

From delays and risks, to speed and cost-saving.

EXPERTISE USED

- Workshop facilitation
- Stakeholder management
- Business process modelling
- Requirements and testing
- Project planning and scoping

Context.

The significant infrastructure project was delivered using an alliance model where the project sponsor formed a new organisation with the four major contractors responsible for delivering the project. The total budget for the project was approximately \$630 million.

Complexities and challenges.

The project was having trouble with their ways of working. Experts from the five organisations each brought their own way of working but there was no agreed standard way of working together in the new organisation.

It was taking more than 90 days for the approvals related to construction, quality assurance, and health & safety methods to be captured. Construction activities could not be delayed meaning the work was progressing at risk without the necessary approvals, leading to the potential for rework, delays, and cost overruns.

Approach.

Redvespa was engaged to help design the way of working for the alliance.

We used a low-fidelity approach to quickly develop prototypes for the construction method approval pathway and standard ways of working within, and across, each of the construction disciplines that were underway.

The low-fidelity approach involved a roll of butcher's paper, a stack of post it notes, and a box of Sharpies. We had 1-2 hour workshops with engineers and quickly built a low-fidelity model for the approval pathway.

The prototype was tested and refined, and the low-fidelity model updated - we used the prototype approval pathway to agree on the new approval pathway.

Confirmation of the approval pathway gave clarity to how the business processes describing the ways of working should be designed.

Using a pragmatic approach that included getting out on site to observe and ask questions and another round of workshops, we developed a low-fidelity model of each of the business processes, setting out the ways of working for earthworks, structures, pavements, quality & testing, health & safety, and document management.

Again the low-fidelity prototype processes were tested and refined. Once they had been agreed, digital workflows were built so that these processes could be consistently used in a standard way across the organisation.

Results.

The efficiencies from the new approval pathway and ways of working meant:

- The time taken to approve construction methods etc was reduced from more than 90 days to fewer than five days. Over the course of the project, the estimated potential saving was around \$38 million (about 6% of total budget).
- The engineers were able to use the new ways of working to set clear expectations with their subcontractors for the documentation of the quality records needed to support construction.

Because the people doing the work were involved in designing how they would work, Redvespa also supported the creation of a collaborative, high performing culture that underpinned the efficiencies delivered by the new ways of working.

Redvespa achieved all of this within a few months and were invited to carry out a similar engagement on another infrastructure project.

