

Project Controls in an Emergency

SOCIAL IMPACT PROJECTS

November 2021

PRESENTERS



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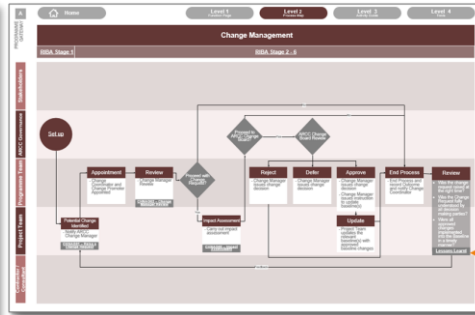
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WHAT DO WE MEAN BY CONTROLS?



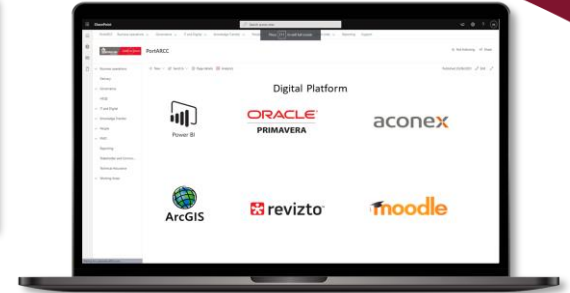
The scope's status
against which we
measure progress



How to do things consistently

Version	Change Manager Review	Signature
1.0		
Name	Customer	
Overview	<p>1 The overall purpose of this change management process is to ensure that all changes to the system are managed in a controlled and consistent manner.</p> <p>2 The purpose of this change management process is to ensure that all changes to the system are managed in a controlled and consistent manner.</p> <p>3 The purpose of this change management process is to ensure that all changes to the system are managed in a controlled and consistent manner.</p>	
Input	<p>1 The change manager receives requests for change from the business and the IT department.</p> <p>2 The change manager receives requests for change from the business and the IT department.</p> <p>3 The change manager receives requests for change from the business and the IT department.</p>	
Timing	<p>1 The change manager receives requests for change from the business and the IT department.</p> <p>2 The change manager receives requests for change from the business and the IT department.</p> <p>3 The change manager receives requests for change from the business and the IT department.</p>	
Tools and Technologies	<p>1 The change manager receives requests for change from the business and the IT department.</p> <p>2 The change manager receives requests for change from the business and the IT department.</p> <p>3 The change manager receives requests for change from the business and the IT department.</p>	
Roles and Responsibilities	<p>1 Requestor/Change Manager - can provide additional guidance and support</p> <p>2 Requestor/Change Manager - can provide additional guidance and support</p> <p>3 Requestor/Change Manager - can provide additional guidance and support</p>	
Steps and Sub-steps	<p>1 Identify the Change Manager role</p> <p>2 Identify the Change Manager role</p> <p>3 Identify the Change Manager role</p>	
Output and Deliverables	<p>1 The change manager receives requests for change from the business and the IT department.</p> <p>2 The change manager receives requests for change from the business and the IT department.</p> <p>3 The change manager receives requests for change from the business and the IT department.</p>	
Quality Checkpoints	<p>1 The change manager receives requests for change from the business and the IT department.</p> <p>2 The change manager receives requests for change from the business and the IT department.</p> <p>3 The change manager receives requests for change from the business and the IT department.</p>	
Initial	<p>1 Requestor for change manager role</p> <p>2 Requestor for change manager role</p> <p>3 Requestor for change manager role</p>	

- Lessons learnt built into processes



Tools to make us efficient

Governance

WHAT DO WE CONTROL?



Assurance

Health & Safety

Quality

Environment

Sustainability



Commercial

Cost Planning

Contract
Administration



Controls

Schedule
Mgmt.

Earned Value
Mgmt.

Risk Mgmt.

Change Mgmt.

Reporting

Document
Mgmt.

Cost Mgmt.



Procurement

EOIs

PQQs

ITT

Award



Stakeholder + Comms

Stakeholder
Mgmt.

Consents +
Approvals

Communication
Mgmt.



Digital

Configured
Solutions

Development
Solutions

Design

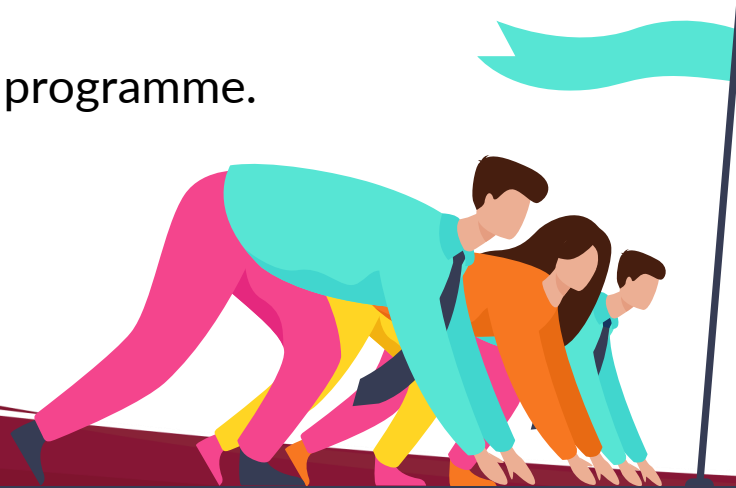
Delivery

WHERE DO WE MAKE THE BIGGEST DIFFERENCE?

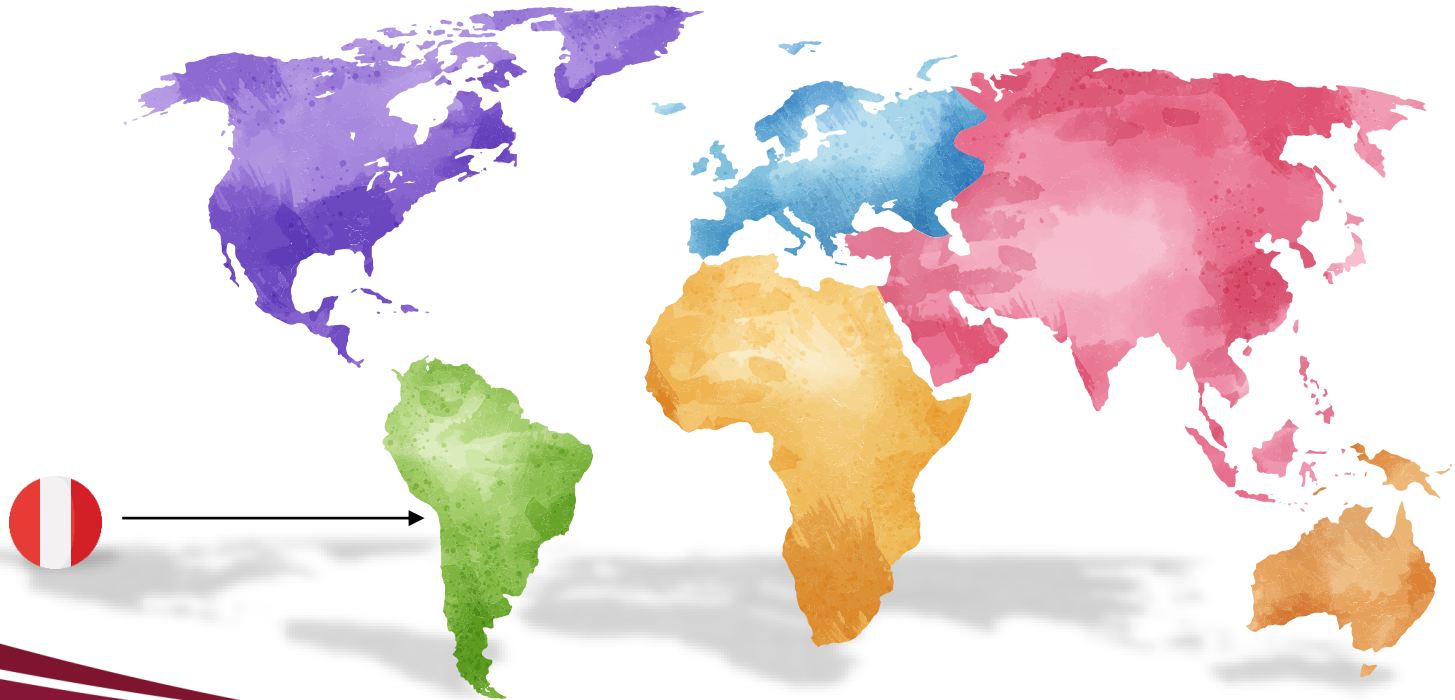
No matter where you are in the world

Mobilisation

makes or breaks your programme.



COVID 19 – WHEN YOUR BIGGEST CHALLENGE BECOMES YOUR GREATEST OPPORTUNITY



COVID 19 – WHEN YOUR BIGGEST CHALLENGE BECOMES YOUR GREATEST OPPORTUNITY

Programme Summary

- Peruvian Government's response to the 2017 El Nino disaster
- Government to Government Contract – a partnership
- Organisational change programme reinforced through the delivery of projects
- 152 projects; 74 schools, 15 hospitals, 42 flood mitigation & 21 management activity projects
- Leaving a sustainable legacy

Commenced

- July 2020 in the middle of global lockdowns

Challenges

- How do we mobilise and build new relationships when we are 3,000+ miles apart and don't speak the same language?



PERU RECONSTRUCTION WITH CHANGES PROGRAMME



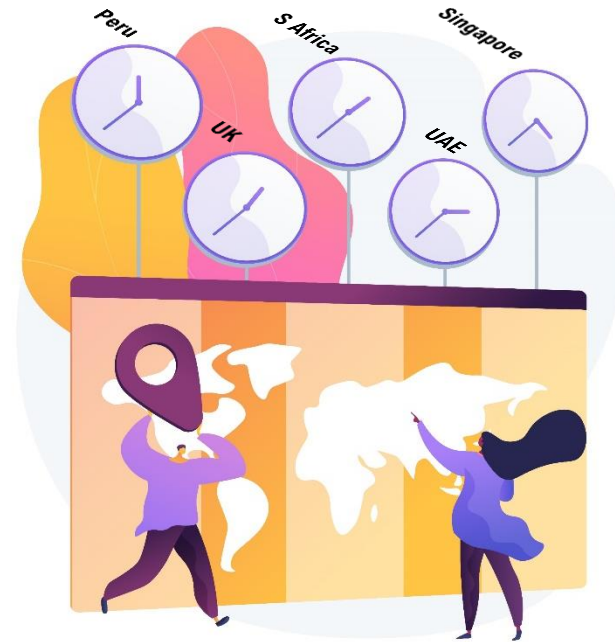
COVID 19 – WHEN YOUR BIGGEST CHALLENGE BECOMES YOUR GREATEST OPPORTUNITY

Likely to be building your own team as well as a team with your client

Manage time zones so they become an asset

Clear roles and responsibilities

TRUST



REMOTE DEPLOYMENT MODEL



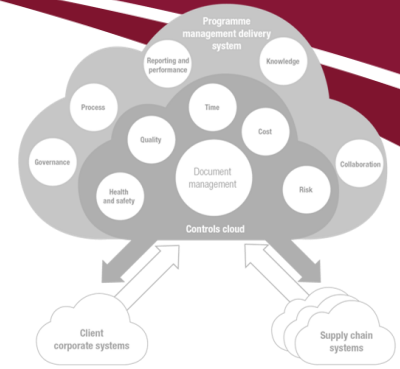
Virtual Teams



Plug and play "PMO"



Integrated e-learning modules



Cloud-based system solution deployed from the UK



**KNOWLEDGE
HUB**



Collaborative working



Remote Lunch & Learns,
Communities of Practice

"As Is" Review	"To Be" Assessment
<p>The review should adopt a collaborative approach to identify maturity of systems and processes, needs for deploying a small expert team who will:</p> <ul style="list-style-type: none"> Run a series of kick-off meetings and team-building activities to understand the working environment, concerns and constraints. Identify and engage with key resources from a cross-section of the organisation (including influencers, subject matter experts and change sceptics). Conduct 'As Is' assessments of the existing systems. This will include evaluating whether the organisational design, governance and IT policies and standards create any unnecessary constraints. Conduct workshops and interviews with employees to review findings, including identifying any quick wins for immediate implementation. <p>"As Is" Rating establishes the maturity of the process and an average rating will establish the score maturity per functional area.</p>	<p>When developing the "to be" model an assessment can be made as to a Programme or Portfolio should be operating.</p> <p>This will allow for a structure deployment of process improvements supported by a Delivery Plan (including systems).</p> <p>"To Be" Status</p> <ul style="list-style-type: none"> Red: Limited evidence of system or process improvement. Green: No attention required, system or process sufficient. Black: System or process not required or more than sufficient. <p>"As Is" Ratings</p> <ul style="list-style-type: none"> 0: No evidence of process or systems. 1: Limited evidence or ad-hoc processes and no systems. 2: Limited evidence or ad-hoc processes and systems. 3: System and processes in place but not utilised by all the programmes / projects. 4: System and processes in place and well utilised in most programmes / projects. 5: Well defined integrated processes and system in place, utilised by all the business.

Digital "Deep Dives" and assessment modules



Learning platform deployed immediately combined with Knowledge Hub

COVID 19 – WHEN YOUR BIGGEST CHALLENGE BECOMES YOUR GREATEST OPPORTUNITY

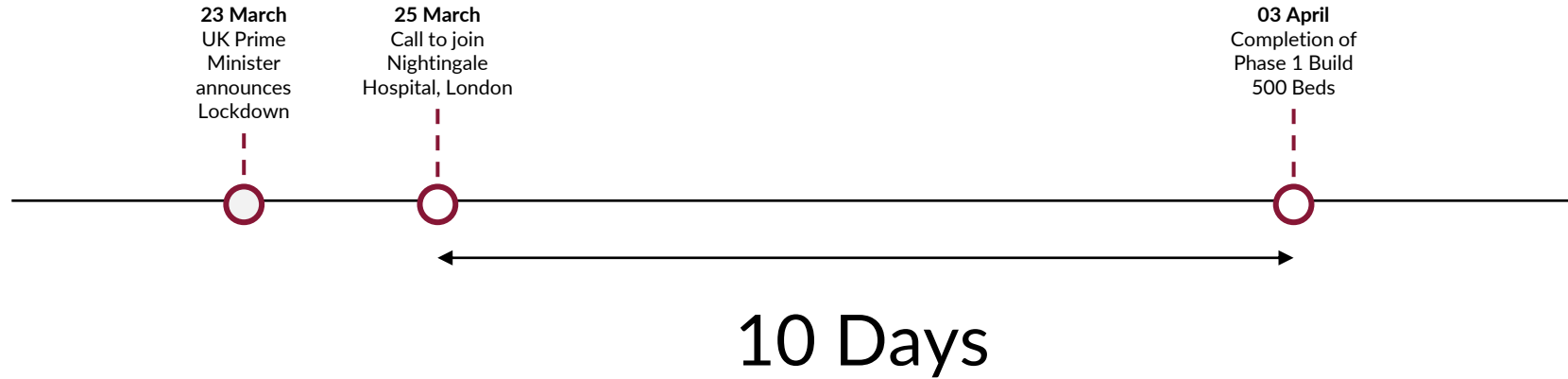
Online meetings
Daily catch-ups
Programme Buddies
Simultaneous Translation
Fun Team Activities
Language Lessons
Shared activities



Nightingale Hospital, London

Collaboration & Teamwork
A legacy for project delivery

THE EMERGENCY TIMELINE - 2020



CONTROLS - WHO

Army

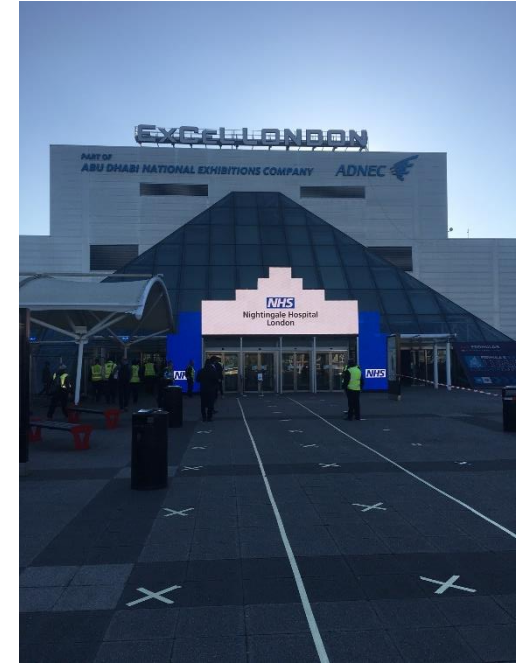
NHS

NHS - Property

Consultants

Contractors

Specialist Suppliers



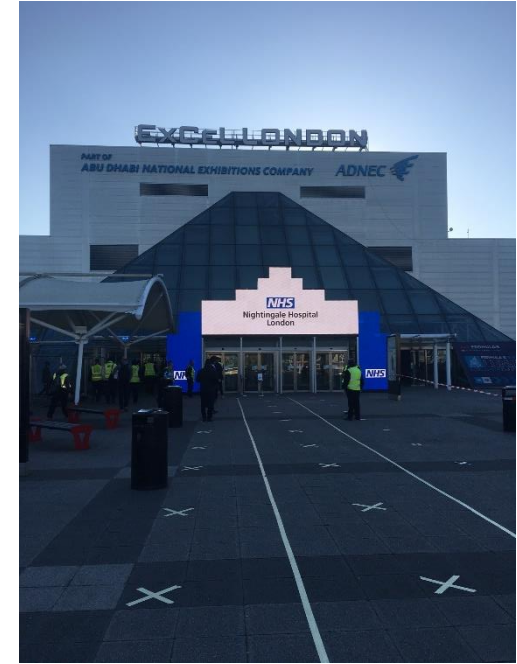
A COMMON PURPOSE

The delivery of a facility in record time to support the NHS effort during the COVID-19 pandemic

Convert a purpose-built events space into a field hospital

Meet the requirements of NHS E&I published design note: “COVID-19 ward for intubated patients”

Achieve this while working under strict conditions for social distancing during a Pandemic

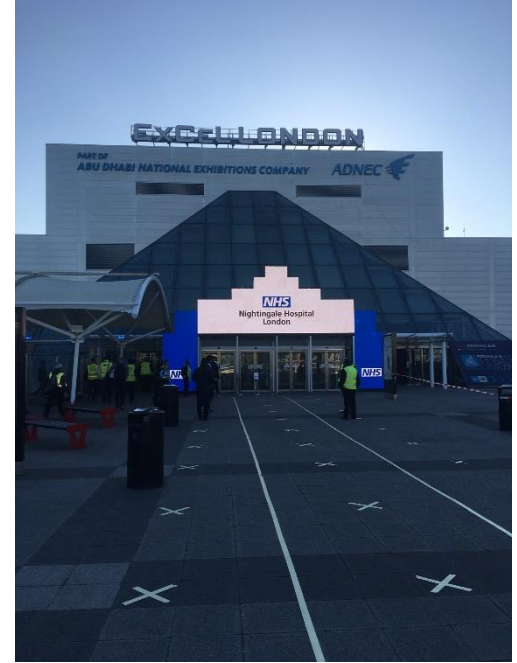


CONTROLS - HOW

REQUIREMENTS

STAKEHOLDERS

GOVERNANCE



FACTS & FIGURES



CONSTRUCTION - largest ICU hospital in the world

3,800 bed bays plus
2x triage areas

First 500 in south
hall built and serviced in **9 days**

524 doors and frames

90,000m²
of vinyl flooring

22 times
don / doff areas

6,000m²
mix of modular and traditional
partitioning systems

FACTS & FIGURES



ELECTRICAL

7.2MW

of UPS capacity

19.2MW

of standby generators

13,500m

Dado trunking

31,000

Double socket outlets

116,400m

of cable

3,900

light switches

4,200

LED lights

FACTS & FIGURES



MEDICAL GAS INSTALLATIONS

2 x Primary Oxygen vessels (VIE) each with a capacity of

63,000 litres

with 3 No 25,000 litre evaporators each, giving total usable gas of 85 million litres at a flow of 75,000 l/min

7,200

Medical Grade Oxygen
Terminals

3,600

Medical Air Terminals

Medical grade air: our times

5,000l/min

triplex medical grade air plants

FACTS & FIGURES



PIPEWORK AND OUTLETS

20km decreased
medical gas copper tube

35km flexible medical
gas hose

7,800 oxygen terminal
units (outlets)

3,900 medical air
terminal units (outlets)

800 line valve assemblies

MOBILISATION – DEMONSTRATING THE PMO VALUE

Typically – Common Elements

Communications Management
Cost Management
Document Control
Information Management
Reporting
Risk Management
Schedule Management

Additionally – What's different

Contract Administration
Governance
Health & Safety
Quality Management – QA/QC Sign-Offs
Stakeholder Management
Statutory Approvals and Consents
Derogations

Design and Construction Management

MOBILISATION – DEMONSTRATING THE PMO VALUE

Typically – Common Elements

Communications Management – [Daily Briefings](#)
Cost Management – [Confidence indicator dashboard](#)
Document Control – [through SharePoint](#)
Information Management – [Handover Documentation](#)
Reporting – [Dashboard Reports](#)
Risk Management – [Change and Risk Log](#)
Schedule Management – [Phasing plans, Completion schedule](#)

Additionally – What's different

Contract Administration – [Supplier Appointments](#)
Governance – [Approvals and Decisions Log](#)
Health & Safety – [Safety Certification Checklist](#)
Quality Management – [QA/QC Sign-Offs](#)
Stakeholder Management – [Manage Expectations](#)
Statutory Approvals and Consents – [Sign-off's](#)
Derogations – [Risk & Controls Register](#)

Design and Construction Management

TOOLS – SIMPLIFIED PROCESSES

Critically, the major constraint was **time**

Rapid implementation of project control tools (plug-and-play) right from the outset so that the team hit the ground running.

Tools & Process

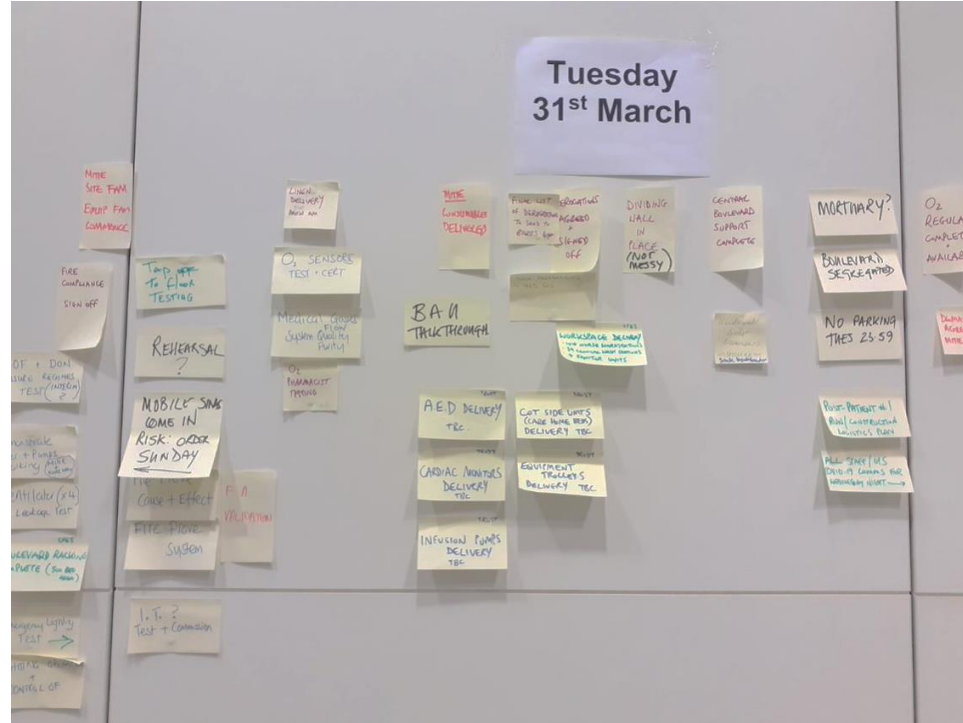
Experienced professionals that could quickly identify blockers, decisions needed and risks and work collaboratively

People

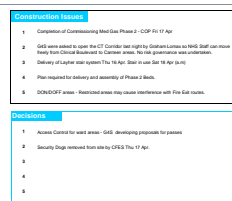
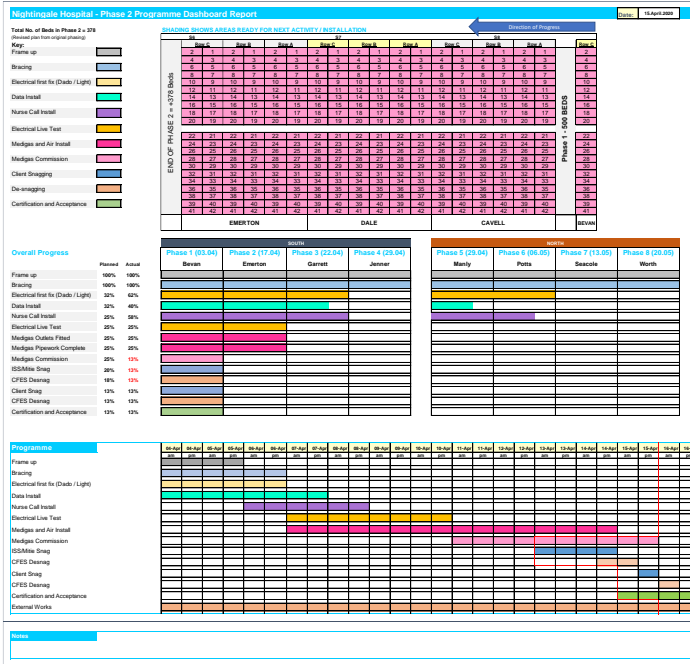
Frequent communication, co-location and technology to expedite decisions. (data needed for decision making available on the spot)

Governance

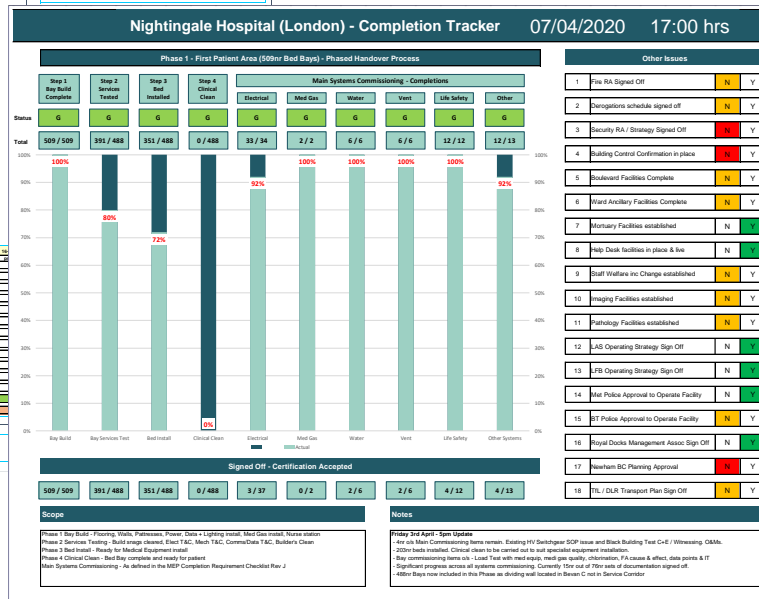
TOOLS – PLANNING WALL



DASHBOARDS



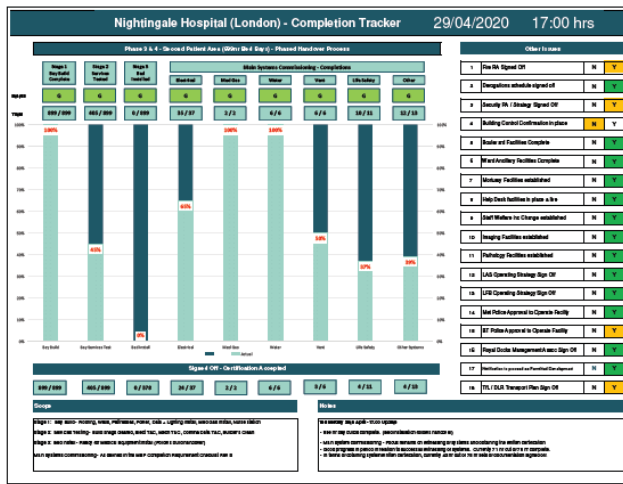
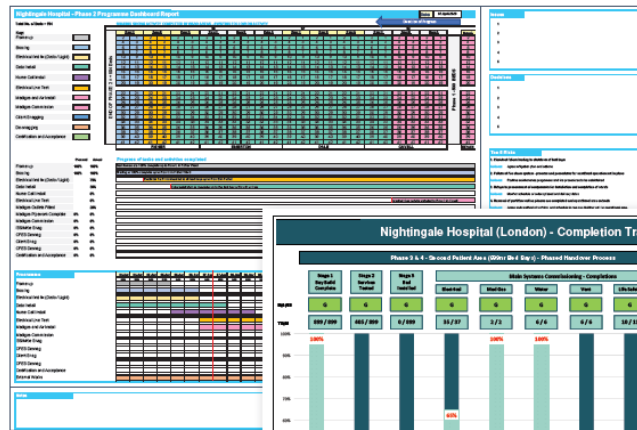
Daily Progress Update at a glance



DASHBOARDS

Critical Build - Confidence Indicators Breakdown- 1st April 

Ref	Element	RAG	Blockers	Confidence Green 1-3 Amber 4-6 Red 7-10	Data	Mitigation
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Daily Progress Update at a glance

DEMONSTRATING THE PMO VALUE

HOW DO WE MEASURE THE VALUE WE BRING?

Critical Decisions

What are we
Building

What are the
Blockers

How do we
Resolve



Performance Data

DECISIONS

Change Request Tracker / Decisions Log										
Current Date:			30/04/20							
CRF No.	CFE \$ ID	Date	Change Request Title	Owner / Raised By	Reason for the Change	Category	Status	Signed by or Escalate to	Date	Comments / Action
CRF-001		13/6/20	Removal of Handrails and Installation of Layover Staircase		Handrails were installed as an interim solution for Phase 1 handover. Staircase Construction	Baseline Construction	Approved			Staircase completed on Friday 17th April 2020
CRF-002	CFE5-017	24/6/20	Remote Monitoring (17 on CFE5 schedule)		Remote monitoring and/or existing site SMS integration for key plant installed as part of the Nightingale fit-out works	Baseline Construction	Approved		28/04/2020	ETA design strategy being finalised, but work can proceed once plan has been established and agreed.
CRF-003	CFE5-023	24/6/20	Lighting Protection (23 on CFE5 schedule)		Provision of lightning protection to O2 storage compound - final design arrangement to be confirmed by RSP	Baseline Construction	Approved		28/04/2020	
CRF-004	CFE5-032	24/6/20	Staff Change Area (BDP/Eng - EXPL-05455.32 on CFE5 tracker)		Staff Change Area (internal strip/lit out) - as BDP drawing EXPL-001-805	Baseline Construction	Rejected		04/05/2020	These proposals on hold for activation in the future. Not needed at present.
CRF-005	CFE5-037	24/6/20	Indicator Lights on bedhead (37 on CFE5 tracker)		Supply and fit of indicator lights for each bed based on building system. Works involve removal of dead lit, installation of LED unit for each circuit, then to the adjacent socket, new lit, test and clear. Fixed price per light obtained from both AWW and ESG Plc. Cost from AWW fixed = £28,081/ light. ESG = £27,267/ light. Estimated total number of lights required = 7,158 based on 2072 lights per South and North (each) wing with total of 12m Chelmsford bed modules.	Baseline Construction	On Hold		28/04/2020	

Decisions were a factor of Change – Reviewed Daily

HANDOVER TO OPERATIONS



War Games

COMMAND CENTRE - A SINGLE SOURCE OF THE TRUTH



CRITICAL SUCCESS FACTORS

Daily Briefings
Progress Tracker
Stakeholder Engagement
Health & Safety
Handover Procedure
COLLABORATION
Shared Goals



WHERE CAN WE MAKE THE BIGGEST DIFFERENCE?

TEAMWORK

A COMMON PURPOSE



**“Without this teamwork a fully functioning facility could r
commissioned in 9 days!”**

- Natalie Forrest, Nightingale London Chief Operating Officer / Chief Executive Chase Farm Hospital

Thank You



Zoe Madams Anstey

Director, PMO Services



Piyush Desai

Operations Director, PMO Services

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