

UK Project Management Round Up



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INTRODUCTION

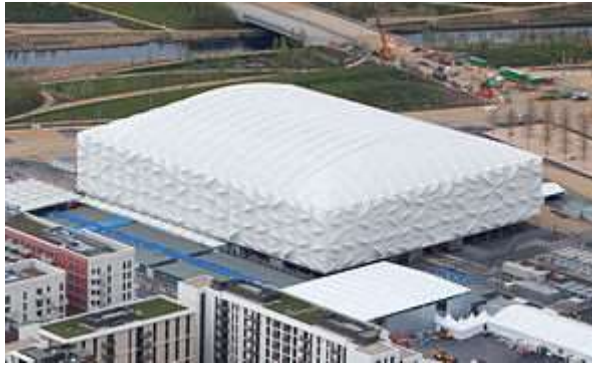
Now that I am back from my travels, I am catching up on events in the UK Project World and want to look at a number of topics this month. Firstly, there is some good news to report on a couple of major project that have ‘re-opened’; then there is some news of people in projects here in UK; an overview of infrastructure projects and finally, some news about PM professional societies.

RE-OPENED PROJECTS

As reported on these pages in the run up to the Games, the London Olympics was a long range programme of which the actual Games were but a part. Naturally, our attention was caught by the planning and construction phases, which culminated in the highly successful Games. The longer term part of the programme was aimed at major regeneration of the Stratford area. Plans for the two aspects were separated into Masterplans that served as both planning documents and were used as tools by the many designers, contractors and operators working on the Park. According to the Olympic Delivery Authority (ODA) Learning Legacy website ([www.http://learninglegacy.independent.gov.uk](http://learninglegacy.independent.gov.uk)), by agreeing the final Masterplan early in the the project, the ability to bear down on potential cost increases and to make future cost savings was significantly increased. The ODA published two revised Olympic Park Masterplans in 2006. The first, the Games-time and a second, longer term legacy transformation.

After the Games ended, most of the Olympic Park was closed down and work began to remove the temporary venues. Some venues, such as the shooting ranges, and riding arena, were simply dismantled while others were to be altered and yet others were relocated.

The Basketball Arena was built to hold 10,000 spectators who watched the basketball and handball competitions. Once the games were over, the building was completely dismantled and the materials re-cycled.



Basketball Arena in 2013 Photo - Skysports

The Riverbank Arena was built in a temporary location, but unlike the Basketball Arena, it does have a permanent home. This arena was home to four events: hockey and Paralympic Football. The arena has two pitches, fields of London blue and London pink, and has the capacity of 10,500 seats. When the Olympics finished, the arena was moved to its permanent home at Eton Manor, where it holds 3,000 permanent seats.

The Olympic Stadium is also undergoing extensive modification to turn it into a multisport centre that can accommodate football and athletics as well as other team sports such as rugby (both codes). It is due to re-open in 2016 as the home of one of London's major football teams. The 2017 World Athletics Championships are due to be held there. The other major project at the Olympic Park is the conversion of the Athlete's Village into permanent housing. In the first tranche of work, some 2800 homes including 1379 affordable housing units will be provided.

The long-term vision for this vast space was planned in 2006. When it is completed there will be two new schools, 1.9 million square feet of retail and entertainment areas, 22 miles of cycle- and footpaths, nine miles of new roads and four miles of waterways – and five world-class sporting venues. To help ease London's housing shortage there will be about 8,000 new homes.

Against this background, the main Olympic Park closed shortly after the Paralympic Games were completed in order to turn the Olympic Park into the Queen Elizabeth Olympic Park. The southern part of the new Park was opened as we closed this edition. This part is closest to the Stadium and features a spectacular fountain of nearly 200 jets and a promenade lined with 100 trees. The park is believed to be the largest new urban park in Europe for 150 years and cost something like £300 million. There are also several rivers, meadows, hedgerows and cycle paths.

There is further housing development to come with about 3000 further homes to be built. Other Olympic facilities are back in action with the Aquatics Centre, Copper Box, Velodrome, hockey and tennis centres in use.

ORANGE ARMY FIGHTS TO RE-OPEN RAILWAY



Damaged railway line at Dawlish. Photo courtesy BBC

The other re-opened project is very different. As we reported last month, the winter storms ripped out the railway line around the town of Dawlish near Torbay in Devon. The first damage was caused in the early February storms and Network Rail were on the site very quickly but further storms struck after the

first week of urgent repair work. However, as soon as the storms abated, a group of about 300 workers in orange boiler suits were back on the job. It took 56 days of round the clock work to complete the repairs which included replacing the sea wall, rebuilding the track bed and then laying the lines.

The work cost in the region of £15 million with another £20 million spent on essential repairs to the line. Network Rail's army of 300-strong engineers, known locally as the 'orange army', battled for over two months to overcome every obstacle thrown at it by Mother Nature; work that has included:

- Building a temporary sea wall from 18 welded shipping containers to protect homes and engineers as they worked to repair a 100m breach at Riviera Terrace, Dawlish, following storms on 4 and 14 February
- Rebuilt and fortified the breach with more than 6000 tonnes of concrete and 150 tonnes of steel
- Removed 25,000 tonnes of collapsed cliff at Woodlands Avenue, Teignmouth, following a landslip on 4 March, using high pressure water canon, fire hoses, helicopter-borne water bombs, specialist roped access team and 'spider' excavators
- Repaired dozens of other sites along a four mile stretch of coastal railway, clearing hundred of tonnes of debris and repairing over 600m of parapet wall
- Rebuilt half of Dawlish station with a new platform, new canopy and repainting throughout with the finishing touches provided by TV gardener, Toby Buckland, and members of the 'Friends of Dawlish station'
- Installed over 13 miles of new cables, designed and installed a new temporary signalling system and replaced over 700m of track and ballast

The work has been completed in time for the traditional Easter holidays and will go some way towards reducing the impact of the closure on the local economy. Business leaders estimate the losses to local trade to be in the region of £20 million daily.

PEOPLE IN PROJECTS

Major Projects Agency

The Minister for the Cabinet Office, Francis Maude, has announced that **John Manzoni** is to join the civil service as Chief Executive of the Major Projects Authority (MPA). Most recently President and CEO of Canadian oil and gas company Talisman Energy Inc. Manzoni has more than 30 years' experience in the private sector. He spent 24 years at BP, contributing to its global growth and has held senior strategic and operational leadership roles at global, regional and local level.



John Manzoni. Photo courtesy The Sunday Times.

Within the BP Group he served in both direct line management and functional leadership roles in the UK and overseas. Between 2002 and 2007, he was Chief Executive, Refining & Marketing, spanning 6 different businesses across more than 100 countries. He was a member of the BP plc Main Board from 2003 to 2007.

His new role will see him lead the MPA as Chief Executive. The Major Projects Authority was set up in 2011 with a mandate from the Prime Minister to turn around poor project management in government. It acts as a central oversight function, providing resources for civil servants, standardised assurance for Ministers and transparency for taxpayers.

THE MANAGEMENT OF PROJECTS



Prof Peter Morris. Photo courtesy UCL

Professor **Peter Morris** was Head of the School of Construction and Project Management until August 2012 and is well-known as a leading authority on project management. To celebrate Peter's imminent, if gradual, retirement, an informal confabulation critically examining the implication, value, limitations and opportunities arising from his work was held at Senate House, University of London on 28th March 2014.

Leading thinkers in the field reviewed the insights stemming from Peter's research such as the Management of Projects conception of the discipline as well as his work in project strategy, project history, project learning and philosophy, as summarised in the recent analysis of the discipline developed in his book 'Reconstructing Project Management'. Speakers were a Who's Who of the project management field, starting with Sir John Armitt of Olympic Deliver Authority fame, followed by a range of academics from USA, Europe and UK including Prof Jeff Pinto (Penn State), Prof Ray Levitt (Stanford) and many UK academics.

INFRASTRUCTURE PROJECTS

An interesting dichotomy of views on UK's ability to manage major infrastructure projects is emerging with reports in some parts of the press claiming that transport, energy and broadband in UK are poor and we are doing little to improve these key enablers of industry. Yet reports from outside UK claim that we have the best infrastructure in the G20 but our overseas sales do not justify such good facilities. On the other hand, the World Bank rates our infrastructure at 28th in the world.

After the battering we have just been through with the winter storms, most residents would feel we need some upgrading and the Prime Minister agrees. Journalists put our public sector net investment as negative. However, we read almost every day of new infrastructure projects such as Crossrail, which hit its ¾ complete milestone recently, and new roads such as the A14. Yes, we have a painfully slow planning process that increases costs and delays decisions but the system is also largely fair in that protestors have their say and many plans are modified as a result.

What many see as an archaic planning system is clearly at full stretch as plans for new runways at major airports are proposed, new hospitals and schools are demanded, roads and rail links upgraded and new communications bearers planned to take advantage of technical developments. For a country that is overcrowded and cluttered, it is sometimes surprising that we get anything done at all.

The current crop of problems to beset major public projects includes delays on decisions needed at Portsmouth Dockyard to attract overseas investment to support ship building. BAE systems is switching its main ship building efforts to their Clydeside yards and it is estimated that up to 30 companies or organisations have expressed an interest in moving into the vacant dockyards. One project alone is worth up to £40 million to build 20 specialist vessels to support the offshore energy industry. The Scottish Referendum seems to be holding up decisions.

A further fight seems to be developing over the recent announcement that Babcock and Flour have won the 14 year contract to decommission the 10 Magnox nuclear reactors and two testing sites. Reports are circulating that rival bidders are considering legal challenges.

Apparently a further trillion dollar cash mountain is waiting in international funds to be spent on European infrastructure and the UK share might be lost to other parts of the world. According to a report released by international lawyers Linklaters, pension funds in Canada and the Far East as well as sovereign wealth funds in the Middle East and China are waiting to release massive funds but the freezing of Government decisions in the economic crisis has delayed investment. How much of the \$200 million Linklater reckons is due to come to UK would result in project activity is unclear but China is already investing in major real estate projects around Dockland.

PROFESSIONAL SOCIETY NEWS

Lastly, but by no means least comes news of the Association for Project Management's application for Royal Charter.

In February 2013, Association for Project Management (APM) was informed that, in his role as the Lead Privy Council Adviser in this matter, the Minister for the Cabinet Office had decided to recommend that a Royal Charter should be granted to APM.

APM's application was then considered by a committee of the Privy Council that included the Secretary of State for Business, Innovation and Skills, and the Secretary of State for Defence. In July 2013, APM was informed that this committee had unanimously reached its recommendation that a Royal Charter should be granted to APM, and that this recommendation would be placed on the list of business for the meeting of the Privy Council to be held in October 2013.

This decision was subsequently challenged by Project Management Institute ("PMI") who sought permission for Judicial Review, naming the Minister for the Cabinet Office, the Privy Council Office and the Attorney General as Defendants, and APM as an interested party.

A substantive hearing of the Judicial Review claim has now been scheduled for early July at the High Court in London. In the event that the claim is finally rejected by the court, this would allow APM's application for chartered status to progress to a formal meeting of the Privy Council. Background information on APM's application for a Royal Charter can be found at <http://www.apm.org.uk/CharteredStatus>.

The Privy Council Office provides information on Royal Charters and the application process at: <http://privycouncil.independent.gov.uk/royal-charters/>.

So we may hear the outcome in a few months. If granted, this step will be a major advance for the world of project management since a Royal Charter will recognise Project Management as a profession, something all professional societies should find welcome.

About the Author



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Miles Shepherd is an executive editorial advisor and international correspondent for PM World in the United Kingdom. He is also managing director for MS Projects Ltd, a consulting company supporting various UK and overseas Government agencies, nuclear industry organisations and other businesses. Miles has over 30 years' experience on a variety of projects in UK, Eastern Europe and Russia. His PM experience includes defence, major IT projects, decommissioning of nuclear reactors, nuclear security, rail and business projects for the UK Government and EU. Past Chair and Fellow of the Association for Project Management (APM), Miles is also past president and chair of the International Project Management Association (IPMA). He is currently Director of PMI's Global Accreditation Centre and the Chair of the ISO committee developing new international standards for Project Management and for Program/Portfolio Management. He was involved in setting up APM's team developing guidelines for project management oversight and governance. Miles is based in Salisbury, England and can be contacted at miles.shepherd@msp-ltd.co.uk.

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