

# Planning & Programming Services

## PLANNING CONSULTANCY

Business Case & Feasibility Studies

Tender Planning & Evaluation

Design / Construction Planning

Pre-operational Planning

## PROJECT CONTROLS

PMO Setup & Operation

Programme Monitoring

Project Audits

Delays & Claims



## Planning Consultancy

### Business Case & Feasibility Studies

Most successful projects begin with a solid business case and an understanding of the key success factors and assumptions.

We are experts in preparing business cases, financial models and feasibility studies, turning initial concepts into solid project proposals and implementation plans.

Each business case is unique to your project and forecasts the benefits and costs from feasibility to the operational phase, detailing multi-year revenue, opex and cashflow projections.

### Tender Planning & Evaluation

Whether you are a client organisation or a contractor, tender planning and evaluation is a key part of your procurement / order book process.

Forming tender teams requires a quick response with a multi skilled team that can dedicate themselves to tight timetables and come up with innovative yet realistic and achievable programmes of work.

We can rapidly mobilise experienced staff to help contractors put together tenders and present high quality tender compliant programmes. Our advanced quantitative risk skills can also run Monte Carlo simulations on the programme and identify the activities and construction sequences that can be de-risked before tender submission date.

On the client side, we can supply experienced staff who can assist with the evaluation of tender programmes and produce assessment reports for senior management.

Confidentiality at all times, is our promise to you across any work we undertake.



### Design/Construction Planning

Once the contract is awarded, we can also supply staff on a short or long term basis to make sure that the detailed lower level programmes that need to be developed post tender are robust, compliant and take account of the myriad of interdependencies and interfaces that modern projects require.

Our experienced planning staff have worked on design and delivery of casinos, buildings, roads, tunnels, railways, airports, ports, mines, pipelines, systems, utilities, fitouts and commissioning projects. We can prepare programmes at all levels of detail from master programme level down to detailed plant shutdown schedules.

Hong Kong has some unique requirements and processes regarding statutory submissions and we are very experienced in ensuring that these dependencies are incorporated and tracked at the correct planning stage of the project.

We are experienced in all of the major planning software products, such as MS Project, Primavera P3/P6 and supporting systems such as document control and reporting standards.

### Pre-Operational Planning

As a project progresses through the delivery phase, then the planning focus progressively moves towards the back end testing and commissioning, and go-live activities.

From a client perspective, these planning activities can be a distraction for current operational staff who are focused on their daily tasks and may divert scarce resource from front line operations.

From a contractor perspective, these planning activities can also divert resource from the delivery team's focus on delivering the final stages of the project against tight timescales.

We can provide staff who have experience of both aspects, who can talk the 'business talk' as well as having engineering and project backgrounds. We can prepare the operational and commissioning programmes, drawing on the operations staff's knowledge and requirements as well as detailing the required as-built and operational information that needs to transition from the project domain into a successful go-live and subsequent ongoing operations.



**THE CONTRACTS GROUP LTD.**

Commercial, Contractual & Management Consultants  
to the Construction Industry



Certificate No: Q1098

# Project Controls

## Programme Monitoring

Whilst the initial project programme aims to identify and schedule all of the anticipated works scope, the nature of any sizeable project is that plans will change over time as the work progresses.

As the works are undertaken and actual progress recorded in the programme, critical paths may change and activities come onto or drop off the critical path.

It is crucial that accurate records be kept of the regular progress of the works including actual start and finish dates of activities, together with current progress status, so that future progress can be predicted and a history of events be available should variations or changes need to be evaluated for extensions of time or for other contractual reasons.

Our staff are very experienced in setting up effective and efficient monitoring systems for programmes that fulfill record keeping and project management requirements.

We can provide staff that can collect and collate progress data and update programmes on a regular basis to fulfill contractual requirements and allow the project's management to concentrate on delivering the works, with confidence that

they are making major decisions based on accurate and timely status information.

As well as being experienced in using common industry standard software such

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as MS Project or the Oracle/Primavera suite of P6 etc, we can also develop project dashboards to allow management the ability to quickly and easily adsorb project information in user friendly formats.

Standard reporting formats like milestone trend reports, webpages, excel



spreadsheets, PowerPoint presentations and even mobile apps are all tools that we can utilise to allow project information to be disseminated amongst your team to increase productivity and efficiency.

Increasingly cloud based 3rd party systems are used to manage documentation and integrate project information so that both client and contractor are working off common systems that offer a single source of truth and ensure that important information and communications are securely stored and instantly available for retrieval.

We can support you and advise on selection of appropriate systems and vendors.

As well as programme monitoring, objectively measuring and controlling costs is also critically important. Tied in with programme monitoring are techniques such as Earned Value which can objectively measure efficiency in your project delivery and forecast final outturn costs based on performance to date.

We can advise on the suitability and use of Earned Value and other common cost monitoring methods.

## PMO Setup & Operation

PMOs are a standard organisational structure used on larger capital projects and also internally for organisations to standardise their project processes and reporting across many disparate projects or programmes of work.

We have experienced staff, who have set up these structures many times on projects both in Hong Kong and overseas. We can advise or help you set up the appropriate structure for your company.

Modern project management practice recommends that a PMO be used to consolidate the various reporting and project monitoring streams into a single source of truth for the organisation.

We can work with you to develop:

- Standard project processes
- Consolidated reporting
- Resource planning & optimisation
- Objective status reporting

## Project Audits

Often where there is disagreement based on the contract, or a third party is involved such as a lending bank, an independent review of the project status can restore the trust and establish the true position as a basis for moving forward.

We can offer experienced staff, who have delivered projects in the past for both clients and contractors. Who can take an objective and unbiased view and produce independent fact based reports.

As well as contractual disputes, regular audits can also be carried out as part of a ongoing quality assurance programme to satisfy sponsors or investors that the project is progressing satisfactorily and that the facts on the ground match the reported status.

Previous clients for these audit and Lender's Engineer services have included syndicated financiers, Government departments, corporate boards, internal project sponsors, contractors and consultancies.

## Delays & Claims

A key area of potential dispute on many contracts concerns variations to scope and /or timing.

The Contracts Group has a long history of providing cost effective commercial and contractual advice to our clients, which covers the areas of programming, Extensions of Time and monetary claims preparation.

The recent introduction of the NEC contract to Hong Kong has further emphasised the timely and accurate preparation of delay programmes as these are at the heart of the NEC's strict timetables for compensation event submission and approval. Not submitting on time nor addressing the correct issues can result in a perfectly valid compensation event claim being disallowed.

We can help you achieve the tight NEC timetables by assisting in preparing the compensation event programmes and by advising contractors or clients on their obligations under the NEC, leading to a satisfactory solution for all parties.

