

Multi-Enterprise Delivery Management Through Earned Value

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Manager of Programme/Project Controls
London Underground

Personal Introduction

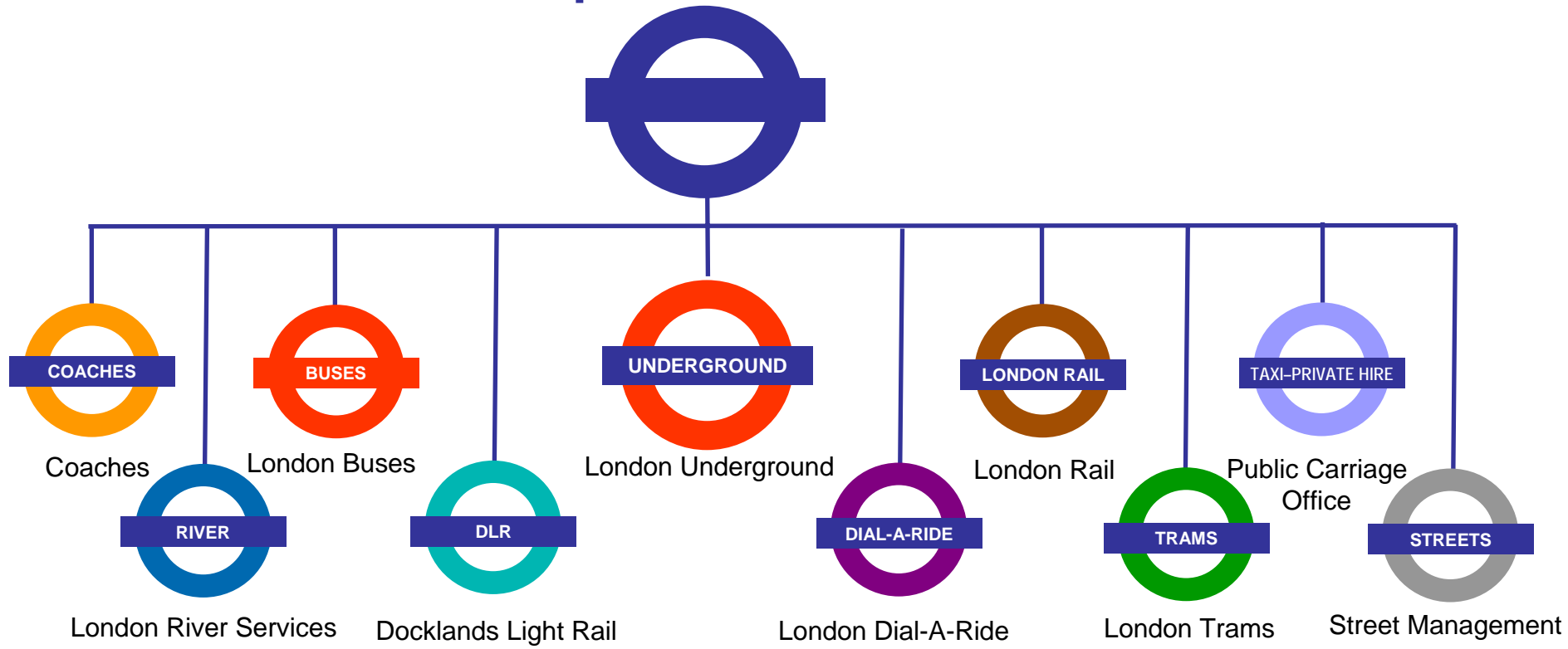
- > Project Controls Manager for the past 16 years, mostly on mega public infrastructure projects, including power plants, airports, motorways/toll-roads, telecommunication networks and railways.
- > Always using **Earned Value** methodology
- > Currently incorporating project data from **multiple** Primavera **Enterprise** systems into a single Master Database
- > Past 8 years with PB, 3+ years in the UK

Presentation Overview

- > Coordinated delivery for multiple Enterprises
- > MPD Philosophy
- > Development Principles
- > Implementation (two part story)
- > System Features
- > Master Project Programme
- > Current Status
- > Questions

TfL Organisation

Transport for London



LU Organisation

Managing Director

Chief Operating Officer

Service Director BCV
Service Director JNP
Service Director SSR
Director of Strategy and Service
Development
Head of Communications
Head of Operational Support
Head of Service Development
Head of Strategy & Planning
Head of System Upgrades

Operations

Head of Legal Services
Director of Engineering
Director of Finance
Director of Safety
Director of Human Resources
Director of Employee Relations

Business

Chief Programmes Officer

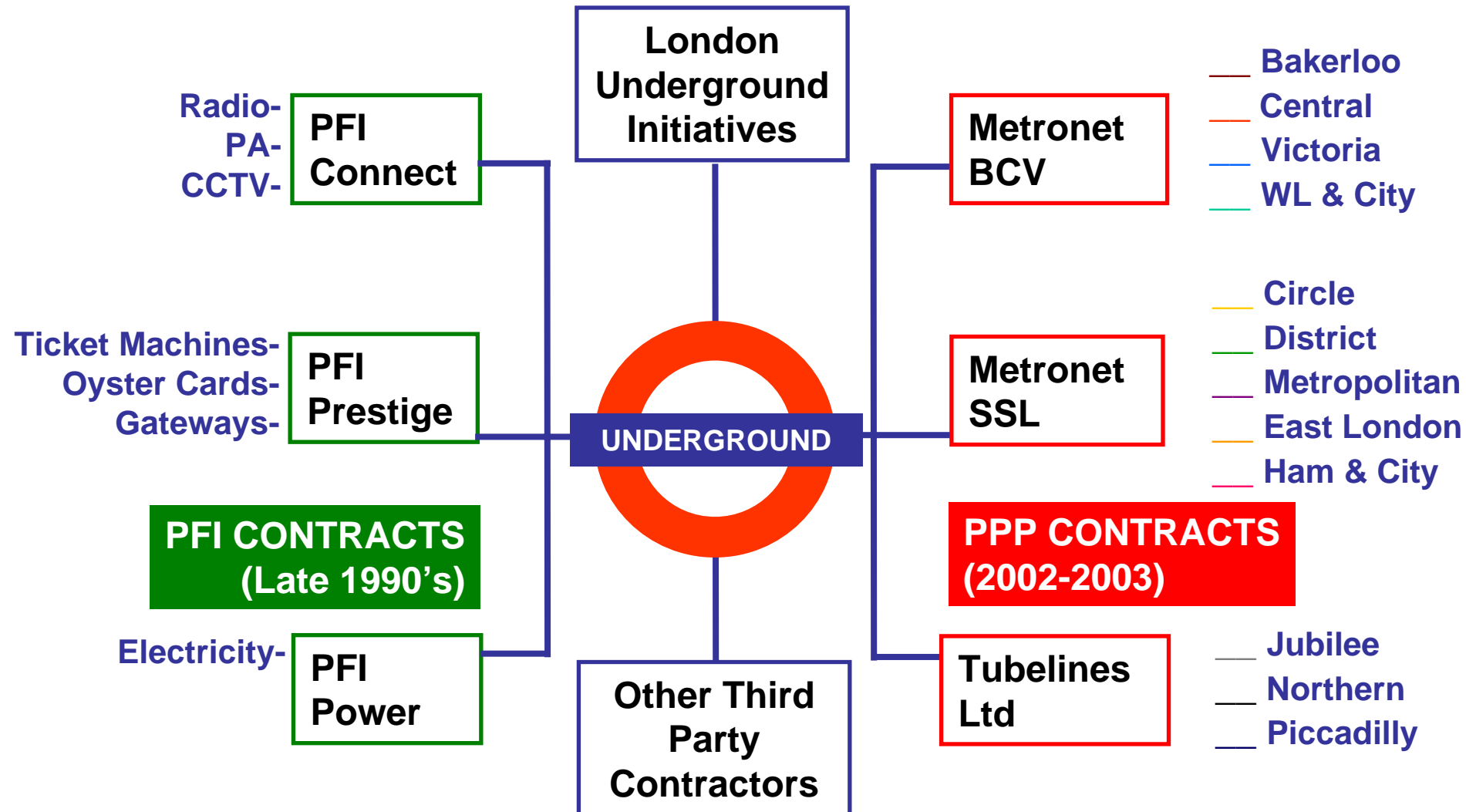
Contract Director JNP
Contract Director BCV
Contract Director SSL
Director of Contract Services
(PFI Contracts – Acting)
Director of Programme
Assurance Office

Projects

LU Facts

- > 3 million passenger journeys each day
- > 12 thousand operational staff
- > 500 trains on network at peak periods
- > 275 stations served
- > 253 route miles, on 12 lines
- > 221 feet below street surface (max depth)
- > Vast engineering and commercial assets

Project Delivery Organisations



Private Finance Initiatives (PFI's)

- > PFI's existed prior to the PPP providing services throughout the Underground Network
- > PFI Prestige 1998 (ticketing)
- > PFI Power 1999 (AC/DC)
- > PFI Connect 1999 (communication)
- > **PFI services are system based**

Public Private Partnership (PPP)

- > Private consortia organisations known as **Infracos** working in partnership with London Underground to maintain and upgrade the Underground Network
- > Introduced in 1999 as shadow organisations
- > Contracts signed in late 2002 and early 2003

- > **Infracos are Line based**

LU Projects

- > TfL Capital Investment Programme
- > Underground Improvement Projects
- > Olympic Projects
- > Third Party Delivery Organisations
- > **Additional Works not in PPP/PFI Schemes**

Master Projects Database (MPD)

The PPP contract required LU to develop, maintain and provide access to a database, the Master Projects Database **to facilitate the co-ordination of work,** all projects and programmes on the Underground Network.

The MPD is:

- > A multi-enterprise project data collection, repository and reporting system
- > Used as an Interface Management tool by all organisations working on the Underground Network

MPD Philosophy

- > One Solution
- > One Language
- > One Metric
- > One Programme

One Solution = Primavera Enterprise

- > Primavera (P3) systems were already in place with the PPP Infracos, the PFI's and LU
- > Primavera Enterprise (P3e, P3e/c) was a new product and not embedded in the various organisations
- > Primavera Enterprise was the obvious choice for building this multi-Primavera Enterprise system.

One Language = Global Codes

- > Standardised Location codes
 - Existing LU Category 1 Standard
- > Specified Project Lifecycle codes
 - Feasibility, Design, Implementation, Integration and Commissioning
- > Hierarchical Responsibility codes
 - Director, Delivery Manager, Project Manager, etc...
- > Planning Package or Control Account codes
 - More on this later

One Metric = Earned Value (EV)

- > One Metric for all Delivery Measurement
- > Incorporates **Best Practice** Principles in Planning
- > Independent from Critical Path or Milestone Methods
 - Validates, or assures these methods correctly represent 'true progress'
- > Indicative reports that promote quick analysis
- > Suits large complex Capital Works Programmes
- > **Transparency** of Cost & Schedule Performance

One Programme = No Duplicity

- > Electronic submittals directly from data suppliers' Primavera Enterprise Controls Systems
- > Project programmes are 'as accepted' History which remain static and cannot be altered
- > Project programmes can be resubmitted as often as necessary during each submittal period
- > Mutually exclusive and collectively exhaustive

MPD Development Principles

- > Leverage Primavera functionality, don't duplicate it
- > Request the minimum, to deliver the Required
- > Promote use of hierarchical global Structures, not ad-hoc Activity Codes
- > Control the data transfer, keep requirements simple
- > Add value for the data suppliers
- > Fast, friendly, flexible and future-proof

Structured Information

- > Primavera Enterprise's core strength (over P3) is its use of multiple hierarchical structures.
 - Structure are easily understood and very manageable
 - Codes require dictionaries and can be difficult to interrupt or associate
- > Specific project or activity attributes can be defined by global activity codes
- > The MPD removes non-specific external codes

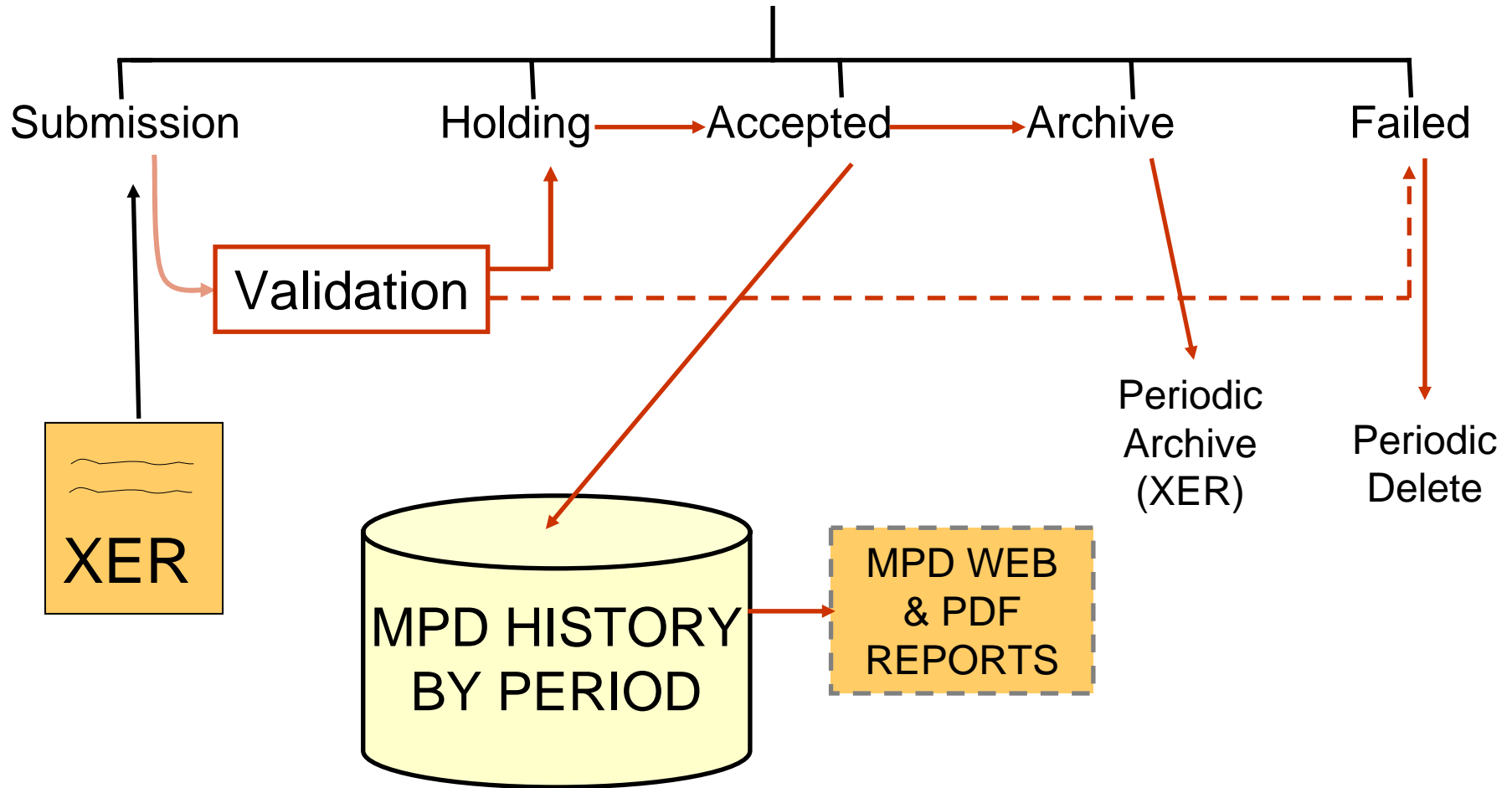
Master Project List (MPL)

- > Single list of Project IDs for each data supplier organisation.
- > MPL represents current agreed scope of project submission
- > Project level codes, groupings and other specific attributes are held/linked through MPL functionality

Primavera Controlled Processes

- > Data submission limited to specific user logons, controlled by P3e licenses
- > System control of projects submittals and project baselines/re-baselines
- > Enforced project data date for all periodic updates to system.
- > Timetabled access to submissions node of MPD EPS

Enterprise Project Structure (EPS) in the MPD



Project Submission Control

- > Primavera Enterprise licences enabled at the close of each LU period and disabled after the two week submissions period
- > Reports are generated from valid submissions
- > Projects failing validation are removed and not used for reporting*

*replaced by previously accepted past period data

Project Validation

- > Project programmes checked for planning logic and updated status (to MPD Data Date)
- > Presence of MPD Global Codes, activities, milestones and WBS verified
- > Warnings raised for non-critical project anomalies
- > Validation results posted on web, updated every 15 minutes

MPD Accepted Area

- > Latest accepted project submission held in MPD EPS area, accessible to Primavera Enterprise planners and MPD web application
- > Primavera Enterprise Planners have 'non-financial' view of accepted projects for all organisations

MPD System Tools

- > Primavera Enterprise (programming works)
- > Microsoft SQL Server (database server)
- > Internet IIS Server (intranet server)
- > Crystal Reports (batch reporter)
- > Visual Studio NET/ASP.NET (web interface)
- > Business Objects (web based data queries)

Client Machine

MS Office
Tools

Web Browser

Adobe
Acrobat
Reader

Primavera
Enterprise
Client

Off the Shelf Software

Bespoke Development

MPD Web Application

Internet
Information
Server

HTML
Files

PDF
Reports

Picture
Files

Microsoft
.Net
Framework

ASP.Net
pages

Config
Files

MPD
.Net
Assemblies

ADO.Net

Business Objects Query Tool

SQL Server 2000

Primavera Tables & Stored Procedures

MPD Tables and Stored Procedures

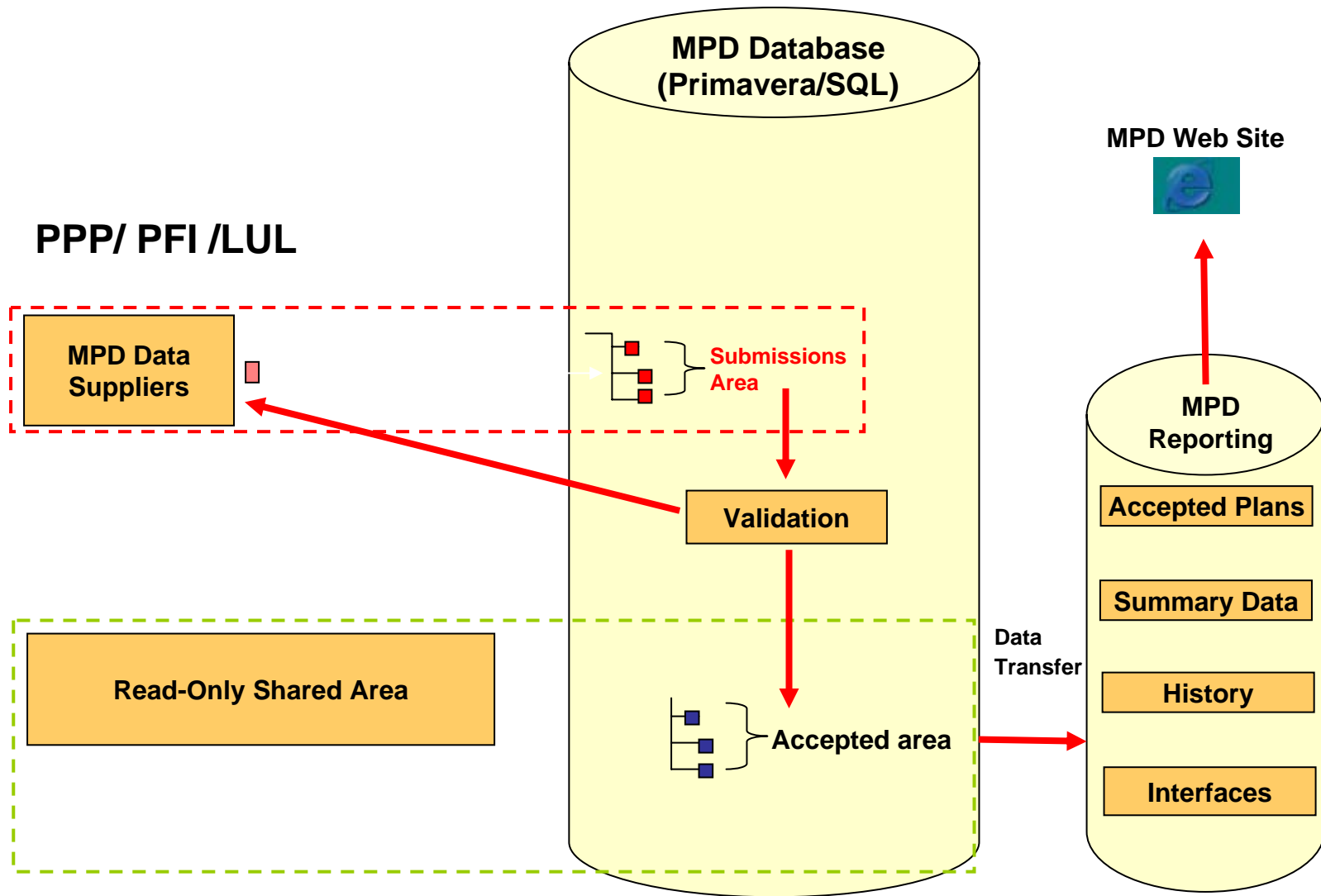
MPD Jobs

Email
Capability

Primavera
Group
Services

System Configuration (recap)

- > Fixed EPS based on MPD function
- > Controlled XER import from data suppliers
- > SQL Server tables holds periodic copies of Primavera Enterprise Accepted Data
- > MPD Web allows viewing and extraction of Primavera Enterprise Project data and MPD Reports



System Security

- > Primavera Enterprise OBS controls 'responsible manager' for all projects in system. OBS also linked by submitting organisation
 - OBS mirrors EPS configuration to ensure MPD areas visible as appropriate
- > All 'planner' level access is read only, financial data hidden for other submitting organisations

Implementation (Spring 2004)

- > Presentations to all Data Suppliers
- > Weekly workshops, issues resolution
- > Pilot programmes
- > Mixed levels of co-operation
- > Anxiety over misuse of information
- > Resistance to move program forward with specified level of detail

Assessments and Negotiations (Winter 04/05)

- > External 'expert' review of system and approach
- > Internal legal assessment on Contractual rights to information specified
- > Independent review with external Legal Firm
- > Negotiations with Data Suppliers

Agreement on the Provision of Data (Spring 2005)

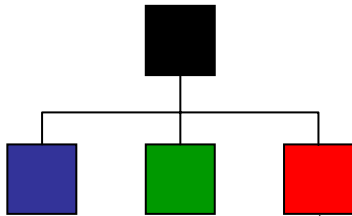
- > All Capital Projects
- > Introduction of Planning Packages for Earned Value (EV) data
- > No greater detail than what is required for data providers' own management purposes
- > Sufficient detail for Interface Management on an exception basis
- > No implied extra-contractual rights

Planning Packages

- > Work Package or Control Account
- > Combination of WBS, Location & Lifecycle
- > Budget, Actual Cost and Physical % Complete provided each update period (4 weeks)
- > Activity Code provided to increase user flexibility with Planning Packages
- > Strict named Parent relationship with Children Activities for each Planning Package
- > **Basis of all MPD Earned Value Measurement**

Project

Planning Package (simple illustration)



Planning Package
- WBS/Lifecycle

Related Activities
- Location
- Responsibility
- PP Code

Parent = Delivery Item

Child = Work Activities

Implementation (Summer 2005)

- > MPD System 'goes live' date set (June 2005)
 - Implementation Programme developed to track agreements/timeframes with data suppliers
 - Planning Package concept created additional validation requirements
- > Good co-operation from planning teams within data supplier organisations
- > Revised/reissued MPD Desk Reference

MPD Desk Reference, 2nd Version

> User Guide for the MPD System

- Section 1: Primavera Enterprise Tool
- Section 2: Database System Functionality
- Section 3: MPD Web Application

> 3rd Version will be issued June 2006

- Section 4: Reports and Trend Analysis (to be included)

MPD Web Application (primary user interface)

- > Mouse driven
- > Three clicks to anywhere
- > Multiple navigational routes
- > High performance, Intuitive functionality
- > Integrated help facility
- > MyMPD, custom user preferences


MPD Web Application (1st tier functions)

- > Projects
- > Portfolios
- > Interfaces
- > Reports
- > Commentary
- > Validation
- > Search
- > MyMPD

Projects





- > Simple Search function - Org, type, Id, name...
- > Submission Statistics - pass, fail, warnings...
- > Master Projects List - full listing of all Projects
- > Validation Rules - detailed rules, settings and results
 - All are bidirectional navigation routes to the Project Summary Page
- > Project summary page contains all Period Reports, Commentary, the full Project history

Validation Results



Master Projects Database
Programme Assurance Office

Date: 29/11/2005MPD Period: 2005/06 P8User: Rehman-Mirza, Azra

 Sign Out

PortfoliosProjectsInterfacesReportsValidationSearchHelpMyMPD

Submission StatsPeriod StatisticsMaster Project ListValidation RulesView AlertsProject ManagersPage Help

Validation Statistics

Year: 2005/06Period: 8View: ☒ Project ☐ Submission☐ Merge Passed Columns

	Project		Passed (no warnings)				Passed with Warnings				Failed				Not Submitted						
Organisation	Total	Active	Initial	Proposed	Complete	Total	Active	Initial	Proposed	Complete	Total	Active	Initial	Proposed	Complete	Total	Active	Initial	Proposed	Complete	Total
LUL	363	30	9	2	3	44	144	13	14	29	200	0	0	0	0	0	43	7	1	68	119
JNP	573	54	24	23	2	103	148	33	96	9	286	0	0	0	0	0	0	35	60	89	184
BCV	456	79	15	3	9	106	157	0	0	1	158	0	0	0	0	0	0	23	42	127	192
SSL	313	145	11	1	2	159	4	8	12	0	24	0	0	0	0	0	0	20	35	75	130
CON	31	22	0	0	0	22	7	0	0	0	7	0	0	0	0	0	1	0	0	1	2
POW	11	4	0	0	0	4	2	1	0	0	3	0	0	0	0	0	2	0	0	2	4
PRE	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2
Totals	1749	334	59	29	16	438	462	55	122	39	678	0	0	0	0	0	48	85	138	362	633

Click a link for details

Portfolios

- > Can be User-Defined or MPD Generated
- > Multiple Projects or Portfolios
- > Portfolio Manager assign viewers...maintains confidentiality
- > Reports and Commentary facilities at all levels of Portfolio hierarchy

Project / Portfolio Reporting



Portfolio Total Summary

LU-PF15:LU Depots - PPP SSL

Planned Percent Complete:
Earned Percent Complete:

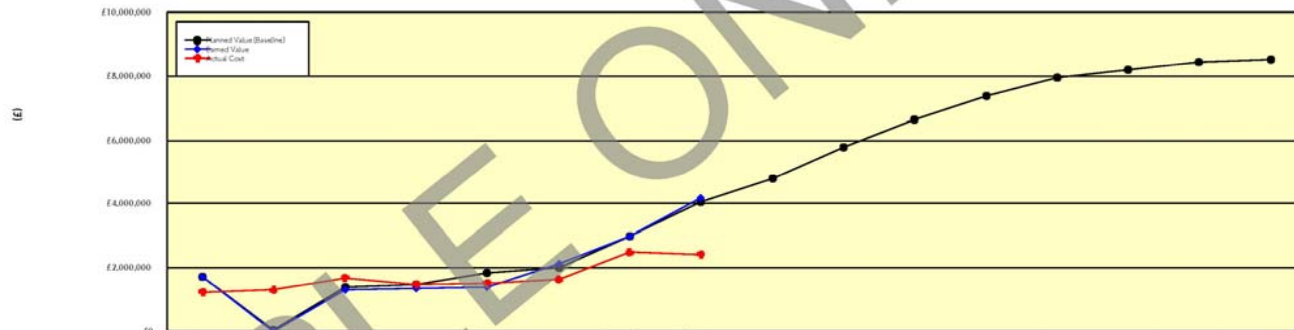
5.90%
6.04%

CPI: 1.72
SPI: 1.03

Baseline Total Budget:
EAC:

69,019,082
66,855,954

Report Year: 2005/06
Report Period: 08
Period End: 12-Nov-2005



Values cumulative to end of period shown	2005/06 P1	2005/06 P2	2005/06 P3	2005/06 P4	2005/06 P5	2005/06 P6	2005/06 P7	2005/06 P8	2005/06 P9	2005/06 P10	2005/06 P11	2005/06 P12	2005/06 P13	2006/07 P1	2006/07 P2	2006/07 P3
Planned Value (Baseline)	1730	36	1406	1494	1841	2006	3003	4073	4790	5785	6654	7367	7936	8213	8440	8519
Earned Value	1729	1	1327	1369	1411	2119	2988	4174								
Actual Cost	1235	1306	1685	1481	1519	1639	2496	2431								
Baseline Budget	69565	68006	69773	69773	69773	68213	69019	69019								
Variance at Completion	65333	62858	61952	58612	59966	61138	61836	2163								
Estimate At Completion	4232	5148	7821	11161	9808	7075	7183	66856								
Cost Variance	494	-1305	-359	-112	-108	480	492	1744								
Cost Performance Index	1.4	0.99	0.79	0.92	0.93	1.29	1.2	1.72								
Schedule Variance	-1	-35	-80	-125	-430	113	-15	101								
Schedule Performance Index	1	0.03	0.94	0.92	0.77	1.06	1	1.03								

- No valid data submissions made for period
- Valid data submission(s) made for period
- Future period

Table Values are in £ K

Key			
Above Target	95% to 100% of target	90% to 95% of target	Below 90% of target

Interfaces

- > Logic between external Project Activities or Milestones
- > No organisational restrictions
- > Web application has search, filter, forms and reporting functions
- > Access restrictions and identity/date records maintain integrity and security

Interface Reporting



Interface Status Summary - Connected

Organisation: Tube Lines Ltd (JNP)

Report Year: 2005/06

Report Period: 08

Period End Date: 12-Nov-2005

ID	From Interface (Predecessor)			Var (days)	To Interface (Successor)			Variance History (days)	
	Project	Activity Details (ID; Description)	Date		Project	Activity Details (ID; Description)	Date	P06	P07
Work Location: Piccadilly Line, Finsbury Park Stn. Station (Infrastructure)									
Scope Definition Doc (Variation Order Ref): SN568C, (Description): FINSBURY PARK STN MODERN CONNECT								Action With: CON	
1162	T-SN568L	M5500: TLL Agreement of Connect Implementation Plan	18-Jan-07	133	CON_PF19_AIB	AIIB_03_97_54293: A2 TRIGGER DATE (Authority Notice Placed)	31-May-07	133	133
(Author: Annelie Coetzer) Note text: Action with: No further action required. Note Create Date: 01-Nov-2005 15:35									
1047	T-SN568L	A590: Connect PFI Works	16-Apr-07	165	CON_PF19_AIB	AIIB_03_98_54295: Start on site	28-Sep-07	165	165
(Author: Annelie Coetzer) Note text: Action with: No further action required. Note Create Date: 01-Nov-2005 15:33									
Work Location: Piccadilly Line, Leicester Square Stn. Station (Infrastructure)									
Scope Definition Doc (Variation Order Ref): SN575C, (Description): LEICESTER SQUARE STN MODERN CONNECT								Action With: CON	
From: JNP				To: CON					
1251	T-SN575L	M5180: Place order for request of Connect services	3-Apr-06	141	CON_PF19_AIB	AIIB_03_96_54261: IPM submits a written Brief (Incl Connect Order)	13-Nov-05	184	155
1136	T-SN575L	M5500: TLL Agreement of Connect Implementation Plan	4-Aug-06	11	CON_PF19_AIB	AIIB_03_97_54263: A2 TRIGGER DATE (Authority Notice Placed)	24-Jul-06	56	25
(Author: Annelie Coetzer) Note text: Action with: No further actions required. Note Create Date: 01-Nov-2005 15:43									
471	T-SN575L	A590: Connect PFI Works	30-Oct-06	23	CON_PF19_AIB	AIIB_03_54266: Modernisation	22-Nov-06	20	9
(Author: Annelie Coetzer) Note text: Action with: No further question required. Note Create Date: 01-Nov-2005 15:43									
Scope Definition Doc (Variation Order Ref): SN575P, (Description): LEICESTER SQR STN MODERN PRESTIGE								Action With: PRE	
From: JNP				To: PRE					
1253	T-SN575L	M5190: Place order for request of Prestige Services	3-Apr-06	581	PRE_PF19_AIC	AIIC_01_96_307650: IPM submits a written Brief (Incl Prestige Order)	18-Mar-05	368	367
1140	T-SN575L	M5490: TLL Agreement of Prestige Implementation Plan	4-Aug-06	577	PRE_PF19_AIC	AIIC_01_97_307670: A2 TRIGGER DATE (Authority Notice Placed)	23-Jul-05	366	363
(Author: Annelie Coetzer) Note text: Action with: No further action required. Note Create Date: 01-Nov-2005 15:46									
935	T-SN575L	A580: Prestige PFI Works	30-Oct-06	407	PRE_PF19_AIC	AIIC_01_98_307690: Gate Relocations for Modernisation/Refurbishment	18-Sep-05	394	393
(Author: Annelie Coetzer) Note text: Action with: No further action required. Note Create Date: 01-Nov-2005 15:45									
Work Location: Piccadilly Line, Oakwood Stn. Station (Infrastructure)									
Scope Definition Doc (Variation Order Ref): SN577P, (Description): OAKWOOD STN MODERN PRESTIGE								Action With: JNP	

Note:

- a). There are three types of Interface Activity Status as follows:
- * Pending - The activity has been assigned the correct responsibility code, verified the interface and process initiated.
 - * Connected - Predecessor and successor activities have been connected to form an interface link.
 - * Broken - Predecessor and/or successor activities of a previously pending or connected interface no longer exist (action required).
- b). All dates shown in this report are from the current project.

Interface Variance Key

Less than 15 days	Less than 30 days	Greater than 30 days
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.PDF Printing Press

- > Controlled Automated Reporting
- > Light and easy to distribute via email
- > Quick loading on Web Application
- > Construct once, reliability ensured
- > Report Viewer becomes comfortable with known report titles, versions and data
- > Change (style, format, data) easily implemented upon approved request

Commentary



Project Manager's Progress

Organisation: London Underground

EPS Node: LU Power

Project Name: Power Upgrade Component of Connect Rescoped

Investment Programme (CIP):

Asset Management Plan

LU Managed Power PFI Enhancements (LU-PF49)

Power (AMP9)

Report Year: 2005/06

Report Period: 08

Period End: 12-Nov-2005

Programme Manager/Owner: -	Project ID: UIP8307	% (of Budget) to Date			£ (K) to Date			£ (K) at Completion		Indices		Submission Data			
Delivery Manager: -		Planned Value (1)	Actual Cost (2)	Earned Value (3)	Baseline Plan (1)	Actual Cost (2)	Earned Value (3)	Budget	EAC (MPD Forecast)	(3)/(2) CPI	(3)/(1) SPI	Baseline	05/06 - P05	Last Accepted	05/06 - P08
Project Manager: Rushton, Dave	Project Status: Active	69.65	70.54	70.79	23,317	23,615	23,697	33,473	32,900	1.00	1.02	Start	Finish	Start	Finish
												01-Jan-2002	27-Mar-2007	1-Jan-2002	27-Mar-2007

Values cumulative to end of period shown	Previous Years	2005/06 P1	2005/06 P2*	2005/06 P3*	2005/06 P4*	2005/06 P5*	2005/06 P6	2005/06 P7	2005/06 P8	2005/06 P9	2005/06 P10	2005/06 P11	2005/06 P12	2005/06 P13	Future Years
Planned Value (Baseline)	20797	21823	22413	20147	20237	21063	21516	22873	23317	23763	24129	24719	26204	26449	33473
Earned Value	16257	17198	18447	19284	20301	19750	25971	23697	23697						
Actual Cost	16224	17169	18536	19284	20333	21148	22077	23528	23615						
Forecast									23697	24224	24701	25102	25502	25889	27099
CPI	1.00	1.00	1.00	1.00	1.00	0.93	1.18	1.01	1.00						
SPI	0.78	0.79	0.82	0.96	1.00	0.94	1.21	1.04	1.02						

PM Comments: Progress Issues and Risks

[Author: Khalid Sethi]. Date added: 22/11/2005 10:06:51.

The overall Project Completion is on plan for completion in July 06. The key deliverable of this project is to deliver Power for Connect which should be available by December 2005.

PM Comments: Financial Issues and Risks

[Author: Khalid Sethi]. Date added: 22/11/2005 10:04:58.

Spend is as previously forecast and is on track for the period, year to date, year end and for the project in total. No corrective action is currently required nor is any specific problem foreseen. The Variance between the Year Budget and the Year End Forecast is due to scope of works being reduced.

Note:

a). '-' Indicates value is <= 0.2 or >5

b). Table values are in £K

c). Where a valid submission has not been made for the reporting period the latest previously accepted submission data will be rolled forward.

d). Only the most recently added comments are shown.

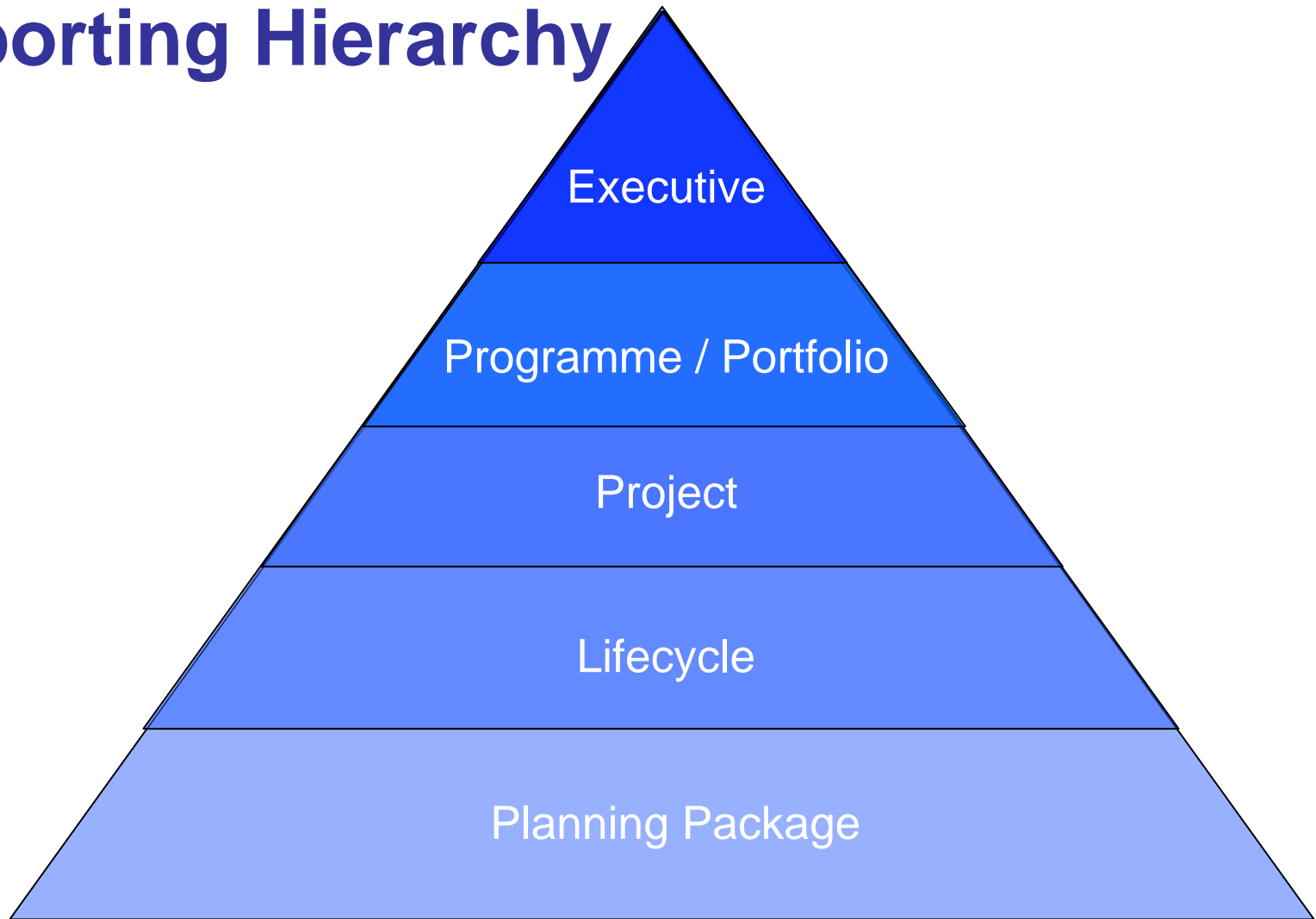
	No valid data submission made for period
	Valid data submission made for period
	Future period
*	Project Rebaselined

Key			
Above Target	95% to 100% of target	90% to 95% of target	Below 90% of target

Project/Portfolio Reporting

- > Strict Adherence to MPD “Brand” (style/format)
- > All standard reports are date stamped .PDF format
- > Large selection of standard reports produced each period for every project and portfolio, meeting all known user requirements

Reporting Hierarchy



Preliminary Reports (added value)

- > MPD recalculates every night during the two week submissions period
- > Each morning specific preliminary reports are posted to the Web application for all accepted Project
- > Data providers may review preliminary reports and are able to resubmit programmes at any time during the submissions period

Project search and data extraction facility

- > Simple to very detailed search facility
- > Organisation, Project Name or ID
- > Location, Lifecycle, Responsibility
- > Date Range or Period
- > Results by Activity, EPS Node, Obligation
- > Business Objects interface for data analysis and special reports as required by internal departments of all organisations

MyMPD



Master Projects Database

Programme Assurance Office

Date: 29/11/2005
MPD Period: 2005/06 P8
User: Rehman-Mirza, Azra









Portfolios
Projects
Interfaces
Reports
Validation
Search
Help
MyMPD

Welcome to MyMPD

[Page help ...](#)

My Projects (View All) 6 Projects	
	CPI SPI
N387 - 7th Car - Project Management	 
P136 - Connect Enabling - Bakerloo	 
AAMP Track SSL Capex Approved Yrs 3-7	 
Green Park 1 Refurbishment	 
MU.1 Met Uxbridge BTR - Phase 1	 

My Portfolios (View All) 7 Portfolios	
Mitchell, Andy: JNP UIP Programmes	
Oversight Executive: Top 6	
Oversight Executive: Top 25	
VLU - Victoria Line Upgrade	
Enterprise Level Portfolio: All Organisations	

My Notices (View All) 1 Notices	
UIP8732: KINGS CROSS REDEVELOPMENT PROJECT2005.11.21 has been rebaselined to2005 P8	21/11/2005 14:24:36

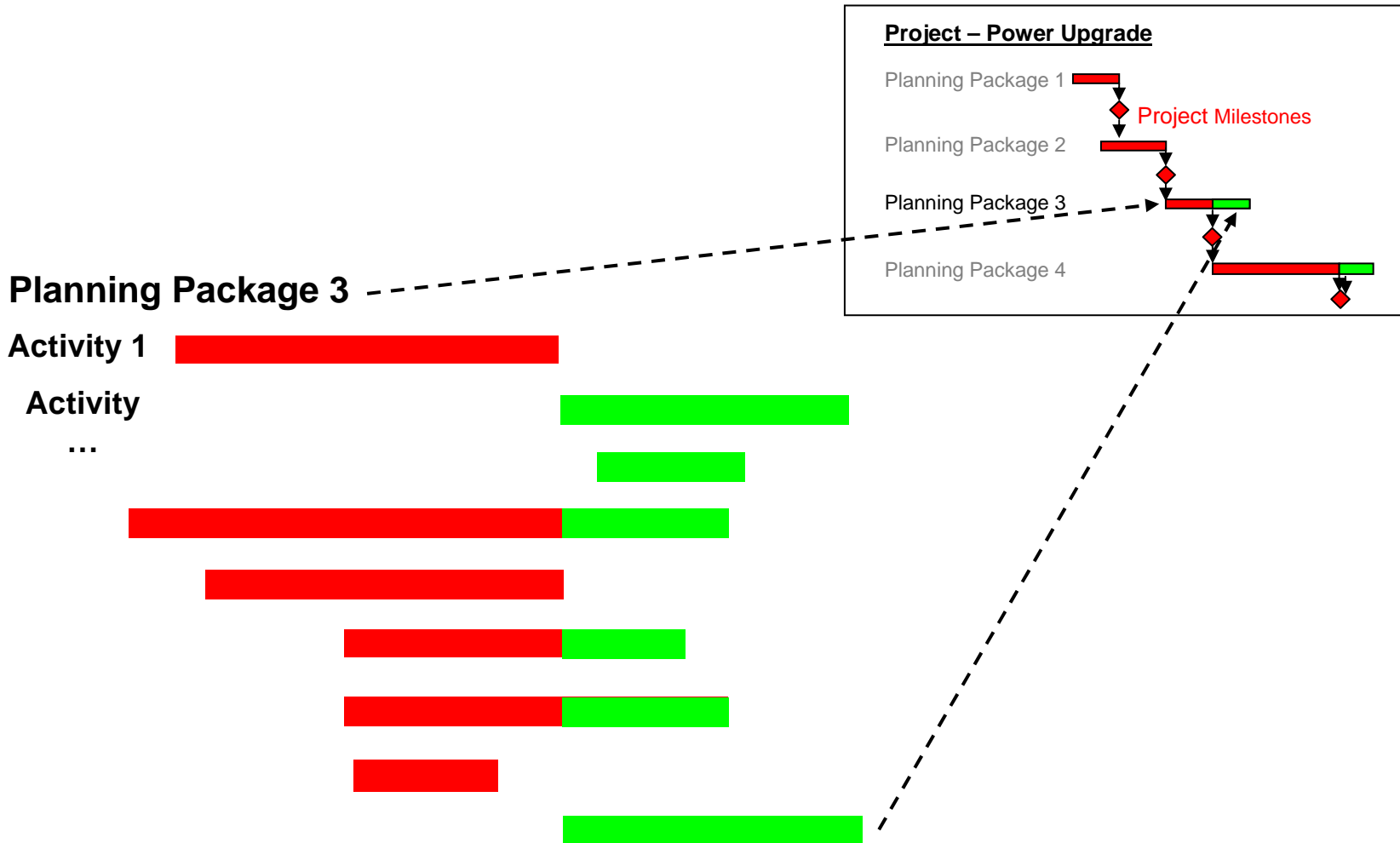
My Interfaces (View All) 3 Interfaces			
ID	Project From	Project To	Interfaces
40	UIP1030	LU-TFLMS	M&P Initiatives
30	UIP8906	LU-TFLMS	Customer Service Initiatives
33	UIP8906	LU-TFLMS	Customer Service Initiative

Key			
Above Target	95% to 100% of target	90% to 95% of target	Below 90% of target

Master Project Programme

- > Periodic MPD Project Submissions provide a single source of data
- > Automated updates compiled electronically each period
- > Planning Packages become activities with all Earned Value attributes
- > Logic is based on Interfaces and Delivery Milestones
- > Allows full use of Primavera Enterprise functionality
- > Provides an integrated summary view of the entire Capital Projects portfolio

Activities into Planning Packages



MPP – PFI Contract Milestones

MPP – PPP Contract Milestones

Project – Power Upgrade

Planning Package 1



Project Milestones

Planning Package 2



Project Milestones

Planning Package 3



Project Interface - From

Planning Package 4



+ Float

Project – New Rolling Stock

Planning Package 1



Project Interface - To

Planning Package 2



+ Float

Planning Package 3

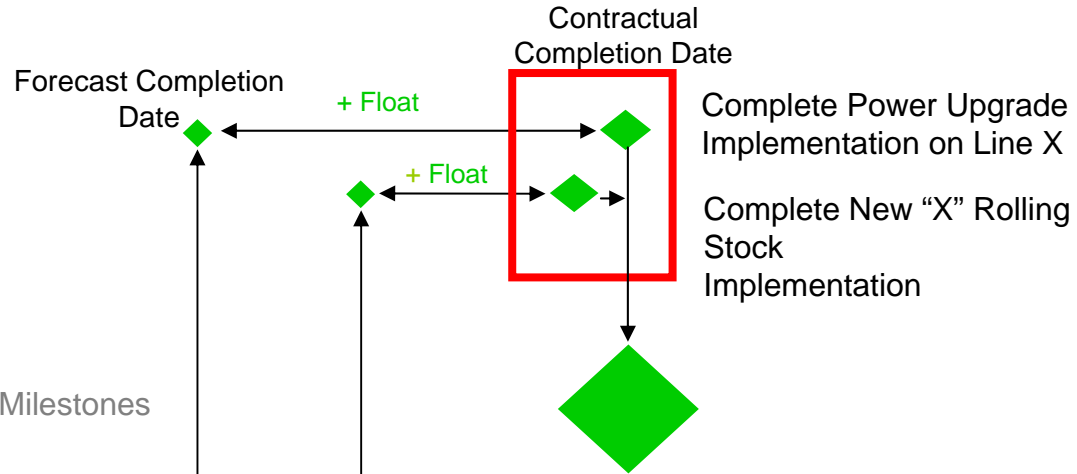


+ Float

Planning Package 4



+ Float



Service Introduction requires Achievement of both “Power Upgrade” and “New Rolling Stock”

Master Project Programme - Benefits

- > Integrated strategic view of interrelated Capital Projects
- > Prioritisation of projects, Critical Path Method
- > Analyse implications of accelerated, delayed or deferred projects
- > Strategic opportunities to introduce new scope
- > Predictable Delivery of Major Milestones
- > Optimise Access – Business Case for Closures

MPD Statistics (current)

- > 8 Enterprise Organisations
- > 400 Primavera Enterprise Users (est)
- > 1,438 website user accounts
- > 1,819 Project Programmes
- > 15,247 Planning Packages
- > 285,586 Project Activities
- > £20,000,000,000+ in Capital Works

Added Value

- > Validation feedback
- > Preliminary Reports
- > Single source of truth
- > Available to all parties
- > Intuitive web tool set
 - Information is for everyone

Lessons Learned

- > Don't underestimate the time and training required to successfully introduce change
- > Never lose momentum, even if it's not always in the favoured direction
- > Know your audience, many of the principles can be difficult and/or distracting if your area of expertise is normally outside of the project controls discipline

Questions?