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Corporate KPIs – Generation of the IPI Measures for Investment Projects

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1 Purpose

This standard forms part of the suite of documents comprising the Planning and Programme Controls standard.

Network Rail wants to make data-driven decisions to know how well they are delivering to their customers. Data-driven decisions tell the truth about what is happening and minimises the risk of making a costly mistake.

To enable data-driven decisions, the Business Process Improvement Team has worked alongside teams from various functions on the development of a Corporate Balanced Scorecard. This Scorecard shows how Network Rail is performing against Sixteen Key Performance Indicators (KPIs), as shown in Figure 1.

Once these metrics are being measured and monitored, it allows for a quick reaction in a structured way, to fix any problems. Similarly, it also allows continuous improvement of the process to persist, without being affected by any random occurrences.



Figure 1 – Corporate KPI Wheel

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Two of these sixteen KPI's relate specifically to business process improvement. These two measures are important in enabling the company to measure and control its processes, giving a firm platform for process improvement and management.

Once these metrics are being measured, it is also crucial to control them. This way, if process performance drops, we are able to react quickly and in a structured way to fix any problems.

"Right First Time" means that we have met the customer's requirements correctly on the first attempt.

"Cycle Time" is the total elapsed time from the start of the process to the end of the process. This can either be from the customer's point of view, or a measure of the supply chain.

These two KPIs are made up from numerous IPI's feeding into them from various departments. Infrastructure Investments scope for these IPI's are;

- a) IPI-307 - Investment Project Cost Delivery (part of KPI-300 - 'Right 1st Time')
- b) IPI-316 - Investment Project Schedule Adherence (part of KPI-301 – 'Cycle Time')

2 Scope

This Network Rail standard specifies a process to collect data and calculate IPI's within Investment Projects.

This process specifies the data sources, key activities, processes and timeline to be utilised by the PDP and each Asset and Major Project to support the appropriate reporting of IPI measures during the periodic update cycle.

It applies to all Investment Projects, less application of defined project exception criteria.

3 Definitions

IPI-307 - Investment Project Cost Delivery

Represented as a percentage, the number of projects completed within "first implementation authority" versus total number of completed projects, within a given period.

NOTE First implementation authority is the first investment paper approval granted for full authority to implement the project. It is recognised that for drip-fed authorities, (i.e. Major Projects) this 1st first implementation authority may be a collection of authorities summed together. This is currently under review.

NOTE For the Corporate KPI's, a completed project is a project that completes its final end of GRIP Stage 6.

NOTE In general terms, this IPI measures how accurately we predict the costs for delivering infrastructure work.

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IPI-316 - Investment Project Schedule Adherence

Represented as a percentage, the number of projects that complete a GRIP stage on or before their PMB [programme manager's baseline] scheduled completion date, within the period.

NOTE In general terms, it is an indicator on how accurately we plan (GRIP Stages) compared to how we actually deliver and implement infrastructure work.

4 Roles and Responsibilities

Exec Owner

Responsible for the KPI metrics.

NOTE This is currently the Director of Investment Projects

IPI Owner

Responsible for the IPI metrics and supply of the Network Rail level key issue comments.

NOTE This is currently the Director of Programme Management

Primary Data Lead

PDL

Responsible for monitoring, on a periodic basis, the completeness, accuracy, submission timescales of the IPI metric data and supply of the key issue comments.

NOTE This is currently the Functional Head of Planning and Programme Controls

Primary Data Provider

PDP

Responsible for calculating, on a periodic basis, accurate IPI metrics and submitting the metrics & supporting key issue commentary into the relevant area within the Corporate KPI system, within the required reporting timescale.

NOTE This is currently the Programme Management Office

Programme Controller

PC

Responsible for monitoring the completeness, accuracy and submission timescales of their relevant Asset/Major Programme data and associated key issue comments.

Financial Controller

FC

Responsible for monitoring the completeness, accuracy and submission timescales of their relevant Asset/Major Programme data and associated key issues comments.

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Point of Contact

PoC

The PoC is the nominated, single point of contact within their IP team and should, where applicable, cascade the IPI metrics within said teams, for verification and additional information.

NOTE The PoCs are responsible for the completeness, accuracy of the relevant source data and associated commentary being available within the required periodic timescales.

5 Data Sources

The data for these IPI metrics shall drawn from Oracle Projects, IMS Primavera via automated batch reports following a period end.

These data extractions shall be performed by the PDP, with assistance from the appropriate PoCs for supporting information (i.e. FIA).

Cost Data				
Source	Application	Name	Description	Frequency
1	Oracle Projects / Discoverer	IP PMO 6000+ Project List	Extract containing project 'descriptor' details and cost details, (pre-filtered with 'global' level exception criteria)	Week 1 Day 1
2	IP Asset and Major Programme Teams	First Implementation Authority	Manual extract by IP Teams, (refer to Appendix A)	Between Week1 Day 2 and Week 1 Day 4
Schedule Data				
Source	Application	Name	Description	Frequency
3	P3e IMS Production Database	IP Mandated Milestones - Batch Report	Extract containing mandated milestone details, (PMB and Current (Live) Dates)	Week 1 Day 1
4	P3e IMS Production Database	IP Additional Information by EPS node 5 Aug 09	Extract containing additional P3e information, (i.e. PLoC data)	Week 1 Day 1

Table 1 – IPI Data Sources

These sets of data shall be stored within the central repository maintained by the PDP for onward processing.

NOTE It shall be assumed that the periodic data shall be pre-validated and correct as part of a normal period reporting cycle across IP.