



Enhancing project controls

**Reduce waste and improve confidence
in delivery**

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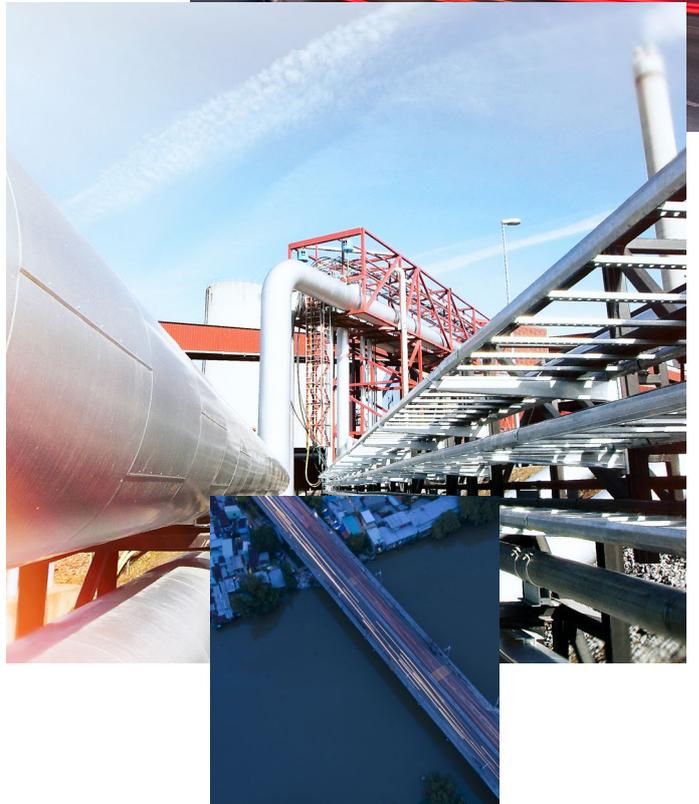
Contents

Ineffective capital project controls lead to poor financial performance **03**

KPMG's Controls Framework drives leading practices **04**

KPMG's bespoke project controls assessment tool **06**

KPMG's methodology **07**



Ineffective capital project controls lead to poor financial performance

Organisations who use project control skills are 75.5 percent more likely to be profitable than those that don't.



40-45%

Between 40-45 percent of projects aren't delivered on time and within budget.

£114m



This leads to a huge amount of waste. An average of £114m for every £1bn spent is wasted due to poor project performance.

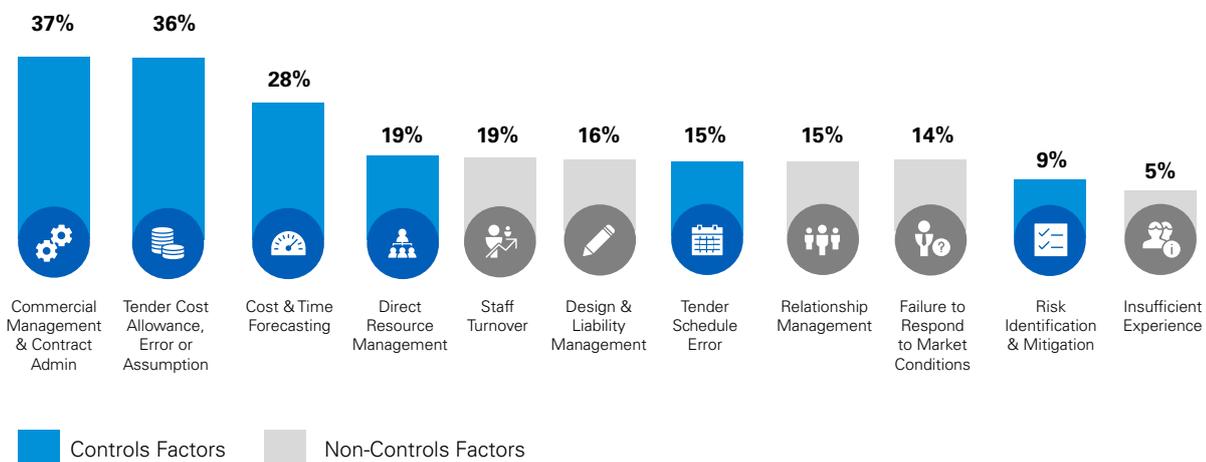


Project controls is the application of relevant management and technical processes and measures to projects and programmes, which allows early identification, management and mitigation of project challenges and risks so that project and strategic objectives can be achieved.



KPMG's research shows most projects with poor financial performance have a failure in the controls environment:

Key factors contributing to poor commercial performance of construction projects (not mutually exclusive)





KPMG's Controls Framework drives leading practices

We help organisations reduce wastage, improve ROI and build delivery confidence by enhancing their controls environment.

Our methodology focuses on improvement and transformation, not just measurement.

We address the crucial behavioral and cultural aspects required to enable effective controls

Our project controls framework covers 7 core control processes, ~50 control sub-processes (shown graphically below) and up to ~200 assessment criteria that can be tailored for the specific needs of our clients, to suit different project and portfolio complexity and size.

Cost and Financial Management

- Budgeting
- Payment processing and administration
- Project cost reporting and accounting
- Estimating / forecasting and contingency management
- Cash flow reporting
- Value engineering
- Project variance and historical trend analysis

Project Controls and Risk Management

- Change order management
- Risk management
- Design standards and specifications
- Regulatory compliance
- Quality control and inspection
- Environment, health, safety, security
- Project management self-assessment
- Customer satisfaction and lessons learnt

Schedule Management

- Schedule planning and development
- Schedule updating
- Schedule change management
- Schedule integration

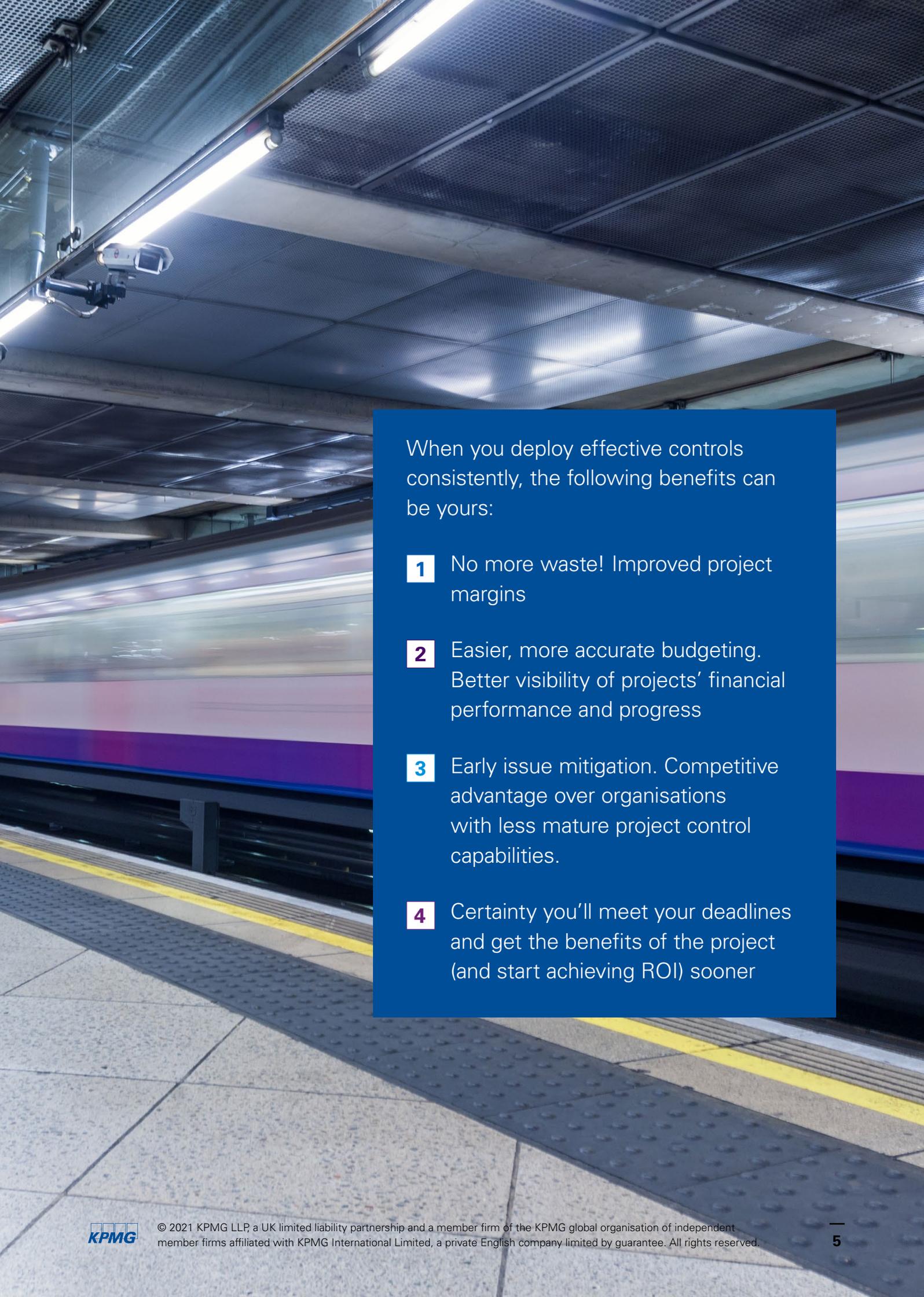
Sustainability

- Sustainability strategy and organisation
- Sustainability planning and communication
- Sustainability procurement management
- Sustainable materials management
- Sustainability reporting and metrics
- Sustainable design
- Sustainable quality control and inspection
- Sustainable monitoring and inspection



Our tool contains a global benchmark database of controls assessments, across all sectors. This unique functionality allows you to see how you compare with others.





When you deploy effective controls consistently, the following benefits can be yours:

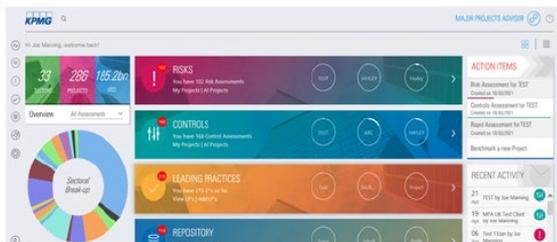
- 1** No more waste! Improved project margins
- 2** Easier, more accurate budgeting. Better visibility of projects' financial performance and progress
- 3** Early issue mitigation. Competitive advantage over organisations with less mature project control capabilities.
- 4** Certainty you'll meet your deadlines and get the benefits of the project (and start achieving ROI) sooner

KPMG's bespoke project controls assessment digital tool

Get a snapshot of your controls environment, ready to make the change that matters.

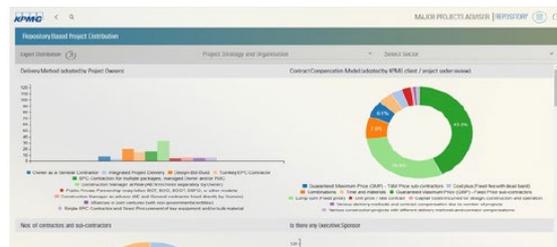


Quick reference dashboard

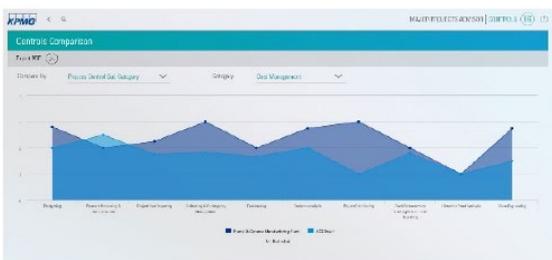


Analytics on project repository

(includes over 300 global projects)



Benchmarking ratings and practices across projects



Risk prioritisation and automated heat map generation



KPMG's digital controls assessment tool is part of an online global suit of tools to help enhance the performance of their capital projects and programmes.

The tool includes a detailed controls assessment framework, global benchmark database, and library of leading practice to assesses an organisation's current control maturity; we identify gaps to leading practice and use this as the basis for making the change that matters.

KPMG's Methodology

KPMG's project controls framework has been developed from our experience of designing, reviewing, and advising on project controls over many decades and is tailored to the practical realities of running an organisation.

01

Review

We complete a rapid, detailed assessment of your current controls environment and performance, identifying symptoms of controls issues. You get a baseline assessment controls report.

02

Recommend

We analyse the gap between your current controls environment and where you want it to be. You get practical, prioritised recommendations to improve your controls environment, culture and performance.

03

Transform

Our major projects advisory specialists embed in your teams, designing and implementing new and revised processes and procedures together. You get a transformed culture and a more effective controls environment.





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