

Beyond the Golden Triangle

Program Controls and Delivering Outcomes



A little about me



Christopher Reynolds
SVP Practice and
Capabilities

- 20 years in the British Army
- 20+ years in management consultancy and infrastructure programme management
- Leadership roles in iconic major programmes

Some Definitions – terminology is important



What's the difference between project and programme management?

A project: A temporary endeavour undertaken to create a unique product or service

A programme: An organisation comprising mutually complementary projects created to solve a common, complex goal

AECOM differentiated approach: Integrating disciplines during initiation, coordinating interfaces, and creating ownership among stakeholders

Programme: An Automated Railway System



Project 5: Utilities



Projects 6 & 7: Real Estate



Project 8: Sales and Comms



White space
between projects

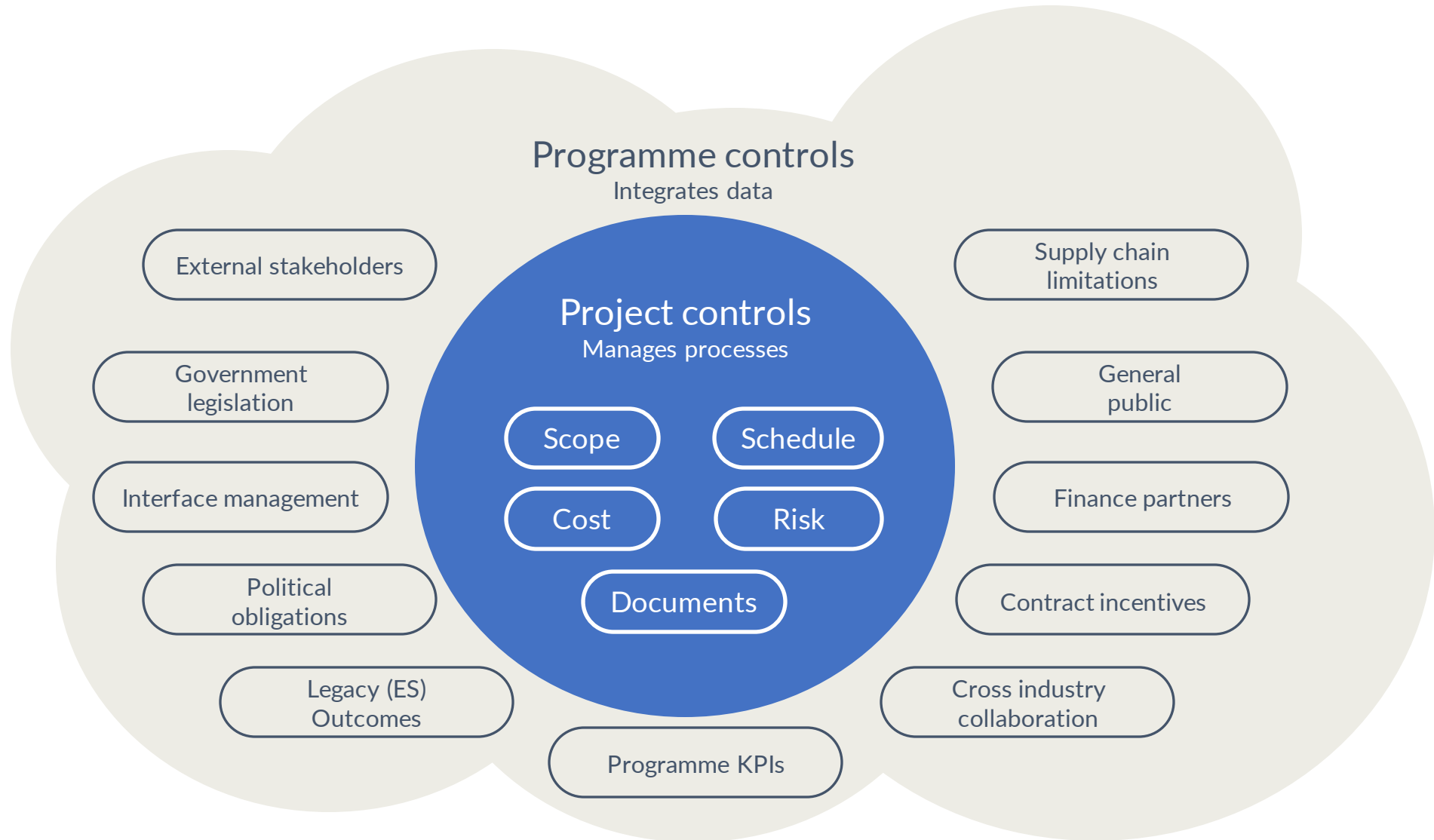
Governance and Decision-making Behaviour, Risk Management, Interfaces, Stakeholder Engagement, Benefits/ESG Realisation, Supply Chain Integration

PASSENGER EXPERIENCE

REDUCED EMISSIONS

LEGACY

What is programme controls?



The key to successful programme delivery



6 key themes influencing programme success



How success is enabled by programme controls



Outcomes – how do we measure success?



Addressing clients' needs by focussing on desired outcomes



Holistic approach

- Programmes focus on the realisation of **outcomes** achieved through the integrated delivery of multiple projects/initiatives.
- This approach is the best way to address emerging challenges our clients face, which are multiple, overlapping and often suffer from **conflicting solutions**.
- Programmes enable wider thinking, planning and execution which consider all these elements.



Outcomes focus

- Delivery to time, cost and quality are no longer sufficient to claim success.
- Stakeholders, with more influence than ever before, demand to understand the **wider implications** of change – social change, equity outcomes, community economic growth – **why** are we doing this?
- Programme Management focuses, with equal rigor, on the realization of these outcomes as well as the delivery of the assets which enable them.



Integration and collaboration

- Complex, large-scale challenges require input and solutions from **multiple best-in-class providers** to be most effectively resolved.
- In full flow, programmes are **complex networks** of projects, initiatives and supply chain organisations.
- Programmes create **sense and purpose** by creating organizations which are fully integrated and highly collaborative in culture.

How do we define 'outcomes' – some examples

Our strategic goals

HS2 represents a significant investment by the UK taxpayer, which is why the HS2 Project has always been about building more than a railway. Our strategic goals provide seven areas of focus:

Sustainability and respect



Health, safety and security standards



Skills and employment



Customer experience



Value for money



Capacity and connectivity



Catalyst for growth



The Benefits of Lower Thames Crossing

Quicker, more reliable journeys – The Lower Thames Crossing will almost double road capacity across the Thames east of London. The new route will have a maximum speed limit of 70mph. It will provide quicker, more reliable journeys locally and regionally between Kent, Thurrock and Essex, as well as nationally. This will help meet the demands of future traffic growth east of London.

Connecting communities and business – The Lower Thames Crossing will create better access on both sides of the river. This will improve journey times and reliability for communities and businesses, whether travelling short distances across the Thames to visit family or looking for better access to job or business opportunities.

2.7 Project benefits

Sydney Metro City & Southwest will provide a range of high-value benefits to Sydney and NSW.

2.7.1 Transport benefits

- ▶ Enables the longer-term development of the Sydney rail network through increasing rail network capacity.
- ▶ Supports forecast growth in rail patronage from 168,400 to 288,000 trips in the one-hour AM peak by 2036.
- ▶ Increases total rail network capacity available on the network by 60 per cent (through the addition of ultimately 60 high-capacity metro train paths each hour allowing more passengers to be carried).
- ▶ Delivers 31 per cent more train services in 2024 (40 additional services in 2024) than if the project is not implemented.
- ▶ Transfers 20,000 private car trips to rail in

- ▶ \$8,562 million per annum additional value add in 2036, from increased co-location and productivity of businesses and workers in the corridor.

- ▶ Stimulates 44,245 additional jobs in the corridor by 2036.

- ▶ Between \$721 and \$1,761 savings per annum in 2036 for households through reduced cost of living (medium- or high-density dwellings in transit-oriented developments have a lower average consumption profile of electricity, gas and water).

2.7.3 Key economic benefits

- ▶ Total economic benefits of \$62,120 million (real), \$12,988 million (present value).
- ▶ Transport economic benefits of \$9,118 million (present value).
- ▶ Productivity or wider economic benefits of \$2,713 million (present value).

- ▶ Provides customers with significant travel time savings and increased reliability and comfort.
- ▶ Reduces train crowding and crowding at key stations, including Central, Town Hall, Wynyard and North Sydney.
- ▶ Reduces traffic and bus congestion across Sydney Harbour and into the CBD.
- ▶ Improves transport network resilience on the lower North Shore and through the CBD.
- ▶ Enhances customer satisfaction for those travelling within the Global Economic Corridor and on the T3 Bankstown Line.
- ▶ Enhanced safety features.

2.7.2 Key city building benefits

- ▶ Peak additional employment during the construction period of 6,233 workers.

Programme Vision

A description of
a better future



LA 2028's **vision** for the Games is to create a grand partnership among the city's stakeholders that sets the standard for sustainable mega-events everywhere, and makes that knowledge universally accessible and applicable

Moving London Forward



HS2

HS2's vision is to be a **catalyst for growth across Britain**. HS2 will form the backbone of our rail network. It will free up space on our existing railways for more commuter, regional and freight services

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Programme Vision to Benefits

- Benefits are the measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objectives

Benefits

- The result of change
 - Economic growth
 - Longer Life expectancy
 - More time for work and leisure

Programmes need to measure a wide range of outcomes

Economic Legacy

Create employment and upskilling opportunities and leave a legacy of community and business engagement and enhancement



Improved Water Quality

Reduce the amount of salt, nutrients, and emerging contaminants introduced to surface waters and groundwater basins



Renewable Energy

Provide energy resilience in the event of a power loss and serve as power for water agency operations



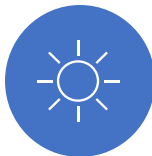
Ecological Health

Deliver planned habitat mitigation and restoration initiatives to holistically enhance the ecological health



Drought Resiliency

Stormwater capture, groundwater recharge, and water re-use projects to sustain droughts

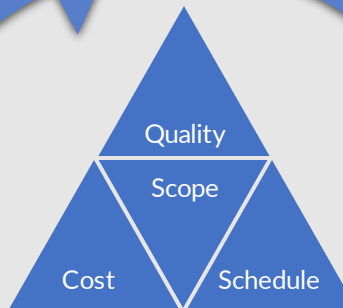


Resilience to Climate Change

Create enhanced infrastructure, new local water supplies, expanded storage, and system redundancies to increase resilience



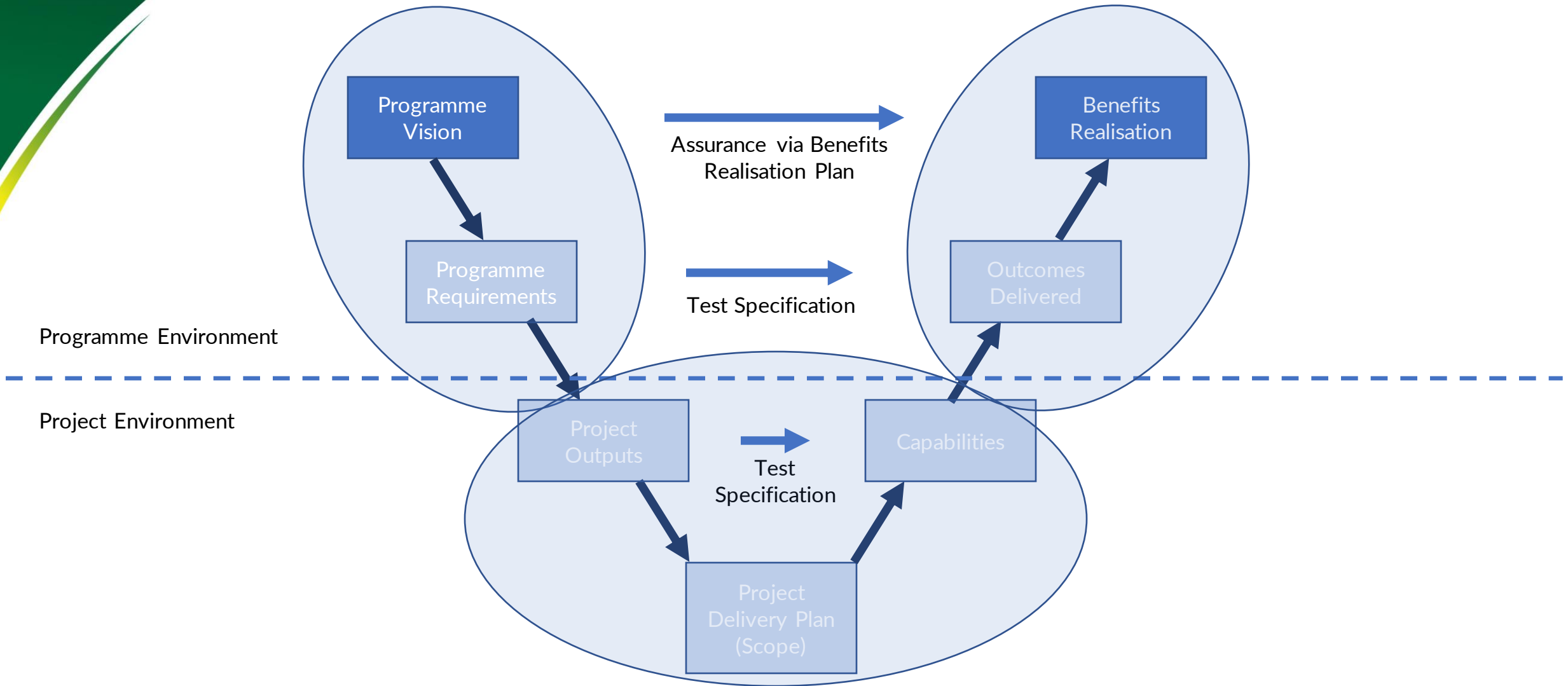
...in addition to the programme 'Golden Triangle'



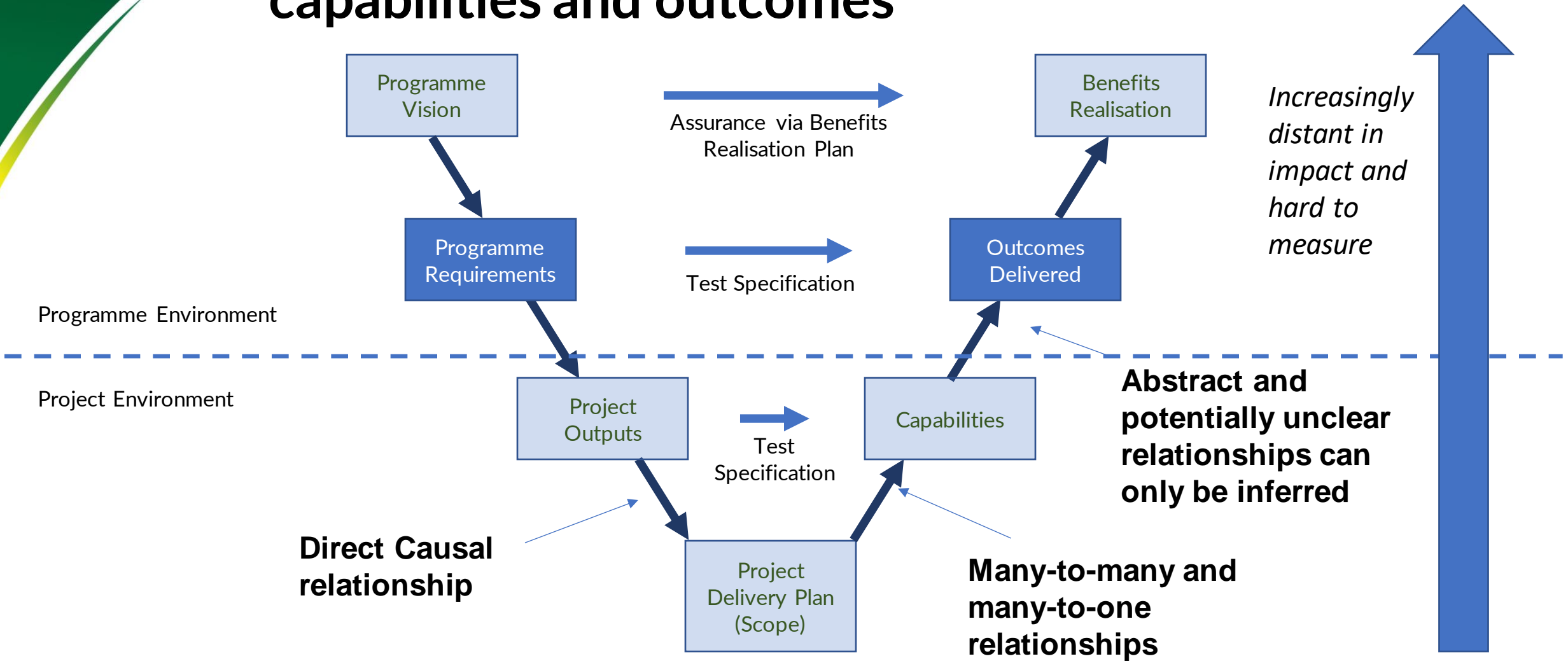
Infrastructure Enhancements

Modernize existing infrastructure, combined with new conveyance, to enable more efficient use of water resources

Projects Deliver Capabilities, Programs Deliver Benefits



The challenge lies in the relationship between capabilities and outcomes

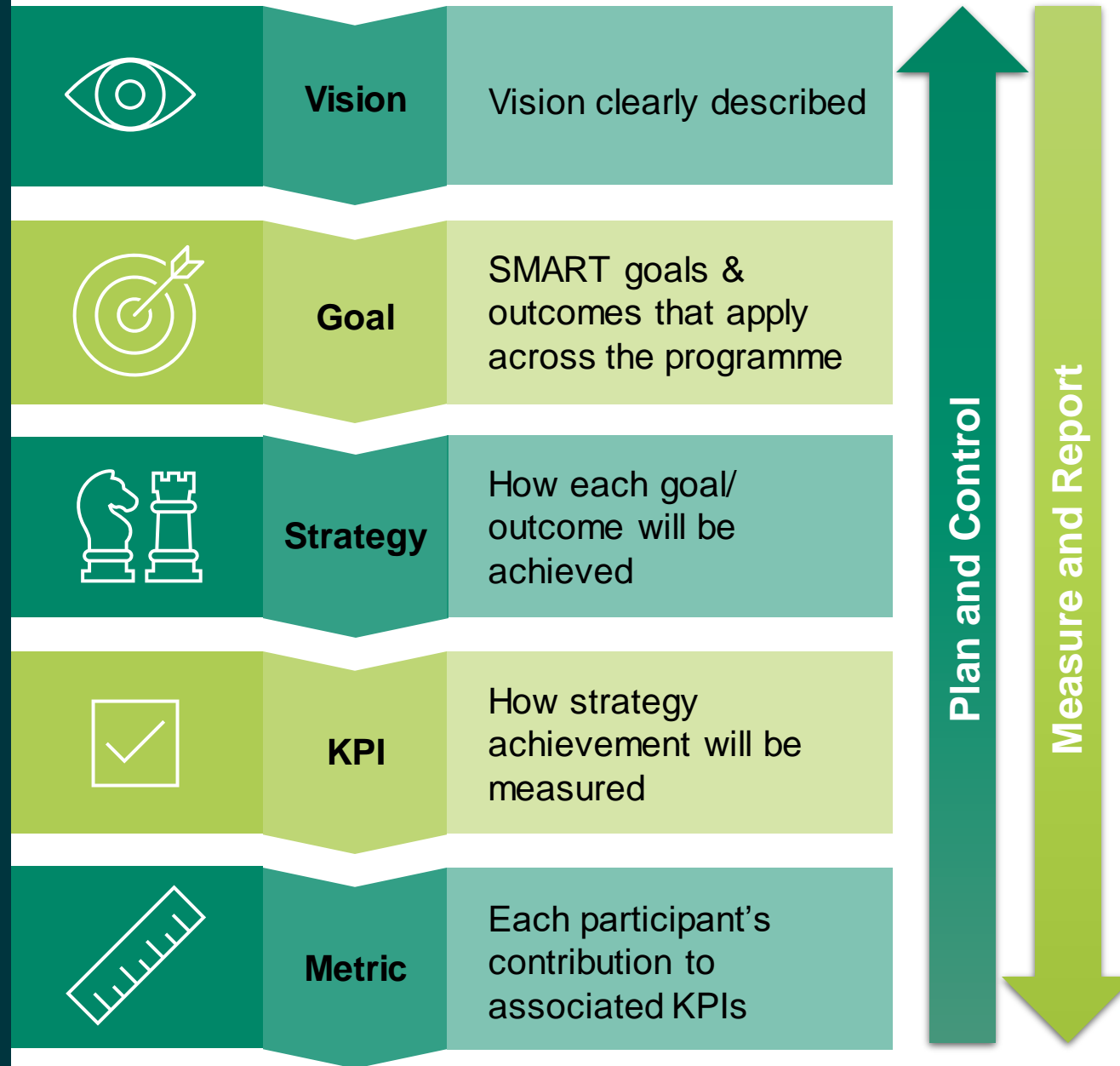


Measuring outcomes can be challenging

- Unlike well-defined controls measures – cost, schedule, change, etc, tracking outcomes data can seem challenging
- It has been done:
 - Reduction in carbon by FIFA World Cup Qatar
 - Sustainability at London 2012
- Our profession and clients can be guilty of overly focussing on what we know best and hurts most during construction
- The challenge is related to variability, poorly defined sources, and a lack of *obvious* quantifiable measures

At AECOM, we measure performance by outcomes, alignment to vision, and benefits to stakeholders

- Outcomes and benefits, including scope, cost, and schedule are factored into decisions over the life of the programme
- Cost and schedule are important factors but not to the exclusion of **outcomes** and **benefits**
- Quantifies and allocates appropriate outcomes to participants (**Owner**) to transparently and objectively monitors, measures, and reports
- Need a comprehensive centralized programme delivery controls, progress and performance tracking and reporting approach and tool geared to targeted audiences and requirements





THANK YOU

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