

Project Controls

The background of the slide is a dark blue field filled with complex, glowing white and light blue circular patterns that resemble radar screens or data visualizations. A horizontal orange bar is positioned below the title. At the bottom of the slide, there is a series of vertical, light blue, rounded rectangular shapes of varying heights, some of which have circular bases, creating a stylized bar chart or data visualization effect.

Service Overview

i3Works is a dynamic, growing SME consultancy, and our Project Controls service line is built on precision, insight, and excellence. Our team composition includes a wide range of highly qualified, highly skilled professionals with extensive experience across a breadth of sectors, businesses, and organisations. We understand that effective, high quality, project controls are the backbone of successful delivery, enabling organisations to manage complexity, mitigate risk, and achieve outcomes with confidence.

We combine specialist knowledge with expertise in industry-recognised software, we deliver rapid value through actionable insights that empower data-led decision making. Every engagement is underpinned by best practice, ensuring robust governance, accurate forecasting, and transparent reporting. From planning and scheduling to cost management and risk analysis, we provide the clarity and control needed to keep projects on track.

We are proficient in leading tools and platforms, including:

- + Primavera P6
- + Microsoft Project, Planner, Azure Dev Ops (ADO)
- + Atlassian Jira and Confluence
- + Active Risk Manager (ARM)
- + Assumptions and Dependencies Management (ADAM)
- + Keto, Unifier
- + Power BI and Tableau ... and more

This technical capability, combined with deep sector knowledge and our extensive experience, enables i3Works to tailor solutions that meet the unique needs of each of our clients.

Qualifications

We pride ourselves on developing our people, at no cost to our clients. We provide the opportunity for our team to gain wider professional training and certification, as well as Project Controls focused industry-recognised certifications, including:

- | | |
|---|---------------------------------------|
| 🔑 Project Management Professional (PMP) | 🔑 PRINCE2 |
| 🔑 Agile PM and Agile DS | 🔑 Project Planning and Control (PP&C) |
| 🔑 Management of Risk (MoR) | 🔑 Lean Six Sigma (Green Belt) |

These qualifications also reflect our commitment to excellence and dedication to continuous improvement.

Developing Future Talent

Innovation and integrity are at the heart of i3Works, exemplified by the i3Institute, our dedicated training and development hub.

Our flagship Fast Track Consultant (FTC) programme is a 12-month graduate scheme designed to accelerate careers in consultancy and project controls. It blends practical client work, industry-recognised qualifications, one-to-one coaching, and rotational placements across service lines such as Project Controls, P3M, and Digital Transformation.

Open to graduates from any discipline, the FTC programme equips participants with both technical expertise and soft skills to thrive in complex, fast-paced environments, reflecting our commitment to building the next generation of consultants.

Working with you

We go beyond Project Controls. We deliver confidence, clarity, and measurable value. Whether deploying teams supporting major programmes in the defence, public, or nuclear sectors, or delivering high quality individuals to support specific project roles and needs, our team ensures organisations have the governance, insight and control needed to succeed.



What We Can Do For You

Planning

Our planning specialists have the expertise to deliver high-quality plans throughout the entire project lifecycle.

We integrate risk and cost data within schedules to provide accurate performance reporting and forecasting, enabling informed, and data led, decision-making.

Using proven analytical techniques such as Monte Carlo simulation and Earned Value Management (EVM), we ensure your reports are reliable and our insights actionable.

Risk Management

We offer an independent, in-depth perspective to help you identify, evaluate, and prioritise risks effectively.

Leveraging our extensive industry experience and deep knowledge of risk management best practices, we guide you in selecting the most appropriate mitigation, monitoring, and control strategies.

Our approach ensures the right responses and resource allocation, helping you exploit opportunities and minimise threats.

Cost Management

From resource planning through to estimation and cost control, we specialise in overseeing, monitoring, and predicting your financial outcomes.

Our expertise in comparative, parametric, and deterministic techniques ensures robust forecasting aligned with your business requirements.

By applying research-driven methods and leveraging accurate data, we deliver cost estimates that are reliable and stand the test of time.

Performance Reporting and Governance

Supporting you to make the right decisions at the right time requires reliable and accurate data.

We will work with you to identify, define, and manage key performance indicators (KPIs), providing intuitive reporting and actionable insights.

Our governance approach interrogates this data to ensure your projects, programmes, or portfolios remain aligned with business objectives... on time, on budget, and to the highest quality.



Our Experience

Client:

MINISTRY OF DEFENCE

Project/Programme:

Defence Digital – Fixed Connectivity Portfolio Integration Office

Situation

The Fixed Connectivity Portfolio Integration Office (PIO) was established in November 2022 to support the Service Executive for Fixed Connectivity (FC) within Defence Digital (MOD). The objective was to align FC operations with the Service Executive Model (SEM) Operating Model. However, the programme faced significant challenges, including inconsistent reporting, inadequate budgetary oversight, absence of risk management, and a shortage of experienced delivery managers.

Task

Our mandate was to create a structured, transparent, and efficient programme management environment. This required addressing gaps in governance, reporting, and resource management while ensuring alignment with SEM principles and fostering collaboration across stakeholders.

Action

We collaborated with FC leadership to define PIO goals and agreed an operational plan with clear timelines. A Stakeholder Engagement Plan was introduced to strengthen communication. Using our Project Controls Maturity Matrix, we assessed current practices and implemented a Work Breakdown Structure and SEM Order

Book. Delivery controls were embedded, and guidance provided on Waterfall, Agile, and Hybrid methodologies. We introduced a robust change process supported by a Change Tracker and Power BI dashboards for real-time reporting. Schedule and RAIDO management were applied across service and project areas, while project artefacts were maintained to ensure governance. Additionally, we managed FC MI reporting, optimised resource allocation through an Enterprise Resource Pool, and delivered PMO upskilling sessions. A Collaboration Charter and regular meetings promoted a supportive, integrated team culture.

Result

The PIO delivered a consistent project management framework, enabling accurate reporting and improved decision-making. Risks were identified early, and mitigation strategies implemented, reducing disruptions. Resource visibility improved, ensuring efficient utilisation. Comprehensive dashboards provided stakeholders with timely insights, enhancing governance and strategic alignment. Ultimately, the programme established a strong foundation for SEM compliance and fostered a collaborative, high-performing environment.



Our Experience

Client:

MINISTRY OF DEFENCE

Project/Programme:

MOD Network Official

Situation

The Ministry of Defence Network Official (MNO) programme, led by Defence Digital, was tasked with designing, testing, implementing, and migrating the entire defence estate to a new operating system and platform. This high-profile transformation required robust planning and controls to assure senior stakeholders and support a full business case submission to the Cabinet Office. The programme's complexity demanded a schedule covering the entire scope, identification and management of dependencies, and clear reporting artefacts for stakeholder engagement.

Task

i3Works was engaged to deliver expert programme planning and controls, ensuring the MNO schedule would withstand scrutiny, enable real-time progress tracking, and support strategic decision-making. The team needed to establish governance structures, integrate multiple programme outputs, and facilitate effective risk and dependency management.

Action

i3Works deployed an experienced planner with deep Defence sector expertise. The team rapidly engaged with requirement leads, project managers, and senior stakeholders to clarify scope and requirements. They established the necessary governance and artefacts,



and quickly developed an Integrated Master Schedule combining scope, requirements, and outputs from multiple programmes. This schedule enabled real-time impact analysis of delays and issues. i3Works supported the development of delivery approaches, RAID (Risks, Assumptions, Issues, Dependencies) management, and knowledge transfer, ensuring the Defence Digital team was equipped to manage the programme effectively. Regular briefings and clear communication kept stakeholders informed and confident in the delivery approach.

Result

The programme schedule provided stakeholders with confidence in delivery and enabled proactive management of risks and issues. The schedule supported a successful full business case submission, approved by the Cabinet Office on the first attempt. The integrated schedule was instrumental in delivering MNO and related programmes, all aligned to strategic objectives. i3Works' support enhanced governance, risk management, and knowledge transfer within the Defence community.

Our Experience

Client:

HITACHI RAIL

Project/Programme:

HS2 and Intercity Express Programme

Situation

Hitachi Rail engaged i3Works to provide consultants as planners within the Performance Management and Programme Planning Team. The team was under-resourced, and the consultants were required to quickly develop expertise in the P6 Planning application to support large-scale UK rail projects. The role demanded strong stakeholder management and the ability to plan, schedule, monitor, and control complex programmes, including Earned Value Management and progress reporting.

Task

The primary challenge was to fast-track the consultants' P6 skills and integrate them into a high-paced environment, enabling them to lead on major rail projects. They needed to deliver programme templating, schedule management, and performance reporting, while building trust with Hitachi stakeholders and contributing to the success of critical projects such as HS2 and the Intercity Express Programme.

Action

i3Works provided initial P6 training and ongoing SME support, ensuring the consultants could adapt rapidly. The consultants received further on-the-job training from Hitachi and were encouraged to maintain open communication with both i3Works and Hitachi management. They engaged directly with stakeholders, developed programme templates, updated the Controls Manual for the new Earned Value Management process, and maintained the final acceptance programme for key projects. Regular feedback loops ensured continuous improvement and alignment with client expectations.

Result

i3Works consultants quickly advanced to lead planner roles, demonstrating strong stakeholder management and technical proficiency. Their contributions enabled Hitachi to meet project objectives and improve planning processes. The client was highly satisfied, offering permanent positions to both consultants. The assignment not only delivered immediate project controls value but also enhanced the consultants' expertise for future industry roles.



HITACHI

Client Testimonial

Client:

MINISTRY OF DEFENCE

Project/Programme:

Defence Digital MNO



i3Works joined the team around 12 months ago to support the Ministry of Defence (MOD) in scheduling work for a major transformation programme, called Ministry of Defence Network Official (MNO). This programme is the next generation of digital services across the MOD that will be rolled out across all 850 UK and overseas units, across 200,000 users. Since arriving in the team, i3Works' support has been invaluable, and has been fully committed and focused in driving forward the scheduling work in supporting the Team. Of particular note, i3Works has been instrumental and very pro-active in managing key stakeholders to complete the MNO schedule; this work was vital to support a Full Business Case submission to Cabinet Office for final approval, which was a success.

i3Works has also played a key role in supporting the risk and dependencies work (as this can impact the schedule) and has been very responsive in the documenting the changes to the tasking as the schedule has matured. This flexibility from i3Works has been essential, as the MNO Programme is both complex and complicated, with many moving parts. During the monthly MNO Programme Board briefs, i3Works' communication style is clear and succinct. Moreover, as the MNO scheduler, i3Works was able to identify potential issues and risks across the programme and advise Project Managers accordingly on options to mitigate as well as the likely the impact on the programme schedule.

Overall, i3Works has demonstrated the highest professional standards in supporting the MNO Team and as well as conscientiousness, teamworking skills and dedication have been excellent throughout."

Sarah Kinloch **Programme Manager**

All Services on G-Cloud



P3M



Digital Services



**Business Change &
Transformation**



Architecture



Project Controls



**Climate Security, ESG and
Sustainability**



Assurance



Data and AI Automation



Service Management



Cyber Security

Driving Public Sector Transformation Since 2014

Who We Are

i3Works Ltd is a leading UK-based management consultancy, specialising in Project, Programme, and Portfolio Management (P3M), digital delivery, and transformation within the public sector.

The i3Group comprises [i3Works](#), [i3Secure](#), [i3NetZero](#) and [i3Data](#). We combine deep expertise with innovative thinking to deliver sustainable solutions that create measurable organisational improvement.

Our Expertise

We partner with major public sector organisations such as the MoD, HMRC, DEFRA & Home Office, applying best-practice frameworks like Agile, Waterfall, and hybrid methodologies to ensure flexibility and efficiency.

Our services include:

- + **P3M**
- + **Business Change & Transformation**
- + **Project Controls**
- + **Assurance**
- + **Service Management**
- + **Digital Services**
- + **Architecture**
- + **i3NetZero (Climate Security, ESG and Sustainability Services)**
- + **i3Data (Data and AI Automation)**
- + **i3Secure (Cyber Security)**

All delivered by specialist and accredited consultants, ensuring tailored solutions for every client.

Our Vision

i3Works is committed to shaping the future of consultancy through integrity, collaboration, and impact. We strive to be the consultancy of choice for public sector transformation, delivering exceptional results that exceed expectations and create lasting value for the communities we serve.

Forward thinking

The public sector is evolving—and so are we. Our future strategy focuses on:

- AI-driven delivery and automation for smarter, faster outcomes
- Digital resilience and cybersecurity to protect critical services
- Net Zero and sustainability initiatives embedded in transformation programmes
- Data-driven insights and predictive analytics for evidence-based decisions
- Workforce capability building to prepare teams for a digital-first future

By embracing our priorities, i3Works will continue to lead the way in delivering innovative, secure, and sustainable solutions that empower public sector organisations to thrive in a dynamic world.

Let's Shape the Future Together

Discover how i3Works can help your organisation achieve its strategic goals.

Visit: <https://i3works.co.uk>

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