

Re- designing the Capital Investment Programme at a Major Utility

Case Study

Historically the £300 million per annum Capital Investment Programme within an international utility, rarely ran to time, budget or indeed specification. The CEO and his Senior Team acknowledged that this state of affairs was untenable and could not be allowed to continue. As a regulated business, the performance results of the Capital Investment Programme were critical in terms of operational costs, profit and allocation of funds for future investment. Furthermore the potential to deliver improved profitability, secure commitment to longer-term investment programmes and funding was subject to the radical transformation of the corporate approach to Capital Investment.

Syat Associates worked with the Director and his Senior Team in the Capital Investment programme office to review how work was managed and delivered; how funding and costs were allocated; how projects were procured and implemented; and how the overall management of the Capital Investment programme delivered results to the wider business.

This review led to the design and implementation of a transformation intervention, which focused on the re-structuring of the function; the re-design of the Programme Management process; and the re-design of the Procurement process, including governance, contracts and project management re-design.

Syat Associates provided advice and support by working with the Director and his Senior Team to create the structure, the processes, the systems and new ways of working focused on delivering a culture to establish and deliver best practice, on-going performance improvements, and success to the business.

Within 12 months, the Capital Investment Programme was delivering a 10% saving to the business year on year; the function became an Industry leader in terms of best practice Capital Programme management and the team won numerous industry awards for Capital Projects, which they designed, lead and ran. Some time on, the team are just as committed to delivering year on year improvement; designing, creating and implementing best practice and being the industry leader!

[Reference available](#)