Infrastructure and Projects Authority

Standardisation and Informed Insights through Effective Collaboration

Sirish Parekh
Head of Estimating & Benchmarking

Before we Begin

- How many people Exercise frequently?
- Those that don't, why not?
- Benefits of Exercise[1]:
  - Physical activity has significant **health benefits for hearts, bodies and minds**
  - Physical activity contributes to **preventing and managing** noncommunicable diseases such as **cardiovascular diseases, cancer and diabetes**
  - Physical activity reduces symptoms of **depression and anxiety**
  - Physical activity enhances **thinking, learning, and judgment skills**
  - Physical activity ensures **healthy growth and development** in young people
  - Physical activity improves **overall well-being**
- So, why don't we all exercise?
- Cognitive Dissonance, plus Group Psychology and Behaviour (e.g. Asch conformity)

1.World Health Organisation, 2020

Our Professional Journey, Not too Dissimilar to Health

- Diets are individual and varied
- Avoid highly processed food
- Trial, error, improve (body reacts, just as a project would)
- Long term, not short term
- It's hard at first, but then becomes routine, fuelled by positive results
  - Good Habits – make easier
  - Bad Habits – make harder
- Always learning (continuous improvement)
- The body adapts to the diet
- Many give up early (unrealistic goals, too difficult, too slow, need to plan, looking for shortcuts, too many voids, people around you, shifting purpose…)
- **This is where a community helps!**

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Sirish Parekh

- Co-Chair of PsACE
- Infrastructure and Projects Authority
  - Head of Estimating and Benchmarking
- Highways England
  - Estimating Manager (Operations)
  - Commercial Intelligence Manager (Operations)
- Rolls-Royce
  - SSCR Programme Manager
  - Estimating Specialist
  - Supportability Engineering Team Leader
  - WLC Engineer

The Infrastructure and Projects Authority

1. Our Purpose

To drive continuous improvement in the way government delivers infrastructure and major projects

2. Aspiring for world class delivery

The Infrastructure and Projects Authority (IPA) is the government's centre of expertise for infrastructure and major projects, working across government to support the successful delivery of all types of major projects.

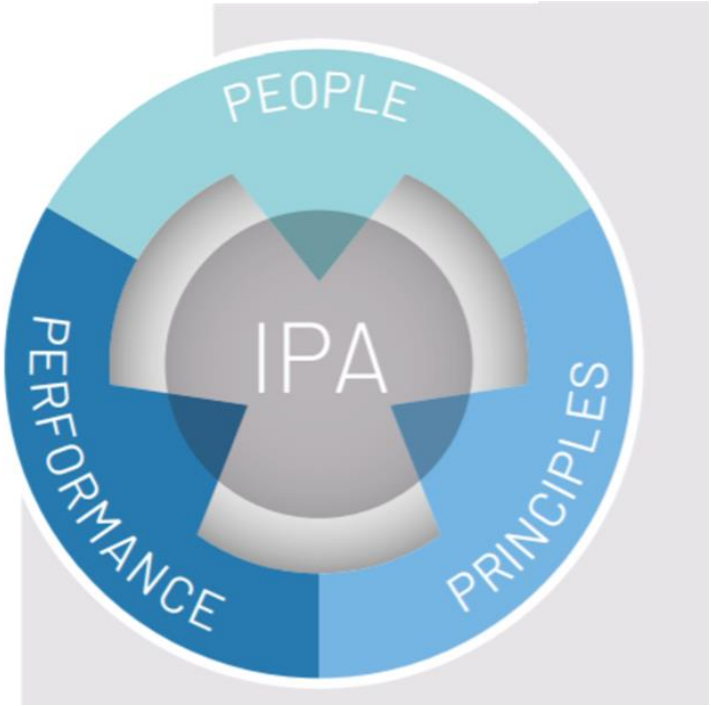
3. Future Challenges

A rapidly changing world, embracing digital, sustainability for a cleaner future, labour shortages and **better shared learning from projects/progammes.**

The Infrastructure and Projects Authority

A focus on the three Ps

- **Principles:** successful projects rigorously apply fundamental principles and get the basics right for every project, regardless of size.
- **Performance:** successful projects understand how they deliver against promises is crucial – delivering something for the time, cost and outcome that we set out at the start.
- **People**: successful projects have people with the tools and capability they need to deliver.



Public Sector Advisory Community for Estimating

Sponsor
Jon Loveday (IPA)

Co-Chairs
Sirish Parekh (IPA)
Gary Hill (SDA)
Steven Lowe (DfT)

“Learn from the mistakes of others. You can't live long enough to make them all yourself.”

Eleanor Roosevelt

PsACE Purpose & Vision

- **Our Mantra**

  “Simplify, Standardise, Systemise and Professionalise project Estimating processes and capabilities across the Public Sector.”

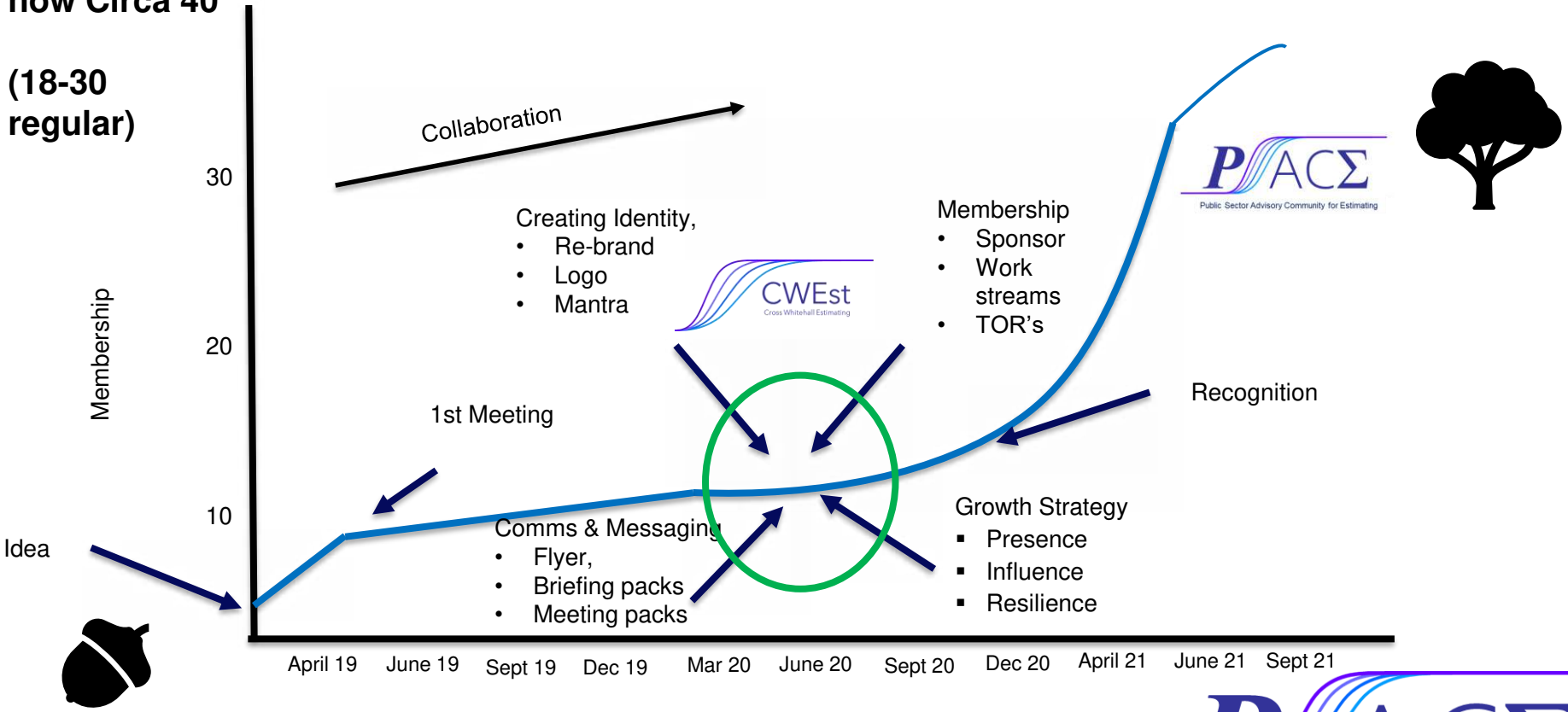
- **Our Vision**

  Bringing together estimating experts across Government/Client organisations to promote leading practice with a simple ethos of trust and collaboration.

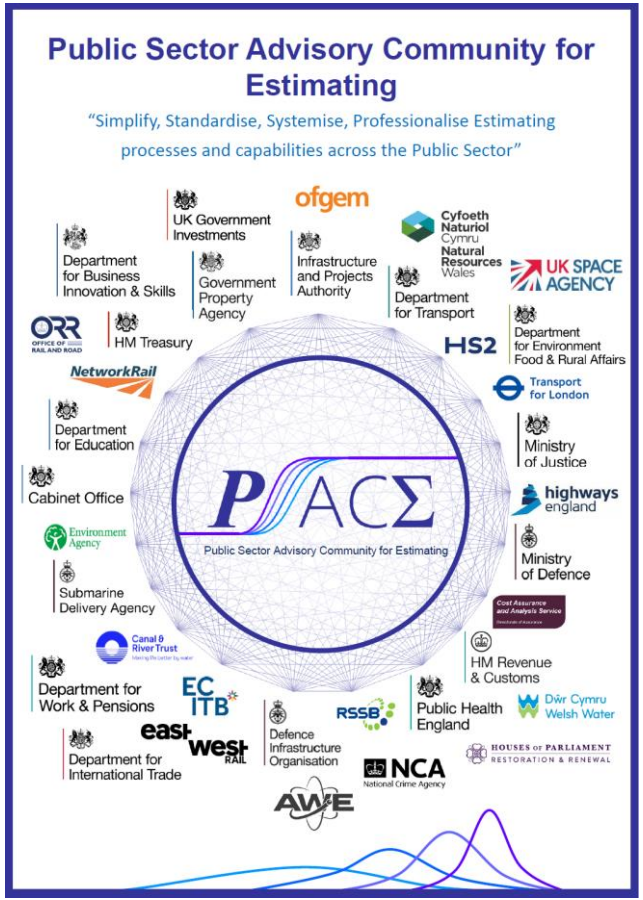
PsACE Journey and Growth

Membership now Circa 40

(18-30 regular)



PsACE Membership Flyer (new members since joined)



Context

PsACE (*pace*) was established to share processes, leading practices, and learning across Government Departments and Arm Length Bodies (ALB's).
We use an open culture to share ideas, embrace change, adopt leading practices and innovate new techniques.
Through collaboration, shared values and professionalism, we are inspired to improve the quality and consistency of estimating.

PsACE Membership

Our Group meet monthly and include a cross representation from across the UK Public Sector. Our members are recognised as functional leaders or experts within their own organisations and have significant estimating, cost planning or cost engineering experience.
We provide a constructive forum for engaged, interested technical leaders to share their aspirations for raising the visibility, importance and professionalism of estimating.
The Group is sponsored from within the Infrastructure Projects Authority (IPA) which ensures our workstreams are linked to Government priorities.

PsACE Workstreams

In order to focus on improving and raising the importance of estimating within Government we have a number of key workstreams to help drive improvements.
Our initiatives include identifying leading practices within each Department and domain areas. Drawing on our best training course material to promote the need and benefits of estimating, develop awareness, improve standards and the practical application of classroom and online training.
We provide deep specialist advice on technical estimating subjects which help shape discussions and wider initiatives.
A common data platform to enable the reuse of quality data.

PACΣ

"Simplify, Standardise, Systemise, Professionalise Estimating processes and capabilities across Whitehall"

PsACE Future

A series of lunch and learn webinars are being planned and will be delivered by the PsACE members.
We are planning to grow our presence, influence and resilience to work for the benefit of all Whitehall. Our aim is to develop greater cross functional learning, form strong relationships and build a culture of collaborative working. All our initiatives will help improve estimating of Government projects.

Impact

The PSACE presence and influence will provide key insights into the working and subsequent benefits of estimating across Government.
By drawing on the leading practice we can improve standards, drive consistency and standardisation of the estimating function. PsACE involvement is already helping to inform the wider strategies and initiatives being driven by the IPA.

If you want to find out more or want your Department to participate then please contact any of the following:-

Contact Information

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PACΣ

PsACE Impact

- IPA Estimating Career Pathway (Estimating Foundation Course)
- GMPP Stocktake: Action to review estimating processes across all departments
- Review and input into the Cabinet Office Playbooks
- Civil Service wide IPA presentations, inc IPA Conference
- IPA CEO letters to UK Permanent Secretaries
- Project Controls Expo – 2020 (main) & 2021 (workshop)
- IPA Estimating Guide
- IPA Benchmarking Guide
- BSi for Project Controls
- BSi Estimating Proposal – An end-to-end specification standard
- Internal Departments
- Advisory and Challenge panels

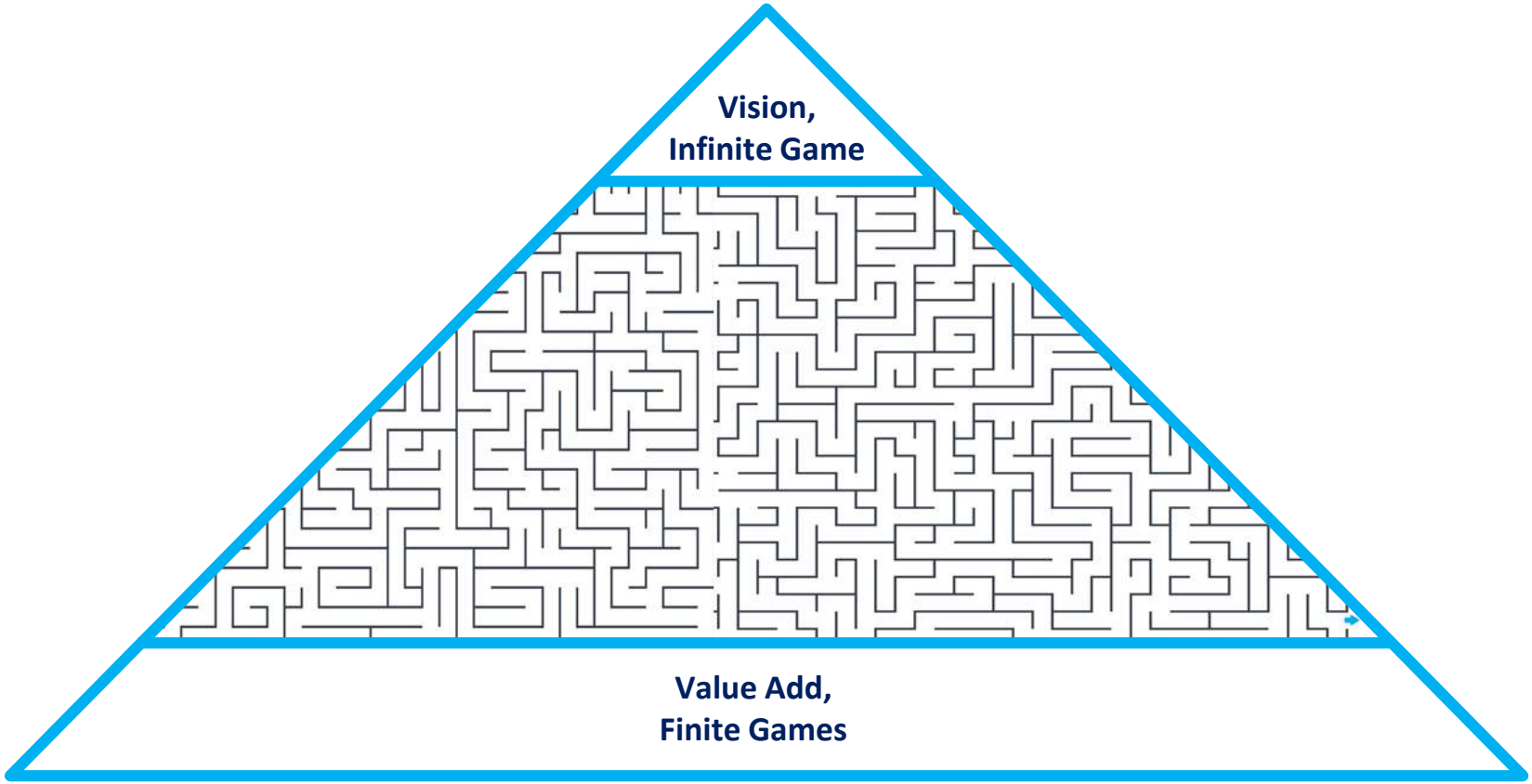
PsACE Focus

- **People Capability & Capacity**
  - Estimating Career & Development Pathway
  - Knowledge, Competencies & Skills
  - SRO Guide on Estimating
- **Better Data, Better Decisions**
  - IPA Benchmarking Hub
  - Active feedback process
- **Sharing and Implementing Leading Practice**
  - Guidance documents (IPA, CO, HMT)
  - Learning across all Organisations across the Public Sector
- **How this approach impacts the private sector, professional bodies and academia**
  - Progressive collaboration and support structure
  - Higher calibre decision support capability

PsACE Workstreams

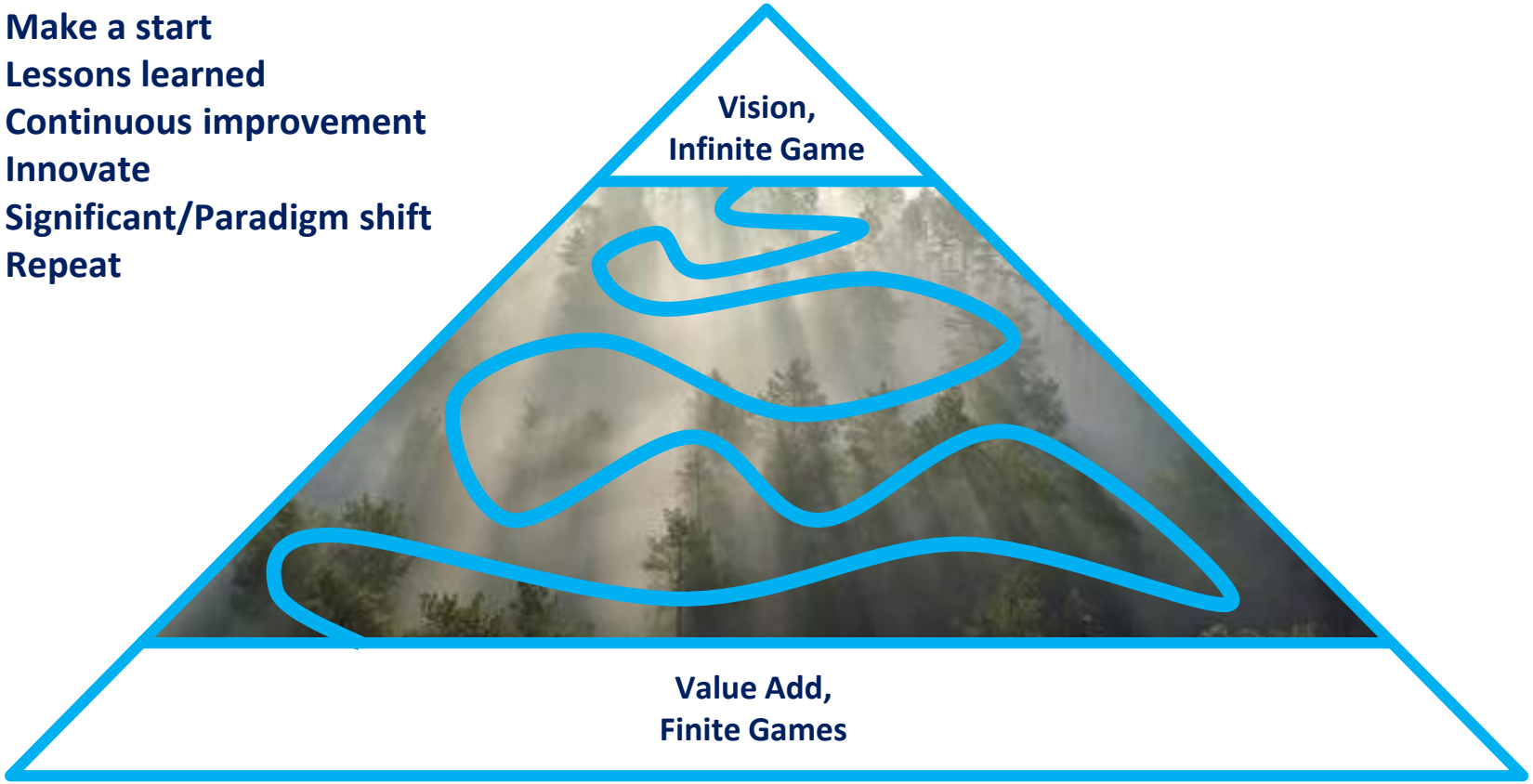
Workstream	Lead	Purpose / Update
People Capability	MC/GC	Estimating foundation course. The estimating journey & setting scope the potential to promote estimating as a profession. Launch June 22
Data Platform	SP	Collating data across the Public Sector to support Benchmarking and additional analyses to improve project delivery and performance.
Advisory Panel	All	Deep dive review of papers and initiatives. Supported delivery of the IPA's estimating guide
SRO Guidance	GH	To provide an overview of estimating for SRO's. Series of workshops held. Content accumulated and draft document developed. Being reviewed.
Project Control BSi	BF/SP	PsACE Group support, specifically on Estimating.
Group Conference	TBA	Organise/Support development and delivery of the Group Conference.
Leading Practice	TBA	Identify leading practice through review of organisations best of class processes. Launch maturity assessment.

Moving Forward



Moving Forward

1. Make a start
2. Lessons learned
3. Continuous improvement
4. Innovate
5. Significant/Paradigm shift
6. Repeat



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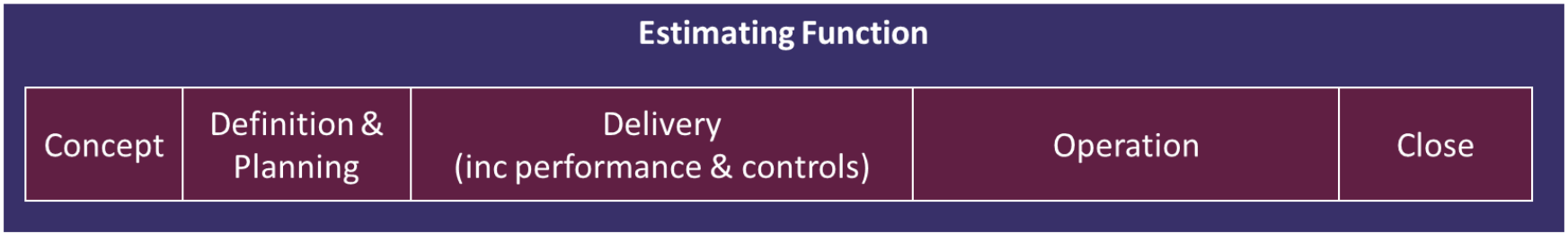
Estimating and Project Delivery



Continuity embedded, and maintained

“It Ain’t What You Don’t Know That Gets You Into Trouble. It’s What You Know for Sure That Just Ain’t So.”

“It's easier to fool people than to convince them that they have been fooled.”

Mark Twain

Thank you