



Collaborative Planning is a project management tool to standardise early contractor involvement in a project. Above all, it brings multiple stakeholders together to get the people who will do the work, to plan the work. In a world where complex projects demand specialists with multiple skills – and where multi-tiered contractor structures seem to end up in legal disputes far more often than should be, Collaborative Planning gets any project off on the right foot – for minimal expense.

Collaborative Planning sessions generate buy-in and involvement, encourage an all-hands-on deck attitude to spot problems and uncover opportunities for efficiency, and define strong metrics to not only measure progress every step of the way, but also to unlock continuous improvement. Good Collaborative Planning is painless and can increase project efficiency by 20% - which directly affects your bottom line.

REMOVE RISK, UNCOVER EFFICIENCIES

The Collaborative Planning process is simple, and high-impact. It begins with a Process Planning Workshop in which all contractors meet and work through the project in a facilitated session, from due date backwards, and with regard for every discipline and worker. Section by section, a shared and mutually agreed project plan is created.



COLLABORATIVE PLANNING

Then, our experienced specialists test the logic of the project plan with a Process Analysis, putting timelines on every activity. This is shared with the supply chain and corrected as necessary in an open and honest fashion. Best and worst case scenarios become visible, the programme is achievable, and contractors appreciate their inter-relationships and dependencies from the outset with full accountability.

On site, the process continues with Kanban Boards erected in a site office, with every activity from every contractor displayed. This gives all participants a three week look-ahead, showing issues early with time to react or re-plan. Spaces on the board show opportunities for early fulfilment or redeployment of contractor resources – so everybody wins.

KEY MANAGEMENT TOOLS

The foundations of our methodology are that:

- Cost certainty is key – yet desperately lacking in major projects. We inject predictability into project delivery from the start.
- The contract-driven approach has tended to build suspicion and an “us and them” attitude into supplier relationships. We neutralise this effect and restore a collaborative and optimistic methodology.
- Lack of ownership and top-down management mean accountability falls through the cracks. Our simple CP process give managers and contractors full and shared visibility so that problems become manageable tasks instead of crises.

TRANSPARENCY AND CLARITY: RESULTS YOU CAN TRUST

- ◆ In all our activities, we invite your commercial team to act as an independent third party to capture and benchmark performance. Collaborative Planning is particularly cost-effective, generating a cost/benefit improvement many times over.
- ◆ At the heart of Collaborative Planning is a blend of expert facilitation married with exceptional metrics: total project visibility and staged outcomes defined and shared with all participants. It is the ideal way for all involved to “do exactly what we set out to do, in the timescale we aim to do it”.

Early Buy-in

A standardised, professionalised and repeatable approach to gaining a positive buy-in from contractors of all sizes and at any tier in the supply chain or framework; delivered in an open and pain-free way which removes barriers to collaboration permanently.

Programme Stability

Not only an improved throughput of activity (typically 15-20% higher than the industry average) but also with much greater predictability, visibility and reduced financial risk – which instantly and directly reduces the reliance on contingency funding.

Less Firefighting

No project is free of issues, but Collaborative Planning removes nasty surprises. By creating a clear horizon view for all participants, challenges can be seen, assessed and tackled before they become costly emergencies; allowing effort to be focused where it is most valuable: on better delivery.

Behavioural Change

Creating a benchmark set of positive and collaborative behaviours at the outset generates a culture which supports constant improvement from willing participants; best practice from the project office to the shop floor.

WHAT DO WE TYPICALLY ACHIEVE?

WHAT WE DID FOR LONDON UNDERGROUND STATIONS TEAM



In 2012 London Underground (LU) embarked on an ambitious £330m programme to upgrade more than seventy stations. The work had to be done at night when stations were closed, in confined areas and with constrained access.

LU contracted directly with a range of specialist suppliers and, as part of a drive to improve its end-to-end management processes, introduced Collaborative Planning to manage and synchronise complex activities, resolve issues before they became crises and encourage collaboration and ownership along the supply chain for maximum efficiency. This was the first project under these new contractual arrangements, and therefore a high-profile test-bed for the methodology.

The collaborative planning launch session saw all the suppliers collaborate for a realistic assessment of work and shared understanding and ownership. It exposed

conflicts and risks and created a sense of common purpose.

Then, LU set up a planning room on site, featuring highly visible planning boards; containing a series of cards which represented individual activities on the project programme, updated weekly on a rolling three week basis. Once a week, every activity was reviewed, and before every shift, LU's Construction Manager and the suppliers' foremen went through the cards in the slots for that shift, for final review and to maximise shared access, workspace and common resources.

The shared accountabilities, better communication and "one team" approach led to a programme stability (number of daily completed activities / the number of daily planned activities) across 9 months of 84% against an industry average of 50%-60%.

The Solution for...

- ◆ Embedding collaboration from the outset
- ◆ Rescuing late-running projects
- ◆ De-risking project activity to ensure value
- ◆ Ensuring project visibility week-on-week
- ◆ Building confidence in specialist teams across a project
- ◆ Agreeing outcomes and metrics
- ◆ Removing waste
- ◆ Removing blame and replacing it with shared objectives

Who should be interested?

- ◆ Project Managers seeking a simple and rapid improvement in outcomes and financial security
- ◆ Programme managers wanting total project visibility, effective reporting and trouble-free deployment
- ◆ Contractors looking for best-practice delivery and projects to be proud of

WHY A2B EXCELLENCE?

The A2B Excellence team is uniquely qualified to deliver your Collaborative Planning Strategy:

- ◆ Led by Dan Agutter, a Lean expert and world authority on Collaborative Planning; lecturing on CP to the Lean Construction Institute’s 2015 Summit and playing a leading role in promoting inter-industry best practice with the Collaborative Project Team Programme, which is supported by Infrastructure UK and the Institution of Civil Engineers.
- ◆ An award-winning team, including recognition from CIPD and Railstaff for training and L&D; and international awards for employee engagement
- ◆ Our work has been independently validated, saving thousands of man-days and millions of pounds.



A2B Excellence’s Dan Agutter works on the Collaborative Projects Team Programme with:

