

Case Study

Project Deliver - Applying Active Management techniques on the Regional Prime Contract South West Infrastructure

Client:
Defence
Infrastructure
Organisation

Contract Type:
Regional Prime

Babcock
33 Wigmore Street
London W1U 1QX
United Kingdom

Tel: +44 (0)20 7355 5300
Fax: +44 (0)20 7355 5360
www.babcock.co.uk

In our quest for continuous improvement and best value, 2010 saw Babcock embark on a bold initiative to take in-house the delivery of hard facilities management services on our Regional Prime Contract for the south west (RPC SW). Under Projects North Face and Eiger, almost four hundred management, supervisory, administration and operative staff transferred from our supply chain into Babcock, at the same time as a radical restructure of the delivery model of the contract.

Having successfully restructured the operational organisation, we set about applying Active Management techniques to ensure that its performance and productivity was maximised. Project Deliver was implemented in February 2011 to introduce our suite of management tools over a thirty-six week period. These tools enable us to improve the forecasting and planning of works services and provide verifiable performance and productivity data.

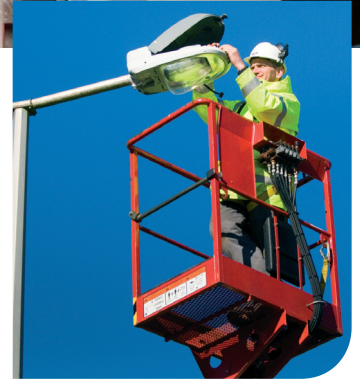
A twelve week pilot project was introduced at our Devon Group and was initiated by a coaching and training phase for the incumbent workforce, aimed at driving increased utilisation, and resolving any issues that negatively impacted on productivity. These included changing the mindset of transferred staff, so that they understood the opportunities for change, and appreciated the benefits that such changes would bring to all the stakeholders.

Process flows were evaluated, revised and implemented, to remove unnecessary task activities and reduce bureaucracy. We identified the quick wins, and addressed these before moving on to the more difficult solutions.

Productive time was immediately increased by implementing real-time reporting; allowing supervisors to plan tasks effectively and reduce the number of return visits to site.

If you can't measure it, you can't manage it, so we carried out a comprehensive and objective measurement of task completion times, and developed productivity Planning Guide Lines (PGL) for each task. This enabled our operatives and supervisors to measure their performance against the targets set, and develop the guidelines into accepted norms. Operatives and supervisors met on a daily basis to plan the next day's tasks and resolve any issues.

The evaluation of the Devon pilot has now been completed and the value for money of Project Deliver has been vindicated. The projected cost of rolling out Project Deliver across the RPC (SW) is estimated at around £400,000, which includes incentivised payments to the active management team. However, the projected savings over the remainder of the programme is estimated to be £1.6M annually. And, of course, the lessons learned on Project Deliver will be transferrable to the NGE Contracts, and continue to deliver benefits to all the stakeholders.



Main image: Project Deliver encouraged the collaboration of managers, supervisors and operatives to improve performance.

Above: The performance improvements identified under Project Deliver are transferable to NGE.

Project Deliver encompassed the following core activities:

- Hard facilities management
- Performance measurement and reporting
- Performance management and continuous improvement
- Change management
- Risk management
- Benefits realization

Delivering benefits to DIO now and in the future

Project Deliver is delivering projected annual savings of £1.6M on the Regional Prime Contract for the south west, and the potential for future savings across the MOD estate is significant.