



Industry:

Infrastructure / Construction



Business Area:

Regional Contracting Division



Project Type:

Operations / Project Management



Duration:

18 Weeks



Location:

London (Meridian Water) / Birmingham (Sprint)



"Managementors has delivered some projects for us in the past and they've been really successful so I felt that they were the right partner for this project. We wanted to assess a baseline around productivity for some parts of our business. Coupled with that we wanted to ensure we developed a more standard methodology around short term planning and we definitely achieved that. The most significant gain for me personally was the opportunity to improve productivity and ultimately profit in the business."

Phil Skegg, Managing Director



Featured Results



- Meridian Water
- Sprint

The Challenge

- The senior leadership team were keen to drive productivity of the direct and indirect labour across a number of projects
- Ahead of the project starting, there was a lack of effective project controls and poor visibility of true performance in terms of progress, utilisation and productivity
- The limited productivity data made resource planning difficult to optimise resource for planned tasks. In addition, there was a disconnect between the high-level plan and delivery on the ground
- Inaccurate forward planning was causing slippage to the overall programme
- Managers and supervisors were not actively managing their teams. Instead, significant amount of time was spent on administrative activities and firefighting
- There was a significant volume and value of unresolved/open Compensation Events

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Our Solution & Outcomes

The project delivered a step change in site performance, recovering lost time and reducing project slippage through:



Active management embedded to significant increase productivity, accelerating task completion



The alignment of accurate Planning Guidelines (PGLs) to convert work volumes to time and improve resource planning, resulting in labour cost optimisation



Clearly defined roles and responsibilities and coaching at middle manager level supported by the creation and alignment of standard day activities



Development and implementation of a new Short-Term Planning and Reporting Tool to:

Ensure accurate and granular plans were generated and improve horizon planning, plan resource, plant and materials

Effectively control against the plan through active management and short interval control

Accurate reporting of actual site performance by embedding a full dashboard reporting suite of KPIs at a daily, weekly and monthly cadence

Increased visibility highlighting issues causing delays earlier

Embedding data led, effective review meeting structure



Connected high level programme plan to granular daily tasks and setting volume targets - 'Plan by Gang by Day' sheet, enabling supervisors to clearly articulate daily targets to the gangs in the daily briefings



Reduction in plant spend by aligning planned tasks to available plant and machinery on site. Additional plant and machinery were off-hired earlier leading to financial benefits



The creation and implementation of a Compensation Events (CEs) tracker together with effective governance to resolve open CE's and increase revenue



Developed an End Date Opportunity model to show the impact of performance improvements on the project end date



“The analysis feedback was really informative, they captured a lot of detail in a short period of time and it was so insightful.”
Louise Arrowsmith,
Operations Director - Regions

“For so long we were overwhelmed with the amount of work that needed doing, but you have allowed us to break it down and manage it properly”
Site Manager

“The tools and structures are spot on. They show us that by planning work and taking actions, we can drive the intended results”
Ops Manager

Who did we work with?

- Operations Manager
- Contracts Manager
- Site Manager
- Works Manager
- Planners
- Supervisors
- Quantity Surveyors
- Engineers
- Operatives

Managers work in partnership with our clients to deliver customised solutions that resolve their most significant performance challenges and leave a lasting legacy of performance improvement. Whether it's tackling operational or change issues head on, or improving output across the service delivery organisation, we provide the insights, techniques and skills transfer that make a sustainable step-change in productivity possible.

