The Science of Delivery

THE CURED FRAMEWORK

We, at CURED, have been bold to refer to our Code of Practice as 'the science of delivery'. But why? Science is defined as,

"the intellectual and practical activity encompassing the systematic study of the structure and behaviour of the physical and natural world through observation and experiment."

This is precisely what we have done in developing CURED. Our delivery science is based on a significant body of research and a diverse range of experience across multiple sectors – from projects that succeeded and, more importantly, ones that failed.

Like all science, CURED is not a static model that seeks to drive identikit delivery organisations – our experience shows that this is not the key to success. CURED is designed to evolve organically as it draws learning from the growing body of evidence that is generated each time it is applied.

While the collective body of evidence and experience drives dynamic improvement to the Code, specific applications of CURED are geared to your physical and natural world. What does this mean for you? It means that, together, we can create a personalised delivery science that will grow and evolve with you. If we can do it for medicines, we can do it for projects.

Designed to evolve organically as it draws learning from the growing body of evidence that is generated each time it's applied.

We are confident in our Code of Practice because we have lived through a complex journey of disruption and evolution that has changed how projects are delivered. The following innovations are game-changers; because of them, we do things differently to make things better overall.

These have been some of the inspirations throughout the design of CURED.

Construction – NEC4

The NEC form of contract puts positive behaviours at its core by using contractual language such as "in the spirit of mutual trust and co-operation". Mutual trust is an ideal operating space for clients and suppliers, but there are still many cases where this is not achieved.

When it is achieved, this relational approach to contracts drives significant success. The NEC was singled out as a critical success enabler for the London 2012 Olympics and other complex projects.

Infrastructure - Societal benefits, sponsorship 2.0

Programme sponsorship was introduced to maintain a focus on social benefits in infrastructure delivery, which has a traditional focus on milestones, costs and quality. It works well when sponsors are not an extension of the project delivery team, but rather when they act as agents on the ground for sponsoring organisations that are invested in the delivery of social benefits. Where a sponsor is empowered to drive the right behaviours and benefits as well as make intelligent time and cost decisions for the greater good of the business case. Managing the relational risk is essential to successful sponsorship.

The Science of Delivery

THE CURED FRAMEWORK

Healthcare – Systems thinking

The introduction of integrated care systems (ICS) is the latest in a series of reforms by the NHS in response to growing demand, increasing patient acuity and increasing research to demonstrate that cross-system operation is better for the patients. While the research and experience can reveal the inefficiency of siloed working, for example where the acute trust was always king and the community support has been said to be notoriously under-invested, the ICS is based on managing the relationships across the system. While the governance, leadership and decision-making elements of these systems slowly transition to this new way of working, the success of the model is to be seen.

Academic Research – Evidenced based approach to learning (action research, check the code and implementation manual)

Academia is driven by extreme curiosity and a thirst for knowledge. Progress is hard-fought, with a structured and challenging approach to evidenced-based insight and peer review. Action research is a proactive way of using evidence to evaluate what is working and what is not and then adapting accordingly. The focus on quantitative data to support decisions eliminates much subjectivity and gives confidence that optimal progress is being made.

IT – Agile delivery

The agile delivery method is about reacting to change in the right way to achieve the best result. Short, iterative control loops and a flexible way to align scope to benefits have made a huge difference to complex technology projects, where significant delivery uncertainty is common. Being able to use data to prioritise effort and adapt to a changing environment, while keeping a focus on benefits, has been transformative in the industry. The success of this approach can be illustrated by its adoption and adaptation in non-technology projects.

Start ups – fail fast and learn

Much of the technology explosion of the last 10 years can be attributed to the 'fail fast and learn' delivery ethos adopted by new start-ups. The key to this approach is not to stop failure, but to identify when and where it occurs and to learn from it; ensuring that the same mistakes are not repeated drives efficient progress. In theory, this leads to an exponential growth curve as failure is iteratively and continuously designed out of future effort. This is a vital part of the digital aspects of CURED as it allows for interventions to be monitored for successful application and investigated when success does not happen. This is a critical enabler of a tangible culture of continuous improvement.

Government – Big Data

'Big data' is a well-worn term in contemporary institutions and as organisations continue to wrestle with the seemingly endless possibility that this promise holds it has become clear that not all applications of big data are fully thought out. The truth is that the answer to 'What can big data do for my business?' is always more complex than we would want. Data should aid decision-making, and it is essential to keep this in mind when thinking about how to use the wealth of data available to you. It was the need to be clear about these decisions and how to show the positive impact of capability growth that has driven CURED's digital design.

We have thought hard about how to combine these transformative approaches to improve the likelihood of delivery success. Together, they eliminate individual weaknesses and maximise their collective beneficial impact. CURED is the next step in the evolution of how we deliver projects, driving a positive impact that is systematically analysed, optimised, and deployed in a continuous improvement loop. It is a live capability framework, and it is the science of delivery.

CURED