised. They will also benefit from clearly defined accountability, consistent delivery and control of risk, stakeholder confidence and maximum efficiency in the supply chain.

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