

BALFOUR BEATTY PTD, HEAD OF STRATEGIC PROJECTS ROLE



Outcome
Delivery
Consulting

Description of Client – Balfour Beatty are the UK's largest building and civil engineering contractor with an annual turnover of more than £8 billion. The Power Transmission and Distribution (PTD) Division is the most profitable business unit within the services division.

Strategic Objective – Support achievement of all strategic objectives in the PTD 2015-18 Business Plan: safety; quality; cost; & value.

Operational Objectives – Build PPM community capabilities, Develop PMO expertise, Accelerate Change Programme, increase confidence in Benefits Realisation and Savings profile delivered.

1. CONTEXT

Steve was engaged by Balfour Beatty to recruit and lead teams to deliver and support 'game-changing' technology, innovation and business improvement projects and strengthen governance processes, as Head of the Strategic Projects Team.

2. CHALLENGE

BB PTD planned to invest in technology enabled change projects to deliver benefits and return of investment in excess of three times cost. To minimise net funding requirements after capitalisation the Business Improvement team in Strategic Projects is tasked with delivering on a portfolio of savings initiatives combining Lean and operational process improvement projects to deliver and support £2million annual efficiencies.

3. INSIGHT

Shared innovative approach – in developing the Strategic Projects Method, incorporating Assured Outcome Delivery approach from ODC, trained PPM community in 'Show-Me' Event definition and Right to Left planning alongside other AOD tools to increase the benefits available from the investment.

4. ACTIONS

Selected team to resource a transformation programme to focus on delivering technology enabled benefits from:

- process redesign of support to operations;
- automating management systems and ensuring compliance with workflow;
- utilising further mobile solutions across all of our construction contracts; and
- exploit further collaboration and standardisation for our clients, designers, supplier partners and contract teams in becoming Building Information Modelling (BIM) Level 2 Compliant.

Also supporting initiatives in technical, operational automation and commercial innovation projects across PTD. Trained staff in the Assured Outcome Delivery approach to benefits realisation for PTD.



5. RESULTS

Increased confidence and competence in professional project delivery; too early at present (current role) to declare extent of success in benefits realisation.

“Since the first time I met Steve he has talked my language - simple and straight forward. We recently embarked on 4 game changing projects which Steve very quickly grasped, and then got down on paper a plan to deliver. I underestimated the stakeholder management part that Steve would play in getting the affected teams on board. The transformation programme is ahead of schedule, on budget and also now attracting positive attention from elsewhere in the group.

Personally Steve is a brass tacks kind of person who can communicate at the board level one minute and at the front line the next adapting his approach to suit the circumstances. Steve is very driven, knowledgeable and starts every project with the end in sight, utilising his very simple but effective Assured Outcome Delivery (AOD) approach, he cleverly sets measurable targets for some un-measurable things. He is also well networked and respected by his peers and is someone I would have no problem recommending to do a similar exercise - just not till the one he is working on for me is finished!”

David Bruce, Finance Director

