



ECRI Sponsors' Meeting Dec 08 Essen

Steve Reynolds
Director of Major Infrastructure Projects

Parsons Brinckerhoff Ltd

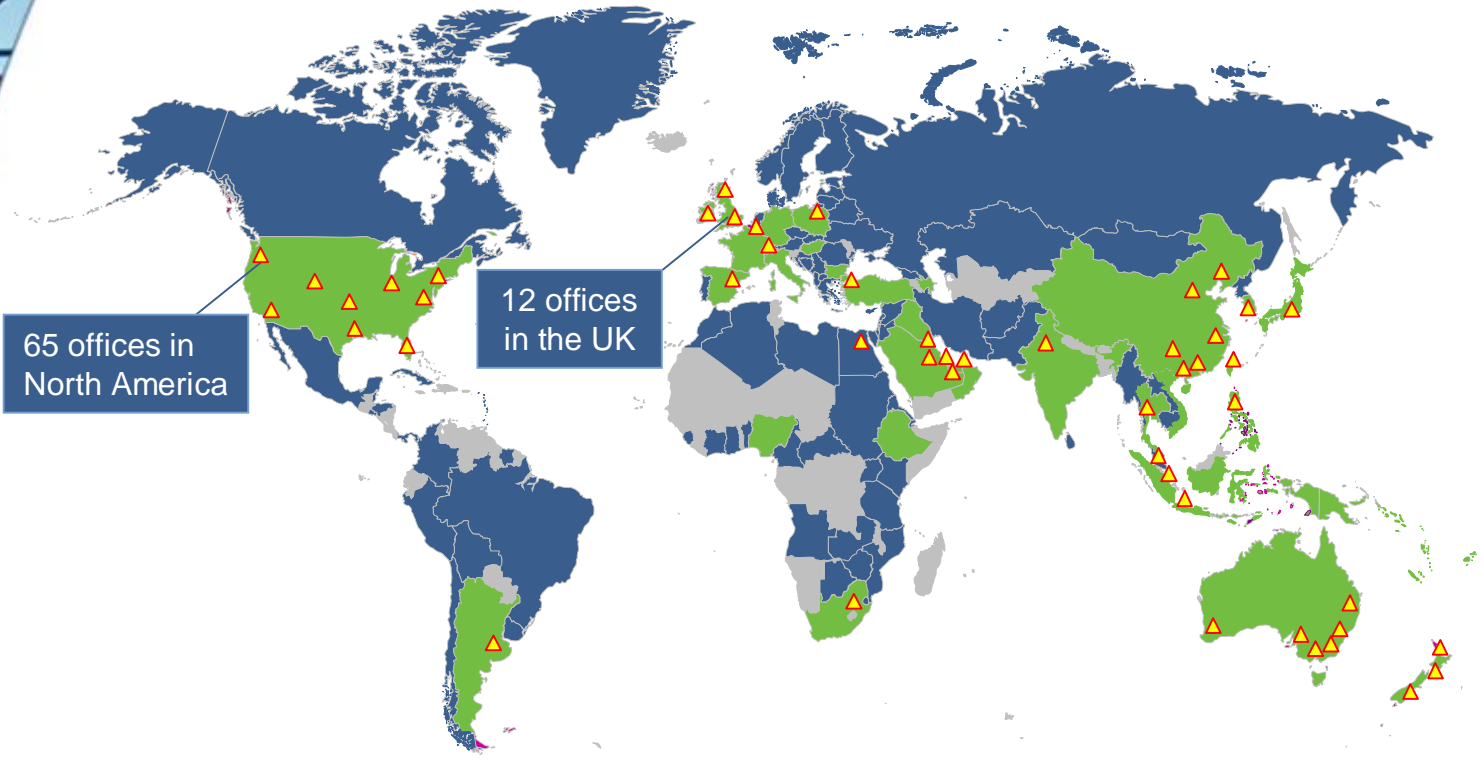
Project Director:
Manchester Metrolink Extensions
Edinburgh Tram



PB – working with clients worldwide



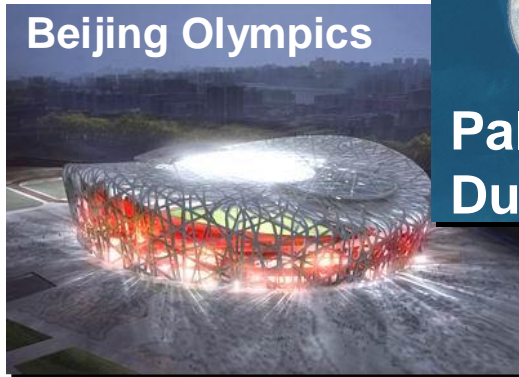
Comprehensive project management services and technical excellence - helping clients deliver sustainable solutions

Global expertise - local understanding



▲ PB offices  PB in country projects  PB Major Presence

Major Transport Projects Worldwide



Major UK Transport Projects



West Coast Mainline



Jubilee Line Extension



Heathrow Terminal 5


Manchester Metrolink – key responsibilities

- Programme Delivery Partner – an integrated part of the GMPTE organisation
- Procurement strategy focused on delivering value for money
- Contract Management
- Stakeholder Management and Community Engagement
- Management of the service enhancement projects
- Securing DfT Funding
- Supporting the Metrolink elements of the GMPTE Transport Innovation Fund proposals

A photograph of a modern tram on a track, with several people standing on the platform. The tram is white and blue, and the platform is paved. The background shows a clear sky and some utility poles.

Edinburgh Tram – key responsibilities in a World Heritage City

- Design Management for the tram network and for utilities diversions
- Definition of the scheme requirements in conjunction with all stakeholders
- Preliminary design
- Detailed design
- Securing approvals and consents
- Construction Support



Aligning Expectations – and delivering them. Whatever the role

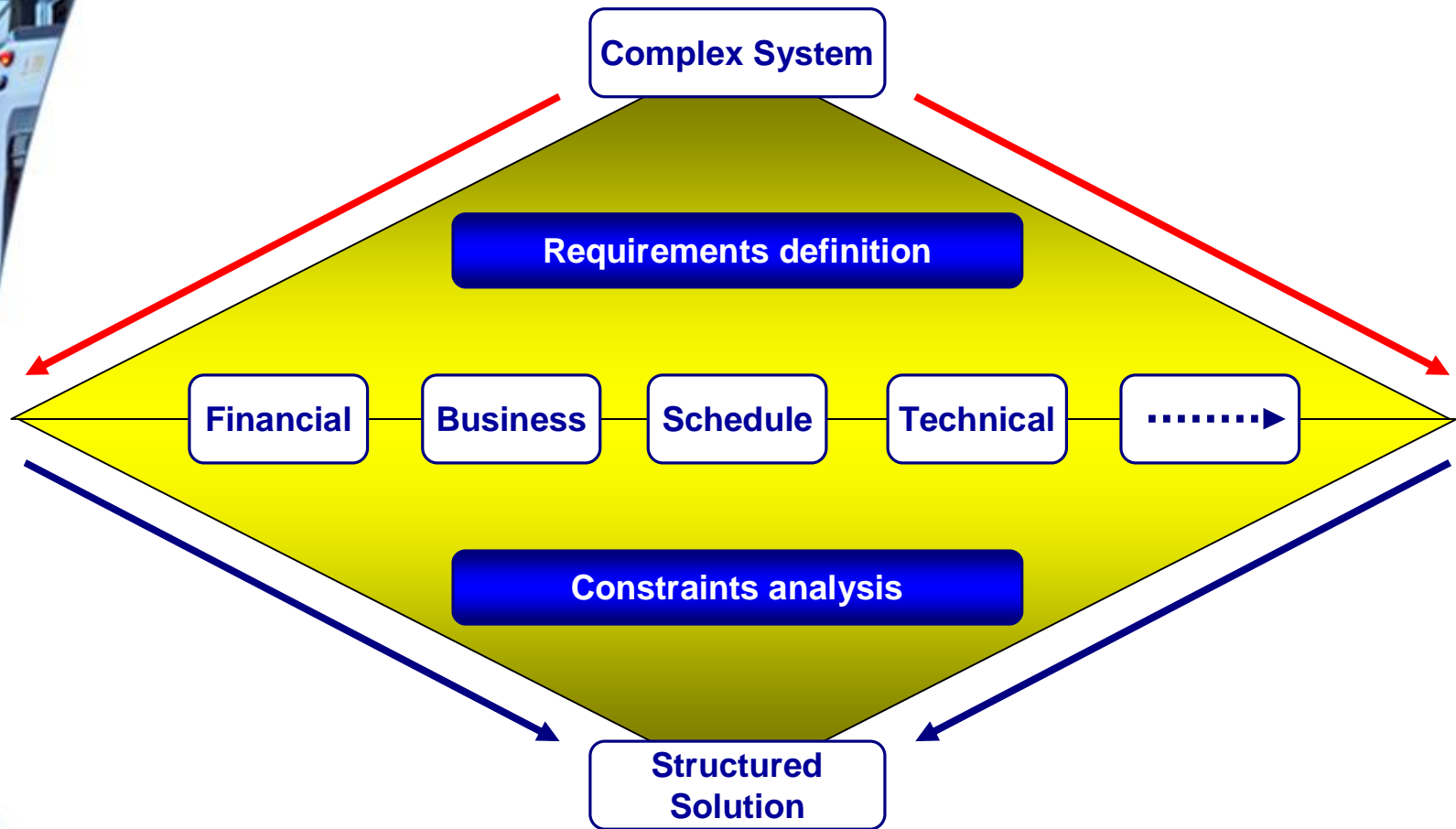
- Working together with
 - The Client
 - The large number of Stakeholders
 - Other people impacted by the scheme
- Ensuring understanding amongst all concerned of
 - What needs to be done
 - How it is going to be done
 - The interactions between the various components of the scheme development
 - The impact of change – in cost, time, and reputation



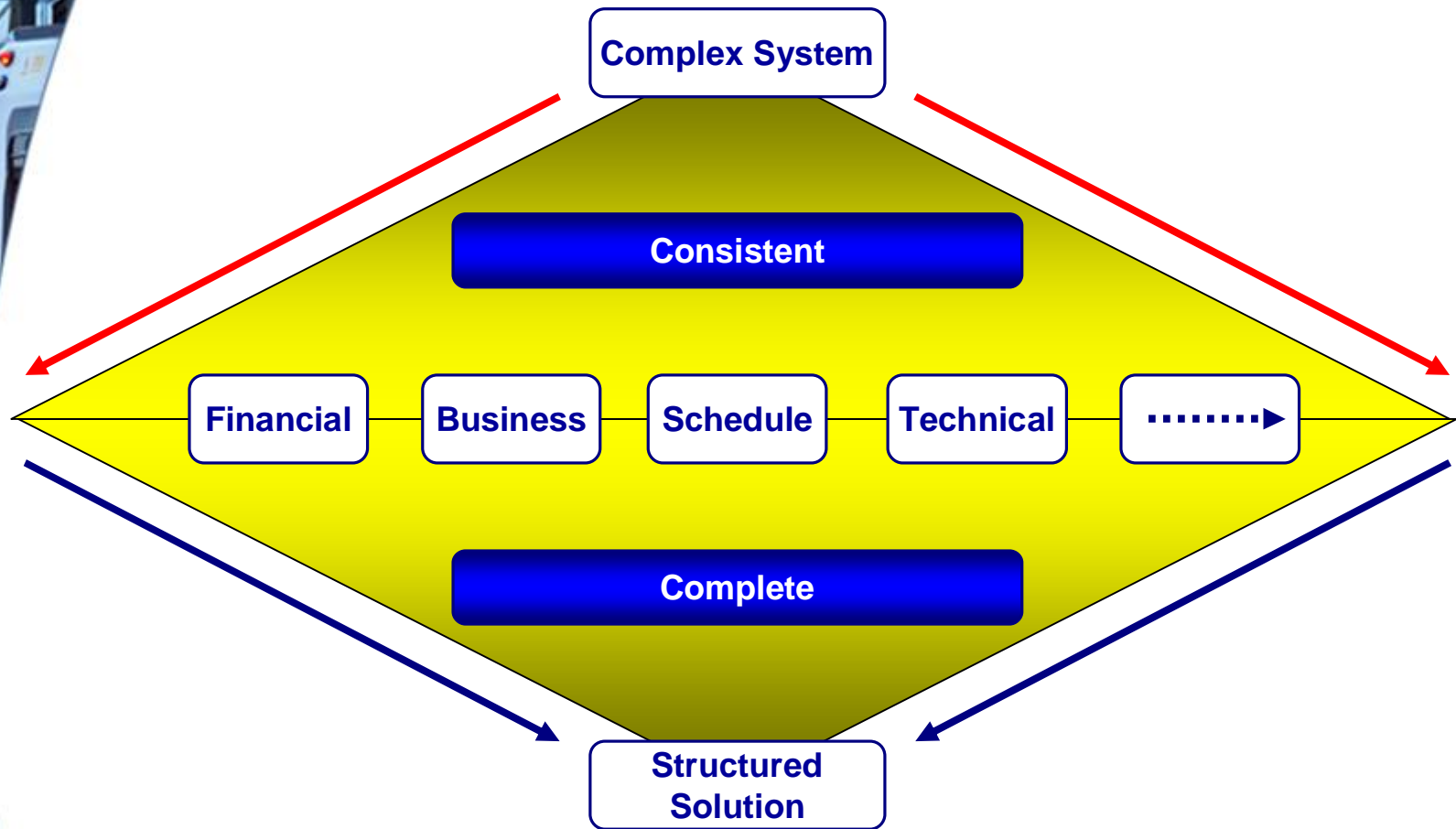
Adding value by reducing complexity – If you can't simplify it you haven't understood it

- Comprehensive requirements definition
- Don't ignore the constraints

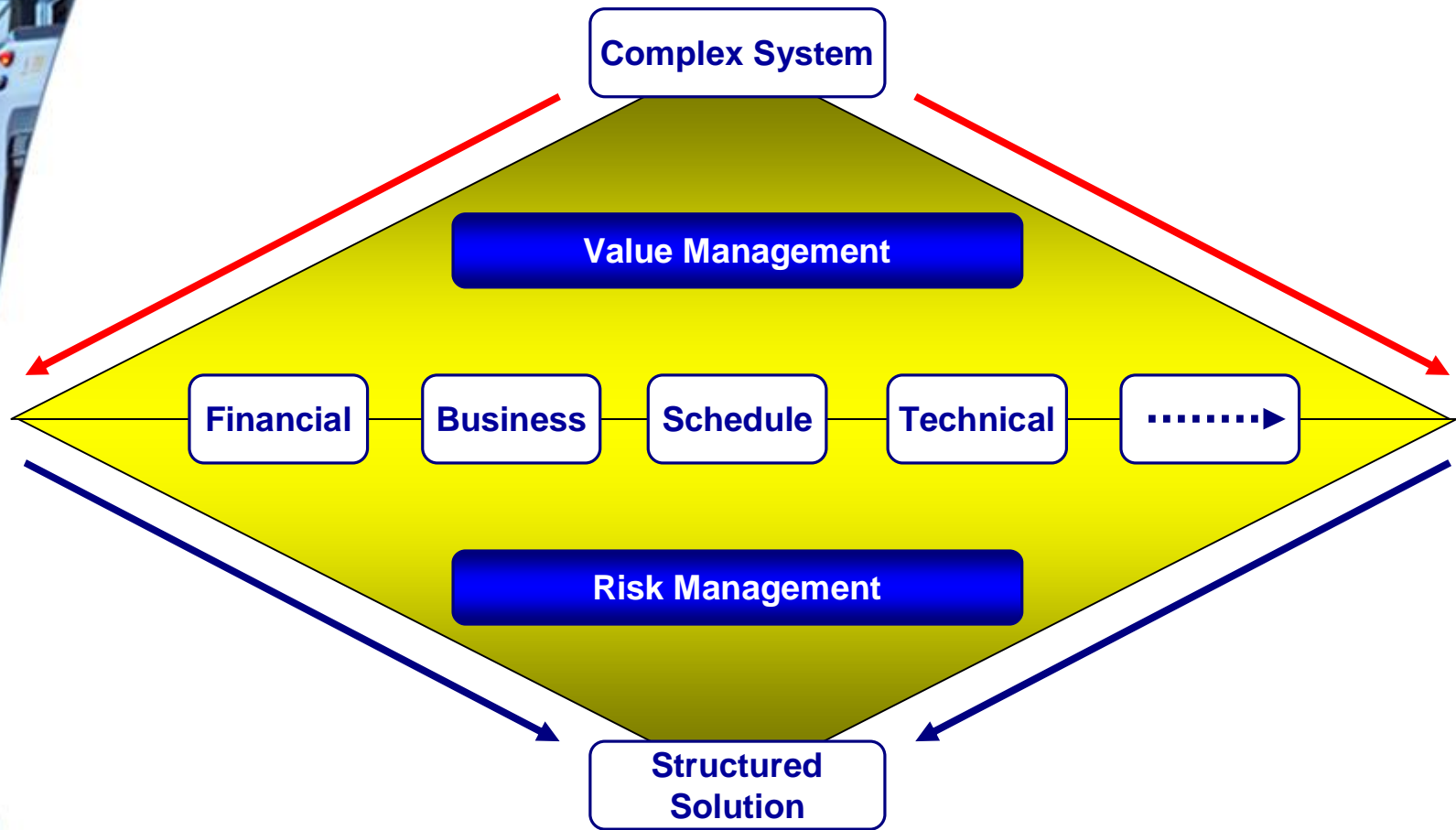
Adding value by reducing complexity – If you can't simplify it you haven't understood it



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Adding value by reducing complexity – If you can't simplify it you haven't understood it



Adding value by providing the right people

- Provide the right people with the required capabilities and experience
- Know how to deliver tried & tested and assured solutions – market experience
- Be prepared to innovate – by combining client and provider specialist expertise
- Anticipate problems – taking ownership



Adding value by providing the right tools

- Structured document management system capable of being shared by all
- Structured Project Controls system to meet the needs of all parties
 - a Project Management Database
- Effective measures for determining and reporting true earned value
 - a schedule of tangible deliverables
- Consistent framework for regular progress reporting against a defined contract baseline
- Drive frequent communication of critical issues to be addressed
 - and ensure they are closed out against measurable KPIs



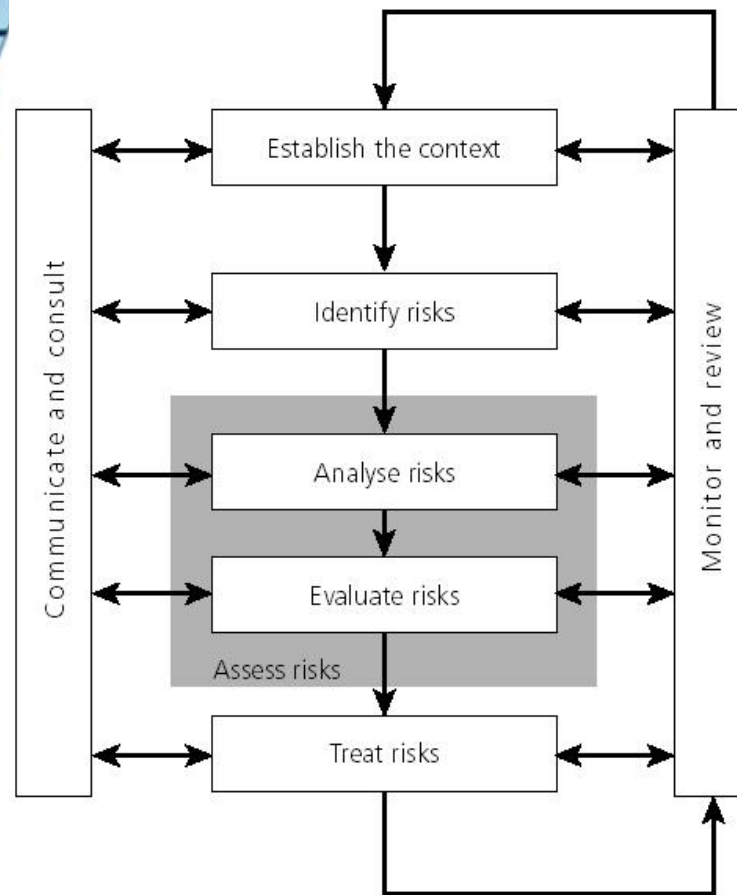
Adding value by managing risk - action

- Successful management of risk assists both in helping to set realistic targets and in making their achievement more likely.
- It is vital that ongoing review and risk control is embedded in the programme management function
- PB achieves this by implementing rigorous procedures supported by the necessary tools to ensure risks are reviewed frequently and actions are taken to minimize the impact of risks

Objectives – without the benefit of hindsight

- To improve control by aiding the development of robust baselines and reducing surprises
- To improve programme delivery by early identification of potential delays and bottlenecks; proactive management of threats to delivery; and actively seeking opportunities for improvement
- To avoid unnecessary cost increase and delays due to a lack of coordination, and or retro fitting of solutions.

Risk Management Process



- Risk workshop report(s)
- Risk register
- Top Risks report (based on assessment)
- Quantitative Schedule and Cost risk analyses and outputs with explanatory notes and recommendations.
- Risk Treatment plans and costs ('Action Plans'), including those pertaining to security and resilience
- Monitoring, Reporting and creating a knowledge base.

Risk Management Databases

Legend

- Low Exposure
- Medium Exposure
- High Exposure

5 5 is the no. of risks in that impact / probability bin.

Click on Impact / Probability bin to view risks.

Total No. of Risks
as of November 28, 2002

Impact	5	14	4	5	4	14
	4	3	6	3	1	
	3	16	12	6		3
	2	27	19	3	1	3
	1	10	3	1	2	
		1-20	21-40	41-60	61-80	81-99
		Probability (%)				

- Risks to be communicated to project members
- Risks to be grouped by type or rank (severity of consequence and likelihood)

- Risks and data to be manipulated for analysis, assessment and reporting
- The entire risk management process to be monitored and evaluated for performance and cost effectiveness, as well as providing a documented audit trail.
- Confidence that once a risk has been identified that it will be managed in a systematic way to the benefit of the project

Web-enabled Risk Registers

Risks - Microsoft Internet Explorer

Address: http://flamingo/amiportal/Risks.aspx?InstanceID=1&BusinessAreaID=1

PARSONS BRINCKERHOFF

Filter Selector 2.8.183.4
No filter

Risks

Filter: | Sort by: None | Group by: None

ID	Item	Risk Title	Risk Owner	Status	Risk Category	Risk Level
1	Preliminary works	Unforeseen Ground Conditions	Jacob Smith	Open	Operational	Moderate
1	Preliminaries	Unforeseen Ground Conditions	Jacob Smith	Open	Operational	NIL
3	Combat Systems	System Integration more complex than expected	Madison Johnson	Excluded	Operational	Moderate
3	Set To Work	System Integration more complex than expected	Madison Johnson	Excluded	Operational	Moderate
4	Lift fan	Excessive Fan Vibration	Madison Johnson	Open	Operational	Moderate
5	Development	lack of proven development strategy	Jacob Smith	Open	Undefined	Moderate
6	System Design	lack of tried and tested design strategy	Madison Johnson	Closed - Mitigated	Operational	NIL
7	Advanced Passenger Aircraft	Unknown material weight coefficient	Jacob Smith	Closed - Mitigated	Undefined	NIL

(Items 1 to 8) Next

Responses

ID	Response	Target	Due Date	Owner	Status
1	Develop site plan	0.7	22-Nov-01	Michael Williams	Complete
2	Review final report and implement recommendations	0.1	30-Aug-02	Emily Jones	Active
3	Plan survey and testing programme	0.6	10-Dec-01	Emily Jones	Active

Risk Entry 2.8.183.4

Item: Example Organisation

Risk Title: [Text Box]

Risk Description: [Text Box]

Risk Category: All

Probability: NIL | Cost: NIL | Time: NIL

New Save Cancel

Chart 2.8.183.4

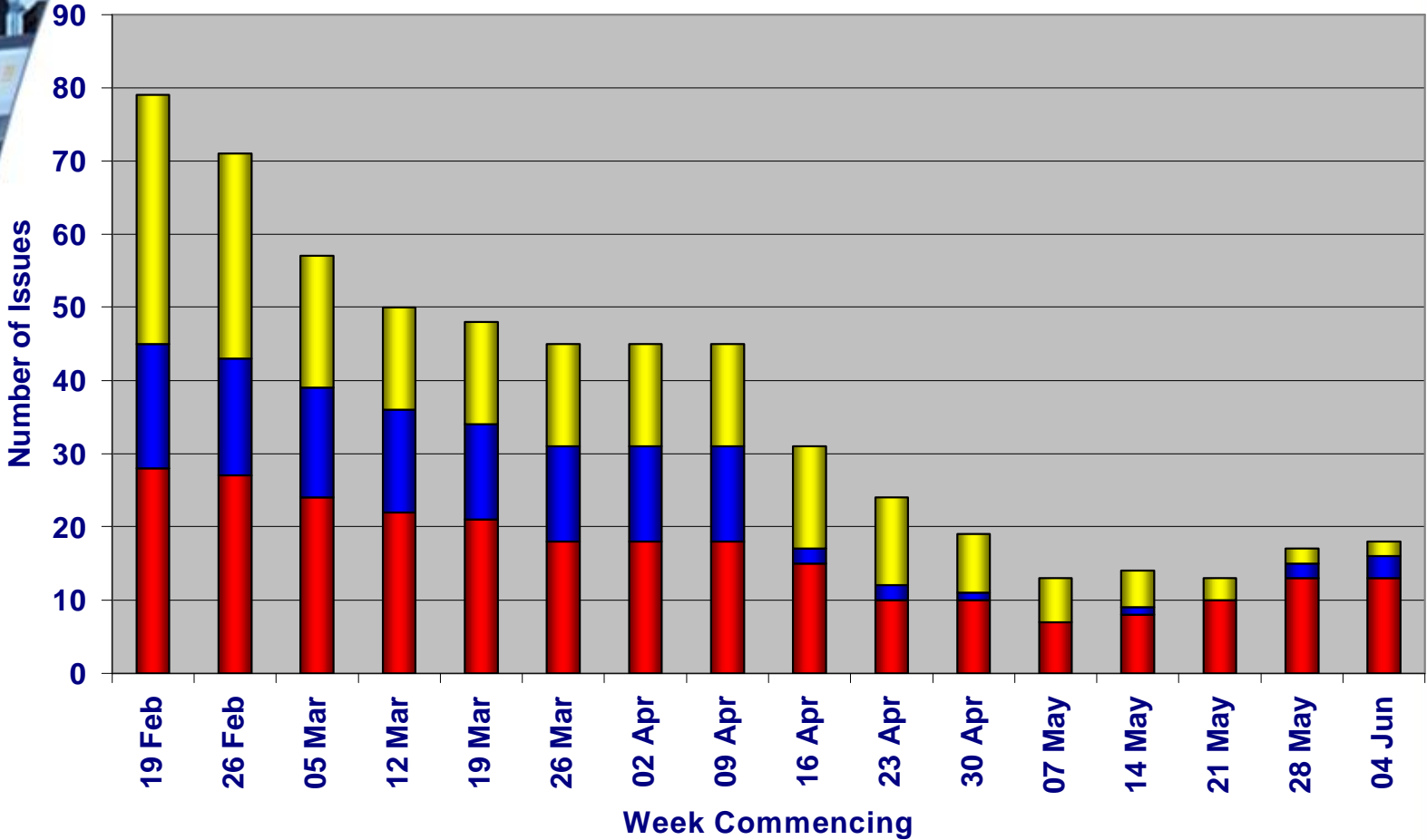
PI for 'Unforeseen Ground Conditions' impact on 'Preliminary works'

Local intranet

The Main Types of Risk

Compliance	Failing to meet government standards or laws and regulations.
Environmental	Non-compliance with environmental policies and adverse weather conditions.
External	Changing public attitudes, legislation, political etc.
Financial	Arising from spending on capital projects, fraud or impropriety and insufficient funding.
Foresight	Arising from insufficient forward planning or horizon-scanning.
Operational	Associated with the delivery of services, staffing difficulties, risks surrounding IT systems, inadequate management information.
Reputation	Damage to the organisation's credibility and reputation.
Change	Change management - risks arising from new ways of working
People	Failure to establish and maintain an effective health and safety management system (both members of the public and staff).
Strategic	Failure to deliver clear vision and direction on organisational policy.
External Stakeholder	Unsuitable 3rd party agreements, risks associated with working with other organisations or risks experienced by our partners
Showstopper	A risk which could result in a business priority, project or activity being abandoned.

Critical Issues Resolution – a real example



The essentials - Experience

Vision

The only way you can be sure you can do something is if you have done it before

Experience

The essentials - Experience

Vision

The greater danger for most of us is not that our aim is too high and we miss it, but that it is too low and we hit it

Michelangelo

The essentials - Expertise

Vision

The only way you can be sure you can do something is if you have done it before

Experience

Decision - making

Ask the questions before providing the answers

Expertise

The essentials - Expertise

Vision

The only way you can be sure you can do something is if you have done it before

Experience

Decision - making

Nothing is more difficult, and therefore more precious, than to be able to decide

Napoleon Bonaparte

In Conclusion

Vision

The only way you can be sure you can do something is if you have done it before

Experience

Decision

Ask the questions before providing the answers

Expertise

Realisation

Make it happen

Commitment

The essentials - Commitment

Vision

The only way you can be sure you can do something is if you have done it before

Experience

Decision

Ask the questions before providing the answers

Expertise

Realisation

The truth of the matter is that you always know the right thing to do. The hard part is doing it.

Norman Schwarzkopf



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