



IPT Workbook 6



Project proving and review

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Workbook

Step	Process	Culture and activities	Tools and techniques
6.0	Project proving		 The Collaborative Working Centre training module <i>Performance Measurement and Continuous Improvement</i> will be relevant here.
6.1	Ensure compliance with the functional specification	<i>Meeting the objectives</i> The project is not complete until it has satisfied its goals and objectives. For this reason, the client care team will interface with the end users until all the outstanding issues are resolved. By adopting methods that help to manage individuals' expectations,	Proving documentation  The Building Down Barriers Toolkit – Tool C8 Proving Through-Life Cost; the compliance plan and proving arrangements is relevant.

work can be completed which is free of defects and meets the business needs at the time of completion.

6.2 Review against objectives and value criteria

Proving is the process of supporting transition to the owners, occupiers and maintainers and ensuring that the objectives are satisfied. It is not commissioning and handover, which are part of the implementation phase. Performance is reviewed against the objectives defined in the Strategic Brief and value criteria. This will be on different levels: at the highest level, it seeks confirmation that the project satisfies the business need identified and translated into the Strategic Brief. It is also necessary to ensure that the project meets the value criteria, in the order of priority that was initially allocated, thus delivering the expected benefits. Depending on the outcomes the IPT, which includes the client, will need to decide what action to take. If there are reward and cost share provisions these will need to be apportioned in line with the agreements made at commencement. If there are elements which are not yet proven it may be necessary to undertake further work or to hand-over responsibility to another party or group. Some elements may not be proven due to insufficient time to see the benefits and so the IPT may need to stay together for weeks, months or, in the case of a PFI project with operational effectiveness targets, years – this should be allowed for in the project budget at inception and regularly reviewed, especially as the project nears completion.

6.3 Review ongoing arrangements for care and operation of the facility

Ensure that all parties who have a role in providing support through occupation, utilisation and proving understand their responsibilities. Review appropriate support and amend as necessary.

6.4 Undertake step by step critical review of the defined processes stages: workbooks 1-6

Bring together a representative sample of the integrated project team members to review performance at each of the stages:

1. **Identify business need**
2. **Advisory team: develop strategic brief and value criteria**
3. **Core team: create and screen strategic solutions**
4. **Expand core team and clusters: develop potential solution**
5. **Integrated Project Team: implementation of agreed solution**
6. **Project proving**

Record the successes so that they can be repeated and identify the learnings so that changes can be made to improve the process in the future.



6.5 Publish the benefits of all the key learnings for the project and the processes

Collaborative working embodies many higher level values, one of which is continuous learning. This approach is about challenge, creativity and innovation throughout the life of the project and a desire to discard old methods that add no value. This remains so at the end of the project, and a feature of Integrated Project Team (IPT) collaborations is the sharing of experiences within the team and with other partners and practitioners, who may be embarking on a new IPT enterprise. The IPT is a fluid concept. It needs to change and develop, just as the needs it seeks to deliver change and develop. Its practitioners believe that its benefit will not be fully realised until it is available for all to use at will. If others decide that they wish to adopt these principles, please be sure that all parties are ready for the challenges this will bring and that they publish their experiences so that all may share in the learning.

Feedback report(s) in standard industry format (being developed under accelerating change sponsorship)
The experiences of the Project Team could be published as a **CBP** case study via the website

	<p>The adoption of continuous improvement ensures that learning is transferred from one project to the next. The CBP website contains numerous references to guidance relating to continuous improvement</p>
	<p>The BSRIA Specialist Procurement toolkit (tool B1) offers ideas in achieving systematic continuous improvement and benchmarking.</p>

6.6 Celebrate success

Finding opportunities to celebrate success helps team members to see that being part of this process enables them to deliver superior performance and additional value, meeting needs in a way that previous projects were unable to do. Success should therefore be celebrated externally, as well as

internally, so that more people are able to understand this process and its values- and gain from its benefits.

This can mean promoting individuals and teams who are delivering within these principles and methodologies, as well as going to industry and talking about the success of a project and of collaboration in general. There are few more powerful drivers for change than success, either because people want to be associated with it, or want to know why it was achieved, where other approaches failed to do so.

6.7 Determine ongoing life of IPT

The end of the project does not have to be the end of the collaboration or the integrated project team. Partners should actively discuss the opportunities for further collaboration either with part or all of the whole team and identify areas of opportunity/ improvement for future activity.

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