

## Adept Management's Approach to Programme Management of Design on BSF Projects

The Building Schools for the Future programme provides a unique challenge to traditional project management approaches. Managing simultaneous and multiple projects, with different stakeholders, with different design teams, in a consistent and repeatable manner is challenge enough. Add in the contractual requirement to deliver ongoing performance improvements and cost and time reductions from project to project means that LEPs must introduce a Programme Management approach to manage a portfolio of projects.

This paper describes Adept Management's approach to Design Programme Management applicable to the critical phases of all BSF schemes, namely Stage 2 and beyond of the New Project Approval Process. Design Programme Management can be offered as part of an Integrator offering or as a standalone service.

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## Programme Management

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### The context

One of the key messages from the BSF evaluation process is that Councils and PFS have concerns as to how the Stage 1 & 2 of all new projects<sup>1</sup>, from developing the Outline Business Case up to Contract close, will be managed and how they will be managed concurrently.

BSF provides a unique challenge to the construction industry; how do you manage simultaneous and multiple projects, with different stakeholders, with different design teams, in a consistent and repeatable manner that provides transparency to the LEP and Council alike? This is compounded by the contractual need to deliver ongoing performance improvements and cost and time reductions from project to project.

In this environment Adept Management believe that the construction industry's traditional approaches to design and project management are not robust enough. The challenge facing bidding consortia is to ensure waves of BSF work are managed as a programme of work, with a clear requirement on improving educational outcomes, as opposed to managing individual projects with a construction focus.

### Programme versus Project Management

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Close examination of the Partnering Service Specification, the KPI Schedule and the Collective Partnering Targets all direct LEP bodies to consider BSF as a programme of work; advice recently published by PFS clearly identifies two different LEP running costs (those associated with the development and management of conventional projects; and those costs associated with running the LEP and the programme of works).

Adept Management believe that it is crucial that two key levels of management exist within the LEP to manage the portfolio of projects: a Programme Manager and New Project Development Managers.

#### LEP Programme Manager's Responsibilities

- Setting the overall framework for consistent project delivery for all waves of work.
- Ensuring standard design delivery processes, especially for Stages 1 & 2 are developed and embedded.
- Ensuring a rigorous performance management regime is in place to measure performance for individual projects.
- To co-ordinate the delivery of projects across the programme ensuring they deliver measurable benefits and improvements.
- To develop programme wide strategies for items such as risk management, supply chain integration; project wide procurement etc.
- Promote standardisation of components, systems, detailing & design philosophies across all projects
- Implementing KPI measurement regimes and Continuous Improvement Programmes.

#### LEP New Project Development Manager's Responsibilities

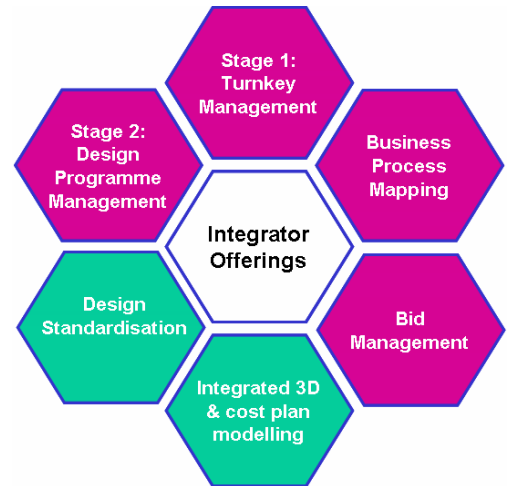
- Managing individual projects with the o/a framework of delivery
- Develop project specific delivery programmes for Stage 1 & 2 of the works in accordance with the standard design delivery processes.
- Manage the stakeholder, design and broader project team input into the project
- Regular reporting against the performance management regime set out.
- Implement CI programmes on the projects.

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<sup>1</sup> The first two stages of the BSF process (Stage 1 & 2) as defined in Schedule 3 of the Strategic Partnering Agreement - The New Project Approval Procedure

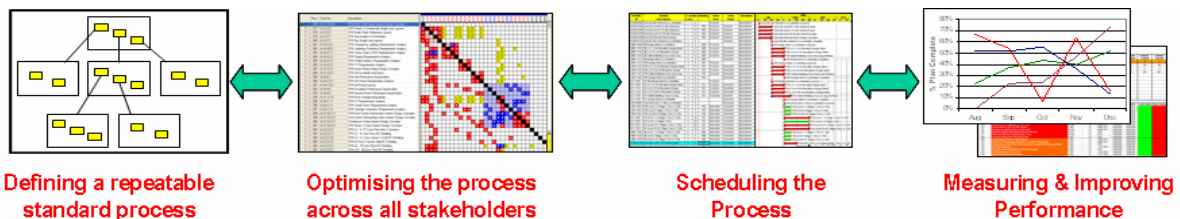
## How can Adept Management help?

Adept Management is a design management and project services consultancy business. They have a broad range of experience in developing strategies and managing single and multiple projects, primarily during design (See Appendix 1 for their Education & BSF experience). This is coupled with their unique ADePT approach to understanding, optimising, planning and controlling complex projects. This approach has been successfully deployed in a number of BSF projects and when combined with the skill of our consultants we believe we have a unique offering that fulfils the requirements of the LEP for both Programme Management and Project Management in first two stages of new project development<sup>2</sup>. We call this **Design Programme Management** and our approach is described below in more detail. This service can be offered in isolation or as part of Adept Management's Integrator Service offering.



## ADePT in Design Programme Management

ADePT is an approach developed by Adept Management and has been successfully used on projects nearing £4bn in total capital works. It is ideal for setting up framework for consistent and measurable delivery of a programme of schools work. The key steps of ADePT are shown and described below in the context of BSF and Design Programme Management.



*The key stages in the ADePT approach*

### Step 1: Standardisation of Stage 1 & 2 Processes

To retain exclusivity in a BSF framework a LEP must not only demonstrate that the agreed KPIs are being achieved but must also offer Continuous Improvement regimes to produce guaranteed savings of time and cost on a project by project basis. These KPIs and CI targets are most at risk during Stage 1 & Stage 2 of new schools development, where the process is usually poorly defined and subject to different interpretations dependent on the make up of the team. The dichotomy is that without a well defined or standard process, monitoring and measuring performance becomes difficult and identifying and implementing improvements from project to project becomes virtually impossible.

We would work with all stakeholders to build a series of standard design process templates (from our

<sup>2</sup> The first two stages of the BSF process (Stage 1 & 2) as defined in Schedule 3 of the Strategic Partnering Agreement - The New Project Approval Procedure

existing templates) for Stage 1 & 2, capturing all the activities and their interdependencies undertaken in developing the project from the Strategic Business Case to a level of definition sufficient for financial close. It is likely that these templates would be subtly different for new build, refurbishment, remodel and academy projects, as the processes and decisions required for these types of facility will differ. The Stage 1 & Stage 2 Design Process templates will set the overall frame work for consistent project delivery for all future waves of work.

### Step 2: Optimising the Stage 1 & 2 Processes

The standard design process templates are modified to suit the known needs of a specific project. The defined process for a specific school is then optimised based on the flow of design information and the decisions required of the stakeholders and project team. Work during Stage 1 & 2 of projects will inevitably be iterative and understanding, planning and controlling this iteration is usually the single biggest headache for Design Managers. The ADePT approach will identify key decisions and assumptions that if made will allow the amount of iteration and complexity in the design process to be substantially reduced providing greater predictability of timescales and outcomes.

Tracking these assumptions and decisions from one project to the next should permit a continuous improvement in predictability and timescales for Stage 1 & 2.

### Step 3: Integrated Design & Procurement Programmes for Stage 1 & 2 Processes

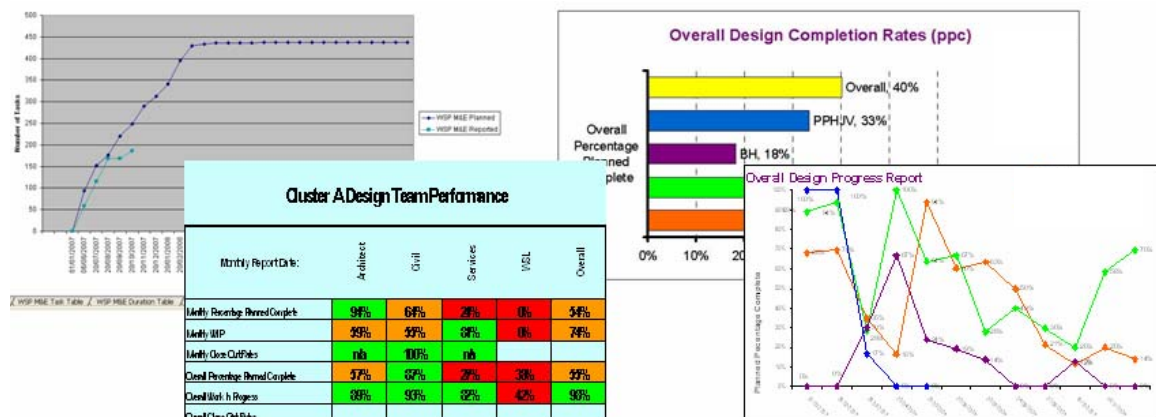
The interfaces between stakeholders and the design team; the differing members of the design team; and the design team and the procurement teams are traditionally the most problematic to plan and manage. The work done in Step 2 to optimise the design and procurement processes overcomes these interface issues and allows an IDP (Integrated Design Programme) to be developed that is robust, realistic and workable. Feedback from the Step 4 will allow the predicted versus actual durations of the (standard) activities to be tracked allowing for improved performance to be fed through to subsequent projects.

### Step 4: Measuring & Improving Performance

The BSF Procurement Goals, taken from 4Ps Report, December 2007, clearly identifies “Clearer Performance Monitoring for all Stakeholders” as a key requisite of any programme management approach. A key part of any Design Programme Management is to understand the ongoing delivery performance of each project and the performance of all stakeholders and team members in delivering that project. In essence it should be transparent so the whole team knows ‘where the design is’ at any given time. The final step of the ADePT method is to implement a workflow approach to (i) understanding progress & performance; & (ii) improve future performance.

#### Understanding progress & performance;

Performance charts will be compiled for each stakeholder, giving the New Project Development Manager a clear indication of how the project team is performing, and based on explicit data can take action with the necessary team members when performance falls below a certain level or when clear trends become apparent.





around the co-ordination of the design process and output, so this is a significant benefit.

- It offers an ability to better prioritise design work - understanding the true priorities among many seemingly competing priorities is a difficult task, which ADePT can help with.
- It integrates sub-contractor design with consultant design in an effective way - this is the result of planning all design in an integrated way, across all stakeholders.
- Management of design change is more effective than is typically the case - by understanding the design process and dependencies between activities, the impacts of change can be assessed.
- Collaboration between design team members is improved - an integrated process plan demonstrates to the team where they are required to work collaboratively and where they can work independently.
- Workflow control focuses the team on task completion - task completion equates to complete and co-ordinated design information which is key to removing uncertainty from the design process.
- It fosters a 'self-policing' design team - the team members understand the context of their work in the overall project and can work together to deliver the project as a whole.
- The relationship between delivery of outputs and design fee is made clearer - fees can be linked to achievement of outputs and not just to expenditure of effort, which do not necessarily equate to each other.

Some of the direct quotes taken from participants also provide an insight to benefits of Adept Management's work.

- "ADePT gives more certainty of success as you have a defined process." Project Director
- "It helps get designers to achieve a better understanding of interdependencies." Project Director
- "The fact that we were achieving outputs meant that process was working well - [management of] interdependencies and information flow was working well." Project Director
- "ADePT helped us capture and manage the impacts of changes." Senior Design Manager
- "The project went well because the use of look-ahead reports encouraged the design team to discuss blockages in the immediate future, to think ahead and make sure they had all the information to be able to complete the next design package in a timely and efficient manner." Project Director
- "The ADePT schedules got us there: we met and bettered every deadline, the job finished early." Senior Design Manager
- "As far as design planning goes, ADePT is by far the most effective tool I've come across." Project Director
- "Would I feel comfortable without ADePT on my next project? No." Project Director

## In Summary

One of the key challenges facing LEPs and bidding consortia is managing the development of multiple early stage projects and being able to demonstrate that you have a consistent approach that deliver viable efficiencies from project to project. Adept Management have a unique approach, experience and tool set to managing design as a programme of work. This is Design Programme Management approach is ideally suited to BSF. We could help your organisation in one of the following ways:

- Provide Design Programme Management
- Provide Design Managers and Management
- Provide unique approaches (ADePT) to plan and manage across multiple design projects
- Provide general Bid Management

Should you wish to discuss this approach in more detail please do not hesitate to contact Adept Management at the address shown on the front page of this paper.

## Appendix 1: Adept Management Company Experience in BSF and wider Schools PFI

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The following is a list of Adept Management company experience in BSF and the wider PFI education market.

### Birmingham BSF - e-pact

- ICT Project Lead & LEP Business Planning - ITCD

### Lewisham BSF - Learning 21

- Integrated Design Planning (ADePT) & Workflow - post PB
- Design Management - Post PB

### Sheffield BSF - Paradigm

- Integrated Design Planning (ADePT) - Post PB

### Bradford BSF- Integrated

- Integrated Design Planning (ADePT) & Workflow - post PB
- Design Management \* 2 - Post PB

### Solihull BSF - e-pact

- Design Management - PITN & ITN
- Bid Management - PITN & ITN

### Design Standardisation for BSF - AMEC

- The development of guiding principles and design standardisation of schools design

### Ealing Schools PFI - Costain

- Design Management - Post PB

### Caludon School PFI - GallifordTry

- Design Management - Post PB

### Oldham Schools PFI - Kier

- Design Management - post PB
- Bid Management - post PB

### Bromsgrove Schools PFI - Axiom

- Design Management - PITN & ITN