

## **Culture and Capability video transcript**

Better Value Rail is a joint Department for Transport, Office of Rail and Road and Network Rail initiative to help those with an early idea for a rail infrastructure project.

Better value rail toolkit helps people make better decisions earlier, Identify the right transport solution, which may not necessarily be rail, Saving time and money later on.

This video is aimed to help you work your way through the toolkit, explain the purpose of the tools and how to use them.

The toolkit is separated into four different sections.

Firstly, strategy that looks at the overall objectives, Explore, that looks at the options for how to achieve those goals, Examine that looks more closely at the issues involved in potential solutions and overall a section on culture and capability around the underlying approach to project development.

In this video we will be looking at the culture and capability section.

This section is about thinking about the team, including the culture you want to create to deliver the project successfully, and working across organizations to provide the best project for the funders and transport users.

It means thinking about how to involve the right people in the relevant skills and experience at the right stage, while fostering the best working environment to allow constructive challenge to better your project.

These tools should be used alongside and concurrently to the other sections as it should be developed from the start of the project to allow the best practice to be implemented from the beginning and start to build the structure of your team.

The Capability assessment tool helps you to start thinking about who needs to be involved in the project at different stages of its life cycle.

It also helps you to consider how to build that capability throughout the project as the teams needs might change and develop through the different stages of the project.

This tool is very applicable to rail specific projects but can be used for any infrastructure delivery project.

There are also legal obligations that you should make yourself aware of at the early stage context, and you may need specific people with the right competence to help you deal with those obligations.

You might need specific technical skills, for example in geotechnics or structures, and these should be considered alongside project delivery skills.

The project Delivery Capability framework shows that kind of project delivery professionals that there are in the industry.

This will help you see the experts you may need input from at the different stages in your project life cycle as well as the development that might be needed in the existing workforce.

There are also links to different regulations and safety documents within the website. It sets out some of those legal obligations within rail projects you should make yourself aware of.

There is a link as well to the government project delivery profession guidance. This may be complex for many projects, but has some important key points.

Once the skills that will be needed are identified, it is necessary to plan when people would be needed, how many people are needed, where the people will come from and how resources will be secured and managed.

Rail projects are temporary and not business as usual, but often have long life cycles which can have an impact on staffing.

This tool can be used as necessary throughout the delivery of the project to review, make sure the correct people are involved in each stage of the development.

The complexity tool helps with considering the scale and impacts of the project, which in turn allows you to start thinking about the management arrangements to control the complexity of the project.

The higher complexity then the greater the risks and uncertainty in our projects, so more emphasis should be on contingency planning, assurance and risk assessment.

High complexity would also mean inviting more challenge from colleagues and stakeholders to result in the best scenario planning and management.

The complexity assessment tool is based on a table with several indicators of complexity, with ratings to indicate low, medium and high complexity.

No project is going to fit all aspects into one category of complexity. This tool is meant to indicate where a project might sit overall.

When some or most of the indicators are towards the higher complexity measures this could indicate a more complex project.

When there are indications from this basic tool of those higher levels of project complexity then you should consider using a more formal review with an established, more thorough, complexity analysis tool and take actions based on the findings.

You should keep reviewing the complexity throughout the project as when the project develops, emerging issues might change the complexity level.

The project should also be ready to change to reflect any change in risk.

This final tool in this section is the self assessment tool.

This can be used to make a high level assessment of the project at different stages to understand where the gaps are in the project and assess progress at those different stages.

It presents broad challenge points for any stage in the project, shows a common framework, so everyone is challenging in the same way.

The document presents several questions within different themes, such as strategic objectives, innovation, collaboration and culture.

The questions are meant to assess the themes within the project and check whether project planners have addressed key challenges.

You can use this tool at any point during the life cycle of a project. It may be especially useful when moving between stages to understand the gaps and where development may be needed.

Make sure to regularly revisit these tools through the life cycle of your project to help develop and maintain a good project culture.

Share this with your team to allow it to be embedded and continue to allow challenge to assess if the culture is having the intended consequences.

Any feedback you wish to send the team would be welcome.

We're always looking to improve this site and the tools that are on it.

If you use the tools in the development of your project, we would also love to hear about that and potentially use it as a case study on the website so please contact us.