



# Project Controls EXPO

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## Key Features/Attractions



Partner Showcase & Job Fair  
@ Highbury Suite & @ 49ers Suite



Awards Night  
@ Woolwich Suite



Masterclass Zone  
@ Royal Oak Suite



Technology Zone  
@ Champions Suite



Case Studies Zone  
@ Dial Square Suite



Megaprojects Zone  
@ Woolwich Suite



Innovations Zone  
@ W Club



Social Projects Zone  
@ M Club



SME Panel  
@ Emirates Lounge



### Location

Emirates Arsenal Stadium/ Football Club, 75 Drayton Park, London N77DD  
Highbury entrance: Exhibitors, sponsors and speakers  
Woolwich entrance: All delegates and guests

## Social media and Web access

We are pleased to offer free Wi-Fi to our delegates:

Network: Events | Password: ProjCon123

Spread the word on event and/or share your experience -



@ProjConExpo  
#ProjConExpo



<https://www.facebook.com/ProjectControlsExpo/>



<https://www.linkedin.com/company/10344998/>



## Meals and Beverages

Expo 2019 offers complimentary all day beverages, buffet lunch and "evening social" (includes beer, wine and soft drinks) to all delegates.

## Quiet Zones

Quiet Zones offer you peaceful areas with comfortable seating. Please keep your phones "switched off" or in "silent mode" to ensure you don't disturb others. You can also access/view all the presentations from Quiet Zones if you wish to do so.

**Please note:** Considering the size of the event, Expo is spread across entire stadium so please make yourself fully aware of all the zones and plan your sessions accordingly. There is plenty of seating capacity (circa 250) in each zone to ensure you don't miss any presentation if you get late due to travelling between various zones.

### Social

Join us in the evening for a complimentary drink at our networking social.

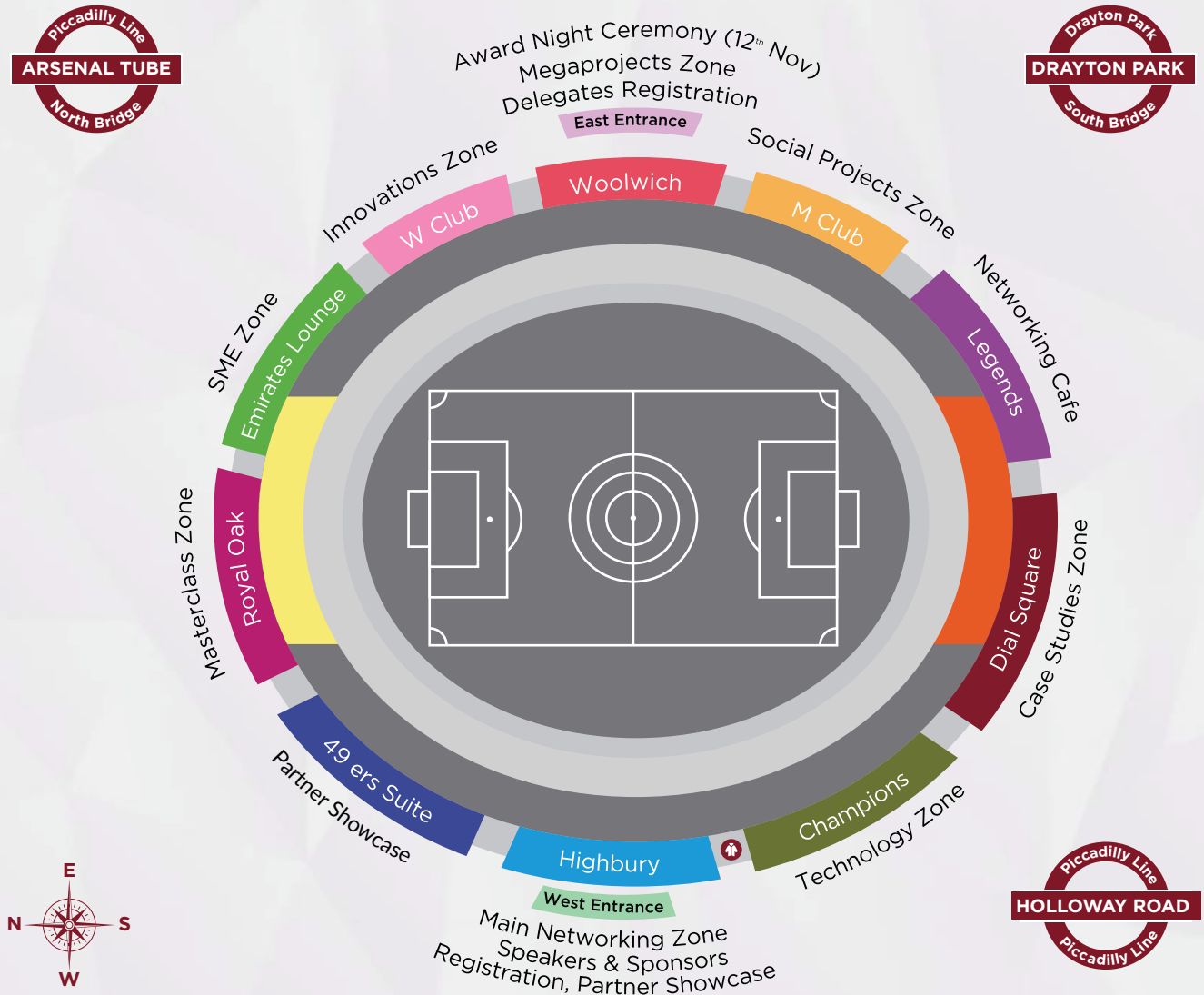
To ensure delegates have least problems with navigation, there is significant signage at venue and in addition to that we have our crew/stewards who can help you move across the stadium efficiently.

















## And Relax!

After an intense day of learning come and join organisers, delegates and leading Project Controls Expo Partners for some uninterrupted networking, re-acquaint yourself with old friends and make new contacts whilst enjoying a few drinks.



# Overall Expo Layout (Bird's eye view)



	Speakers and Sponsors Registration		Quiet Zones are located at "Galleries" of Royal Oak Suite and Dial Square Suite.
	Delegates Entrance		Cloak room
	Partner Showcase & Main Networking Zone @ Highbury Suite & @ 49ers Suite		Partners Lounge (Access is by invitation only)
	Masterclass Zone @ Royal Oak Suite		Speakers Lounge
	Technology Zone @ Champions Suite		
	Case Studies Zone @ Dial Square Suite		
	Megaprojects Zone @ Woolwich Suite		
	Innovations Zone @ W Club		
	Social Projects Zone @ M Club		
	SME Zone @ Emirates Lounge		
	Networking Cafe @ Legends		
	Partners Showcase @ 49ers Suite		

## Event snapshot and Layout

Six parallel tracks showcasing 42 educational presentations and case studies in addition to Partner Showcase and Job Fair

### Awards Dinner & Celebration

In 2019 our EXPO dinner will take place on the evening before EXPO on **12th November from 1800-2230**. This will incorporate our second Project Controls Awards ceremony in the Woolwich suite at Emirates Arsenal. We are delighted to present 6 awards in 2019.

@ Woolwich Suite

### Partner Showcase & Job Fair

Up to 43 Partners showcasing a range of cutting edge products, technologies and services for Project Controls. We are delivering new partners in addition to our long standing partners who support us each year. We have several employers presenting exciting global Project Controls opportunities.

@ Highbury Suite & @ 49ers Suite

### Masterclass Zone

This is a fantastic opportunity to come along to the Masterclass Zone to study and discuss the theory and practice of Project Controls. Our leading Project Controls professionals, from around the world, with extensive experience, will provide educational presentations to build your knowledge.

@ Royal Oak Suite

### Technology Zone

Presenting seven in depth sessions of 45 minutes each where our technology partners will demonstrate the functionality and capabilities of their innovative products. The partners will provide industry case studies and some will be represented by their clients.

@ Champions Suite

### Case Studies Zone

"Real World" problems and issues are what brings the application of Project Controls alive. This case study zone enables you to discuss the application of Project Controls in addressing the problems with top industry speakers with extensive global experience. An opportunity to learn and share knowledge with others.

@ Dial Square Suite

### Megaprojects Zone

Megaprojects are projects with budgets over >£1B. These temporary endeavors are characterized by large investment commitment, vast complexity and have the potential to make a long-lasting impact on the economy, environment, and society. You will discover how to ensure governance over these initiatives and protect the investments.

@ Woolwich Suite

### Innovations Zone

We are dedicated to self-improvement. Our Innovations Zone provides a space for our experts across the business to share new ways of thinking and concepts for managing projects. The Innovations Zone is an incubator for bold new project controls ideas, and a place where they can be openly discussed. In this way, 'best practice' rises to the top and new ideas are perfected.

@ W Club

### Social Projects Zone

In this zone we are focusing on social projects that impact the socio-economic environment surrounding it. We welcome submissions from government bodies and their projects with a spending review period of 3-4 years. The aim for this area is to share and show the positive impacts they can have on society and what we have learnt from previous ones to ensure success in the future.

@ M Club

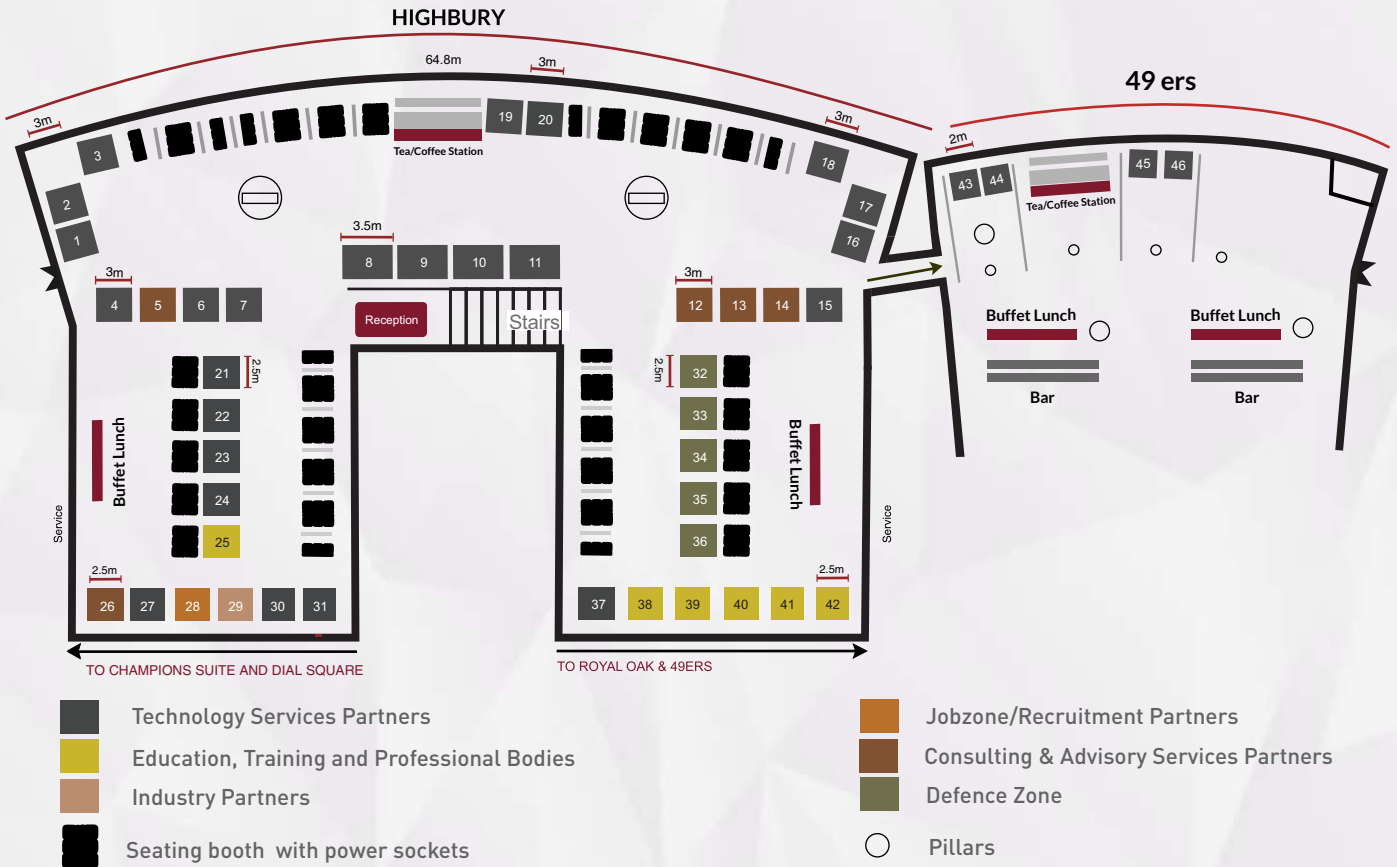
### SME Panel

Meet our Subject Matter Experts (SME) in Program Management, Earned Value, Cost Engineering, Risk and Forensics for 1:1 sessions of 30 min each for discussing your specific cases/queries in details. Delegates to register at event reception desk on arrival.

@ Emirates Lounge

## Partners' Showcase

The Highbury Suite has been completely refurbished to a high standard by Emirates Stadium in 2019. To view the image gallery of the renovated room please visit the venue page on our website: [projectcontrolexpo.com/venue](http://projectcontrolexpo.com/venue)



Partners	Stand	Partners	Stand	Partners	Stand
Critigen	01	Loadspring	19	Qinetiq	35
Elecosoft	02	InEight	20	AWE	36
RiskHive	03	Scenario Advantage	21	ShapeDo	37
Ares	04	PMWeb	22	PCI	38
LogiKal Projects	05	Risk Decisions	23	London Metropolitan College	39/40
Cleopatra Enterprise	06	CEMAR	24	ECITB	41
Safran Software Solutions	07	Training Byte Size	25	ACostE/ICEC/AACE	42
RPC UK/Ensto	08/09	GMH Planning/Built Intelligence	26	Smart PMO	43/44
Oracle Construction and Engineering	10/11	NinthWave	27	Transparent Choice	45/46
Costain	12	TRS Staffing	28		
PwC	13	National Grid	29		
Wood Group	14	Cora System	30		
Hexagon	15	Projecting Success	31		
Nodes and Links	16	Ministry of Defence	32		
nPlan	17	BAE Systems	33		
Planisware	18	TP Group	34		

## Agenda Snapshot

AWARDS NIGHT & DINNER on 12th November

Arrival and drinks 1800-1900hrs | Awards ceremony: 1900-2000hrs.

Networking dinner: 2000-2130 hrs. |After dinner cash bar: 2130-2200hrs. |Event end: Approx. 2200hrs.

### MAIN CONFERENCE DAY on 13th November

Time	Masterclass Zone @ Royal Oak Suite	Technology Zone @ Champions Suite	Case Studies Zone @ Dial Square Suite	Megaprojects Zone @ Woolwich CLub	Innovations zone @ W Club	Social Projects Zone @ M Club
0800 - 0845	Registration, Coffee and light breakfast @ Highbury Suite (Partner Showcase Zone)					
0850 - 0900	Opening Remark by - KH Osei-Asante - Global Chair of the International Cost Engineering Council					
0900 - 0930	Keynote topic: Project Controls – how do we drive success from the outset			Keynote speaker: Jo Ellman-Brown - Head of Project Controls for Defence Equipment & Support, MoD		
0940 - 1020	<b>Session M1:</b> Driving value through great Planning - the challenges of landing this is multi-project public sector and infrastructure environments. <b>Speaker:</b> Jo Ellman-Brown - MoD Victoria Rich - MoD	<b>Session T1:</b> One size fits small: supporting the new multi-disciplinary, dispersed teams. <b>Speaker:</b> Nick Williams - Oracle Construction and Engineering	<b>Session C1:</b> Infra projects in rail, aviation and highways case studies and how Arcadis brings the application of project controls alive. <b>Speaker:</b> Ammar Hajiya - Arcadis	<b>Session P1:</b> Professionalising Project Control to enable the delivery of complex mega projects. <b>Speaker:</b> Sue Simmonite - BAE Systems	<b>Session V1:</b> Benchmarking: Data Collection to Analytics. <b>Speaker:</b> Lance Stephenson - AECOM	<b>Session S1:</b> DEBATE- Diversity in projects - what does it really mean and do we really need to bother? <b>Speaker:</b> Debate - Carol Deveney & Ruchi Gupta
1025 - 1040	Mid-Morning Coffee Break @Highbury & 49ers					
1045 - 1125	<b>Session M2:</b> Project Controls (as we know it) will be obsolete. <b>Speaker:</b> David Dignam - PwC Camilo Buitrago - PwC	<b>Session T2:</b> Risk based decision making – why make it harder than it needs to be? <b>Speaker:</b> Richard Wood - Safran Software Solutions Eric Kieffer - Euro Controle Projet	<b>Session C2:</b> Cost Management for Dublin Airport Authority. <b>Speaker:</b> David Hurren - RPCuk Alan Duffy - daa (Asset Management & Development)	<b>Session P2:</b> Heathrow Expansion – enabling successful delivery through Project 13 and other initiative. <b>Speaker:</b> Phil Wilbraham - Heathrow Airport Simon Lawrence - IPA	<b>Session V2:</b> Learning from the world; the power of algorithm-led assurance. <b>Speaker:</b> Dev Amratia - nPlan	<b>Session S2:</b> Consultation is key to transformation. <b>Speaker:</b> Misha Upadhyaya - MOPAC
1140 - 1220	<b>Session M3:</b> Should project controls be closer aligned to finance? <b>Speaker:</b> Mike Slater - AWE	<b>Session T3:</b> Getting stuff built, delivered and done – underpinned by a truly useable integrated project controls system. <b>Speaker:</b> Ian Thornton - Enstoa Liam O Sullivan -UK Power Networks	<b>Session C3:</b> Integrating BIM with commercial controls to give 5D capability on a major UK infrastructure project and looking to the future application of AI and IoT to this. <b>Speaker:</b> Iain Cameron - LogiKal Projects	<b>Session P3:</b> Improving major project performance by improving leadership behavior. <b>Speaker:</b> David Chard - Costain Claire Fryer - Costain	<b>Session V3:</b> How Artificial Intelligence and the Digitization of Knowledge is Driving Contractor Efficiency <b>Speaker:</b> Dan Patterson - InEight	<b>Session S3:</b> Getting ready to transform - Securing up legacy systems after years of under investment. <b>Speaker:</b> Wendy Carr - Hertfordshire County Council
1200 - 1230	Lunch Break (for Exhibitor ONLY) @Highbury					
1230 - 1300	Lunch Break (for Delegates ONLY) @ Highbury Suite & 49ers					
1315 - 1355	<b>Session M4:</b> Global Transformation of Project Controls within Wood. <b>Speaker:</b> Christine McLean - Wood Group	<b>Session T4:</b> The Executive View of Portfolio and Project Performance: Business and Financial Outcomes, KPIs and Predictability <b>Speaker:</b> Martin van Vliet - Hexagon PPM	<b>Session C4:</b> Designing better Project outcomes from complex procurements. <b>Speaker:</b> Dale Shermon - QinetiQ	<b>Session P4:</b> Politically Drivers in Major Project Controls. <b>Speaker:</b> David Hardy - Transport for London	<b>Session V4:</b> Role of Innovative project management tools in the delivery of a Megaproject. <b>Speaker:</b> Mohamed Nagi - ASGC Group Tamer Elgohari - ASGC Group Maged El Hawary - ASGC Group	<b>Session S4:</b> Investing with communities – learning from across sectors on working with London's communities to fund projects that make a positive difference to local places. <b>Speaker:</b> James Banks - London Funders
1410 - 1450	<b>Session M5:</b> "Real World" issues in managing NEC contracts in a planning/ project controls environment. <b>Speaker:</b> Glenn Hide - GMH Planning	<b>Session T5:</b> Cost Control & Earned Value Management on Mega Rail Projects <b>Speaker:</b> Simon Johnson - ARES PRISM	<b>Session C5:</b> Improving the reliability of design information for procurement and construction. <b>Speaker:</b> Paul Waskett - Adept Management Ltd David Prangley - Adept Management Ltd	<b>Session P5:</b> Lessons from implementation of a PMO in a public sector environment delivering a major sporting event – Lima 2019 PanAmerican and Parapan American Games – Peru. <b>Speaker:</b> Donna Swai - Mace, Lee McDonough - Mace	<b>Session V5:</b> Will Automation Remove or Turbo charge Your Role? <b>Speaker:</b> Dr. James Smith - Projecting Success	<b>Session S5:</b> Stories of change. <b>Speaker:</b> - Ken Elliot - Forethought consulting
1455 - 1510	Afternoon Coffee Break @ Highbury and @ 49ers					
1515 - 1555	<b>Session M6:</b> 50 years' of innovation since the moon landing. Watch This Space! <b>Speaker:</b> Stephen Carver - Cranfield School of Management Cranfield University	<b>Session T6:</b> Software-based Project Cost Management & the application of Metrics and KPIs in the process. <b>Speaker:</b> Stefan Bakker - Cleopatra Enterprise	<b>Session C6:</b> How technology enabled NHS property services to deliver more efficient project management across their real estate portfolio. <b>Speaker:</b> Sjeff van Vugt - Primaned	<b>Session P6:</b> Digital twins and 4D visualization to cut through optimism bias and other unconscious biases. <b>Speaker:</b> Abhijnan Datta - T&T	<b>Session V6:</b> Recent innovations in change management. <b>Speaker:</b> Ari Issacs - ShapeDo	<b>Session S6:</b> The creation and delivery of the Governments' Youth Endowment Fund - from inception to delivery. <b>Speaker:</b> Lynne Abrams - UK Home Office Andrew Ratcliffe - Impetus
1610 - 1650	<b>Session M7:</b> Enhancing UK project controls skills through range of training and apprenticeship standards. <b>Speaker:</b> Andy Brown - ECITB	<b>Session T7:</b> Reinventing Project Controls at Festool – and the project that prompted organizational change. <b>Speaker:</b> Cleve Bankston - Festool	<b>Session C7:</b> Managing Project Controls staffing challenges. <b>Speaker:</b> Mike Semmons - AWE	<b>Session P7:</b> Forecasting Cost to Complete on Mega Construction Projects. <b>Speaker:</b> Christopher Ronak - 4castplus	<b>Session V7:</b> Introduction to AI and its potentials for construction and project controls <b>Speaker:</b> Dr. Shereen Fouad -Birmingham City University. Hassan Emam - LogiKal Projects	<b>Session S7:</b> Mobilising the Violence Reduction Unit for London – Insights and lessons for major transformation and systems change projects. <b>Speaker:</b> Ruchi Singh - Kaleidoscope Transformation
1700 - 1735	<b>Panel discussion and Audience Q&amp;A @ Royal Oak Suite :</b> Present and future of Project Controls – in terms of profession and technology			<b>End Panel Members:</b> Peter Smith - ICEC , David Hardy - Tfl, Mike Slater - AWE, Christine McLean - Wood Group		
1745 - 1845	Evening Social @ Highbury Suite *offering final opportunity to network with pint of beer, wine and soft drinks. Open to ALL.					
1805 - 1845	"Stadium tour" for pre-registered delegates.					



## Partners

### Sponsorship Level - Supported By



AAACE International (Association for the Advancement of Cost Engineering) has 8,500 members in 100 countries, and has been serving the total cost management community since 1956. We are committed to the constructive exchange of ideas between members, development of technical guidance and quality education and recognition

of subject matter experts. Our members work in a variety of disciplines and across all industries.

Members get free access to digital editions of AAACE's TCM Framework® (Total Cost Management Framework®).

Total Cost Management Framework® : An Integrated Approach to Portfolio, Program, and Process Management, 2nd Edition and the Recommended Practices (RPs) which are a series of documents that contain valuable reference information that has been subject to a rigorous review process and recommended for use by AAACE's Technical Board. Our members read the best in technical articles published in Cost Engineering journal or Source magazine. Our members also have free access to search over 5,500 of technical articles in AAACE's Virtual Library and they can also network with other professionals at the Annual Meeting, at local section events, or virtually within the AAACE Communities.

For over 40 years AAACE has been certifying individuals. AAACE offers the following certifications: Certified Cost Professional (CCP), Certified Cost Technician (CCT), Certified Estimating Professional (CEP), Certified Forensic Claims Consultant (CFCC), Earned Value Professional (EVP), Decision and Risk Management Professional (DRMP), Certified Scheduling Technician (CST) and Planning & Scheduling Professional (PSP). AAACE's CCP, CCT, CEP, EVP, and PSP certifications are independently accredited by the Council of Engineering and Scientific Specialty Boards.

**Website:** <https://aaacei-region9.org/>



The Association of Cost Engineers was formed in 1960, in London, as the British Group of the American Association of Cost Engineers. In 1962 an independent British Association of Cost Engineers was formally and legally incorporated having similar aims and objectives to AAACE. Since then ACostE has developed into an

organisation which provides a range of institutional services for its members. It promotes the technical study and development of cost engineering with the objective of furthering the application of scientific principles and techniques to problems of Project and Produce Control, Cost Estimating, Scheduling, Planning, Risk Analysis, Profitability, Investment Appraisal and allied topics.

Objectives of ACostE

- To promote Cost Engineering as a recognised discipline of engineering technology
- To provide means of developing, exchanging and disseminating standards, methods and data relating to Cost Engineering & Project Controls
- To provide recognised standards of attainment in the practise of Cost Engineering & Project Controls
- To set up and maintain proper standards of professional conduct and ethics of its members in the practice of Cost Engineering
- To hold, promote or support meetings and distribute literature and information in pursuit of its objectives
- To co-operate with other bodies in the UK and elsewhere having objects cognate with those of the Association and to liaise with other similar bodies for the purpose of the reciprocal exchange of information
- To encourage social activities among members

**Website:** <http://www.acoste.org.uk/>



Training Today, The Engineers of The Future

The Engineering Construction Industry Training Board (ECITB) is the statutory organisation, national training provider and awarding body with responsibility for the training and development of the UK's engineering construction workforce. Acting on behalf of the industry, the ECITB works closely with Government and employers to attract, develop and qualify engineering construction personnel in hundreds of skills and disciplines. We provide businesses with the means to train the engineers of today and tomorrow to the highest standards, via our extensive, regionally-based network of almost 200 specialist ECITB- accredited course providers.

**Website:** <https://www.ecitb.org.uk/>



Founded in 1976, the International Cost Engineering Council (ICEC) is a not for profit organisation that promotes cooperation between national and multinational Cost Engineering, Project Controls, Quantity Surveying and Project Management professional associations around the globe.

ICEC is an umbrella organisation that represents these associations with its membership currently comprising 42 professional associations spread throughout the world. ICEC collectively represents more than 120,000 professionals from over 100 different nations in the fields of Cost Engineering, Project Controls, Quantity Surveying and Project Management. These professionals are all members of ICEC member associations.

The organisation is divided into 4 geographical regions: Region 1 - North and South America; Region 2 - Europe and the Near

East; Region 3 - Africa; and Region 4 – Asia Pacific.

The mission of ICEC is to provide a global identity for these professional fields and an international network to share information, knowledge and best practices to help advance professional standards across the world.

**Website:** <http://www.icoste.org/>



The Major Projects Association is a membership association for organisations engaged in the delivery and the development of major projects, programmes and portfolios. Our purpose is to improve the initiation and delivery of major projects through the interaction of members from all sectors in sharing experience, knowledge and ideas.

**Website:** <http://www.majorprojects.org/>



• PMI UK is a professional project management membership organisation in the UK. PMI UK has over 3,500 members and was founded in 1995. It welcomes members from all facets of projects and from all industries.

- PMI UK is active in promoting project management to industry and government organisations.
- PMI is one of the world's largest not-for-profit membership associations for the project management profession. Its professional resources and research empower more than 700,000 members, credential holders and volunteers in nearly every country in the world to enhance their careers, improve their organisations' success and further mature the professional.
- PMI's worldwide advocacy for project management is reinforced by its globally recognized standards and certification program; extensive academic and market research programs; chapters and communities of practice and professional development opportunities.

**Website:** <https://projectmanagementinstitute.org.uk/>

## Sponsorship Level - Platinum Sponsor



Enstoa is a better way to build. We are the only company that maintains an exclusive focus on accelerated digital transformation for the built environment. Our clients are empowered to build and do more through advanced technology, decades' worth of benchmarking data, and industry-leading expertise. Enstoa's unrivaled blend of solutions and skills mean that even the most complex projects and portfolios can achieve 360° visibility.

**Website:** [Website : https://enstoa.com/home](https://enstoa.com/home)



Drive Performance Across the Project and Asset Lifecycle: Asset owners and project leaders rely on Oracle Construction and Engineering software for the visibility and control, connected supply chain, and data security needed to drive performance and mitigate risk across their processes, projects, and organization. Feel confident in your digital transformation with modern cloud solutions that grow and scale with you at every step of your journey. Enable efficiency, collaboration, and change control for your teams that plan, build, and operate critical assets.

**Website:** <https://www.oracle.com/index.html>



RPCuk has been providing effective project controls solutions for over 20 years and helps organisations to create a holistic environment in which projects are routinely delivered successfully - on time and within budget - and expected returns on investment are fully realised. Our comprehensive portfolio of skills, services and solutions creates the ideal platform to support the complete project lifecycle.

- Project controls expertise
- Best practice processes
- Software solutions
- Consultancy and education
- Cloud infrastructure provision
- Application support

**Website:** <http://www.rpc.uk.com/>

## Sponsorship Level - Gold Sponsor



Arcadis is the leading global Design & Consultancy firm for natural and built assets. Applying its deep market sector insights and collective design, consultancy, engineering, project and management services it works in partnership with clients to deliver exceptional and sustainable outcomes throughout the lifecycle of their natural and built assets. Arcadis has 27,000 people active in over 70 countries that generate €3.3 billion in revenues.

**Website:** <https://www.arcadis.com/en/global/>



ARES PRISM is an enterprise project controls software that manages the complete project lifecycle delivering dependable forecasts, cost control, and performance measurement. Organizations around the world rely on PRISM to manage projects, programs and portfolios of growing size and complexity in a variety of industries;

including infrastructure, engineering & construction, oil & gas, mining, utilities and aerospace. PRISM is a scalable, robust and intuitive system that harnesses industry best practices and integrates all aspects of the project, including cost and schedule, change management, estimating, earned value, contracts & procurement, and field progressing. Business intelligence reports and dashboards provide organizations with the transparency required to pinpoint potential problems and make strategic decisions. As an out-of-the-box solution, PRISM delivers benefits quickly with a fast implementation and knowledgeable team of experts dedicated to client success. Achieve superior project management with increased visibility and control, boosted accuracy and efficiency, and improved financial performance.

**Website:** <https://www.aresprism.com/>



For more than 60 years, AWE has supported national security by delivering warheads for the UK's strategic nuclear deterrent. We are a team of remarkable people achieving extraordinary things. We are a unique organisation where scientists, engineers and business professionals from all kinds of backgrounds in all kinds of roles work together to deliver our mission and keep our world safe and secure. As well as providing and maintaining nuclear warheads, we also support UK government by developing innovative solutions to combat nuclear threat.

With some of the most advanced research and production facilities in the world, AWE is a place where you can grow your

**Website:** <http://www.awe.co.uk/careers/>



At BAE Systems, we help our customers to stay a step ahead when protecting people and national security, critical infrastructure and vital information. We provide some of the world's most advanced, technology-led defence, aerospace and security solutions and employ a skilled workforce of more than 83,000 people in more than 40 countries.

From state of the art cyber threat detection to flight control systems that enable pilots to make better decisions, we never stop innovating to ensure that our customers maintain their advantage. This is a long-term commitment involving significant investments in skills. We also work closely with local partners to support economic development through the transfer of knowledge, skills and technology.

**Website:** <https://www.baesystems.com/en-uk/home>



Cleopatra Enterprise offers an integrated Project Cost Management solution through the entire project life cycle by including Cost Estimating, Scheduling, Cost Management, and Benchmarking in one system.

Using the state of the art technology, Cleopatra serves the process industry and is used by Owners, Contractors and EPC firms.

Over 20 years, Cleopatra has enabled more than 500 industry-leading companies in 75 countries to control large technical projects, improve their project performance and stay ahead of the competition.

**Website:** <http://www.costmanagement.eu>



Costain's purpose is to improve people's lives by deploying technology-based engineering solutions to meet urgent national needs across the UK's energy, water and transportation infrastructures. Our Engineering Tomorrow strategy is about identifying, developing and implementing innovative solutions to meet the UK's future network and infrastructure needs. Listed on the UK stock exchange and recognised as one of the UK's leading engineering solutions providers, Costain provides a broad range of innovative services across the whole lifecycle of our customers' assets. With more than 4,500 staff delivering a full-service offering from consultancy services through to complex delivery, we are working as a trusted advisor with industry to collaborate, innovate and attract new talent

**Website:** <https://www.costain.com/>



Designed to ease the burden of managing the portfolio of opportunities and projects, EcoSys is a world-class platform that captures all the data across your entire projects landscape, including systems for accounting, procurement, scheduling, timesheets and more.

Interactive screen layouts and a powerful business intelligence engine provide insight into all levels of every project. EcoSys offers the flexibility and familiarity of Microsoft Excel combined with the power and accountability of an enterprise database application.

**Website:** <https://hexagonppm.com/ecosys>



LogiKal is an award-winning global project consulting firm that helps clients to achieve better results in the delivery of projects by improving operational performance, reducing costs and mitigating risks. LogiKal's specialised and proprietary systems and services integrate into their clients' performance management and

controls, ensuring faster and easier decision making.

Founded in 2002, LogiKal now have project planning and controls specialists across the UK, Europe, Australia and Asia. Everyone at LogiKal shares a vision for building and enhancing capabilities within teams so they can achieve consistent and sustainable results.

LogiKal engages in many sectors and are currently involved in projects in the rail, nuclear, airports, civil & road infrastructure, metal & mining, water, defence, property, power, oil & gas and health sectors.

**Website:** <http://www.logikalprojects.com/>



London Metropolitan College (LMC) is Skills Funding Agency (SFA) approved training provider. We offer three Trailblazer Apprenticeships: Project Manager Degree

(Level 6), Associate Project Manager (Level 4) and Project Controls Technician (Level 3). LMC is a specialist apprenticeship provider with highly experienced project management and project controls professionals delivering training to learners. Our unique approach develops competency and creates an environment that enables it to attract, develop and retain individuals who can contribute towards business objectives.

**Website:** <https://www.londonmetropolitan.college/>



Part of the Ministry of Defence, but with bespoke trading entity status, Defence Equipment & Support (DE&S) is responsible for the procurement and ongoing support of equipment to Her Majesty's armed forces. With over 12,000 employees, working across 150 locations, we manage a huge range of complex acquisition and support programmes. From delivering aircraft carriers and fighter jets, to armoured vehicles and field kitchens, it's our job to ensure the UK's military have everything they need to do theirs.

**Website:** <https://des.mod.uk/>



Nodes & Links creates algorithms that enable project planning and controls professionals to better assess and control project outcomes. Our algorithms enable you to check the quality of schedules, perform advanced analysis and direct targeted action.

**Check:** Nodes & Links makes it easy to build quality project plans. Our 'Missing Links' algorithm enables you to quickly and easily identify missing and incorrect dependencies within your schedule, even if your schedule has passed a DCMA 14-point assessment. To make schedule creation even easier, our 'Aggregate' algorithm automatically summarises your schedule in a way that keeps the fidelity you require to perform accurate follow-on analysis, saving you time and effort.

**Analyse:** Nodes & Links allows you to analyse schedules in new and improved ways. Our 'Cascade' algorithm allows you to easily identify near critical tasks and paths, rank task criticality by schedule impact and to produce more holistic predictions of schedule outcomes in ways that outperform traditional monte-carlo analysis. Our 'Rework' algorithm allows you to identify the areas that would most impact your project's outcomes if they suffered rework. Combined, our algorithms allow you to identify areas of hidden opportunity in your schedules.

**Act:** Our algorithms make it easy for you to act on your insights. All algorithms deliver simple outputs, such as ranked lists of tasks or duration distributions. Our visualisation tools enable you to explore your data and communicate your insights in clear and powerful ways. Using our algorithms is simple. You can use our end-to-end software called Aegis or connect through our APIs.

**Website:** <https://www.nodeslinks.com/>



nPlan uses Artificial Intelligence to understand how projects are executed and uses that knowledge to provide schedule certainty, by highlighting project and portfolio risk, and suggesting optimal solution paths.

nPlan's patent pending series of complex algorithms understand project schedules and evolve to emulate the brain with scale and accuracy. The algorithms generate an advanced contextual understanding of the performance of any project, achieved by analysing previous project plans and building relationships between them.

nPlan has grown incredibly quickly, scaling from an ambitious technical concept to partnerships with several of the world's largest EPCs and GCs, which has resulted in the largest dataset of construction schedules in the world. nPlan's system has been deployed on High Speed 2, the largest and most complex construction project the UK has done since the Victorian era.

The primary function of the algorithms is to predict the duration for scheduled activities. In addition, the system can perform machine-led reference class benchmarking, taking into account task and project context in a way that had not previously been possible.

By leveraging data to make informed project planning decisions, we are able to improve cost certainty, create a more predictable project and reduce slippage. This culminates in a higher quality project execution from tender right through to completion.

**Website :** <https://nplan.io/>



Planisware is a leading project portfolio software provider specialising in New Product Development (NPD) - helping to strengthen and shape sound business strategies through analytics, road-maps, budgets, and more. Today, more than 33% of the top 100 R&D spenders worldwide utilise Planisware solutions at a corporate level to

manage their projects, resources, and portfolios.

With acclaimed configurability that brings together teams from across the enterprise and across different locations, Planisware offers the opportunity to work collaboratively from a single source of truth to help get innovation to market.

**Website:** <https://www.planisware.com/>



We are an exclusive, niche and rapidly-growing Project Controls consultancy offering innovation, advice, implementation, technical and training support to our clients around the world. Through our consulting services, we facilitate the integrated global use of Project Controls technology, methods and practices in every sector and

for every customer. Put simply, we are one stop shop for all Project Controls needs

As well as our consulting and advisory role, Projcon contributes to three interlinked initiatives: Project Controls Online (PCO) : Projcon is principle sponsor of PCO which acts as central hub and knowledge repository, open to all Project Controls professionals, providers and consumers. It is here that members from over 190 countries join to share expertise, network, find new career opportunities, and access industry-leading tools and guides.

**Project Controls Institute (PCI)** - : It is where we train the Project Controls leaders of tomorrow and support a global workforce of Project Controls professionals through every stage of their career. Via our blended-learning platform and multi-accreditation system, students can gain global qualifications, certification and real-world training.

**Project Controls Expo (PCE)** - Projcon is key supporter to PCE which brings our industry together for the worlds largest Project Controls event: a full day showcase, workshop and social experience where delegates can learn, network, and gain access to some of Project Controls leading innovators, partners and experts. Project Controls Expo is also delivered in Melbourne and Kuala Lumpur annually.

**Website:** <https://projcon-group.com/>



PCI aims to offers blended learning program covering full spectrum of Project Controls comprising all it base elements (Planning & Scheduling, Cost Engineering and Estimating, Change Management, Risk Management, Delay Claims and Forensic Schedule along with Contract Management) that leads to global

accreditation. PCI's USP is its unique content, delivery (blended approach) and Framework which allows candidates to map their learning/education to global certifications (eg., AACEi, APM, ECITB and PMI). The Programme participants are expected to achieve an improved level of competency through self-learning along with the handbook available to all the delegates.

**Website:** <https://projectcontrolsinstitute.com/>



The Capital Project Services (CPS) team is part of PwC, a global professional services firm. Our CPS team comprises a multi-disciplined range of qualified professionals (primarily consisting of engineers) with a wide range of capital projects and infrastructure related backgrounds.

Our team encompasses diverse skills and experience, united by our deep knowledge of major projects and capital portfolios - gained from working in industry - and a passion to see our clients' toughest projects succeed.

We believe that major projects can transform lives. But we also believe that delivering them successfully needs more than stock answers. It needs collective experience; a balance of rigour and intuition.

We're at our best when we're working closely with clients, challenging their thinking on the most complex and critical projects.

#### **Our Intelligent Controls**

When visibility of capital project performance is scarce, unreliable or conflicting, stakeholder confidence and trust can be quickly lost. Programmes can derail and organisations can start to feel like passengers.

Our Controls capability uses a proven approach that puts organisations back in control of their major programmes. It is based on three key principles: establish control, restore confidence and enable decisions.

\*Establish control: Getting a grasp of the programme, ensuring that your teams are focused on the right things and establishing the capability needed for success.

\*Restore confidence: Providing stakeholders with the insight they need to restore confidence.

\*Enable decisions: Enabling management to make effective, insight-driven decisions. Our extensive experience in this area, combined with our digital capability, allows us to position project controls as an enabler to obtain strategic insights of programmes, to reduce costs of large portfolios and to underpin an effective deployment of capital.

**Website:** <https://www.pwc.com/>



**Who we are** - Operating primarily in the defence, security and aerospace markets we offer our customers world-class expertise in advice, services (particularly test and evaluation) and innovative technology-based products. We are committed to listening, understanding and responding to our customers' needs. This enables us to use our depth of experience and our unique science and engineering expertise to equip them with powerful solutions to their most pressing challenges.

**What we do** - We offer our customers world-class expertise in advice, services (particularly test and evaluation) and innovative technology-based products. We deploy our scientific and technological knowledge, proven research capabilities and unique, purpose-built facilities to provide both services and products that meet the needs of a wide range of global customers. We operate primarily in the defence, security and aerospace markets and our customers are predominantly government organisations, including defence departments, as well as international customers in other targeted sectors.

**Our People** - QinetiQ is a company of over 6,000 people dedicated to being on the side of their customers. They are pragmatic and hugely experienced, looking always for enterprising, agile ways to create real benefit and added value. They are also natural collaborators, adept at making vital connections through forging industry partnerships and harnessing the best talents within the supply chain. It is these qualities, demonstrated every day by our employees, that mean QinetiQ can be trusted as a partner to enable, assure and protect our customers' interests.

**Our Facilities** - QinetiQ manages and operates extensive testing and evaluation capabilities for air, land, sea and target systems. We collaborate closely and responsively to give MOD, international and industry customers a competitive edge through the safe and secure conduct of operational and tactical training exercises that combine both real world and simulated events.

**Website:** <https://www.qinetiq.com/>



Safran Software Solutions has offices in London and Stavanger and operates through partnerships globally as a leading provider of Enterprise Project & Risk Management (EPRM) software solutions to project and asset intensive industries. Safran is recognized globally for streamlining the EPRM process while elevating project delivery confidence through its integrated project and change management capabilities, with a special emphasis on embedded and available risk management. Safran prides itself on the speed of user adoption and time to value achieved through its streamlined integrated approach.

**Website:** <https://www.safran.com/>



Wood is a global leader in the delivery of project, engineering and technical services to support our customers as they plan, deliver and maintain their operational infrastructure. We operate in more than 60 countries, employ 55,000 people, and generate revenues of around \$10 billion. We provide performance-driven solutions

throughout the asset life cycle, from concept to decommissioning across a broad range of industrial markets, including oil & gas, power & process, environment and infrastructure, clean energy, mining, nuclear, and general industrial sectors. We strive to be the best technical services company to work with, work for and invest in.

Combining unrivalled technical knowledge and outstanding delivery, our extensive network of skilled professionals is focused on delivering a safe, cost-effective service to ensure our customers release the true value from their assets and meet their performance goals.

Our Programme and Project Solutions team works collaboratively with our customers to optimise the planning and control of their programmes and projects through effective programme and project management, planning and controls, commercial management and construction assurance. Our approach focuses on robust planning supported by active tracking of performance and using analysis to identify deviations from plans and acting to maintain delivery of objectives and increase confidence in the achievement of project results.

**Website:** <https://www.woodplc.com/>

## Sponsorship Level - Silver Sponsor



Make contracts easy with CEMAR, the cloud-based contract management system for NEC and other forms.

Modern contracts are complex and expensive to administer. CEMAR combines industry-leading knowledge and expertise to make sophisticated contract management simple.

CEMAR is a secure, intuitive, web-based system which brings compliance, consistency, governance and business intelligence to the management of £75bn of works and services.

**Website:** <https://cemar.co.uk/>



Cora Systems is a worldwide leader in providing enterprise project and portfolio management solutions to global organizations and government agencies. Our flagship product, Cora PPM, powers transformation by aligning strategy and managing projects, portfolios and programs effectively. It is proven to help our clients deliver key business benefits and ROI.

Every day, over €20 billion worth of projects are managed on Cora PPM, supporting hundreds of thousands of users across multiple locations in over 50 countries around the globe.

Cora PPM enables clients to make decisions quickly and effectively by having the right information in hand, which enables managers to make good decisions. If staff can have good quality information, delivered in a simple and straightforward way, which is more inviting, they'll become more engaged in project management issues – in leading these projects and improvements.

To ensure delivery success and accelerate speed to market, Life Sciences, Healthcare, Engineering, Government and EPPO organisations need a PPM software solution like Cora PPM that provides complete control, governance and insight.

**Website:** <https://corasystems.com/>



Bringing together multi-billion-pound programme management experience, project management software integration skill and IT infrastructure capabilities, Critigen's EPPM consultants help your team develop efficient, integrated and reliable workflows and systems to ensure your project's success.

- Our experienced project and programme management system consultants focus on success by providing solutions that drive predictable project results and remove uncertainty.
- Programme control IT consultancy ensures you have the most stable, secure and performant environment for your project controls applications; whether this is on-premise, on a cloud, externally hosted or a hybrid of all.
- Being vendor agnostic and working with all the major products in the Project Controls space means we identify the best technologies, vendors and solutions to meet your specific needs.
- We work with owners, clients, consultancies and contractors and bring them together onto common platforms to collaborate and create efficiencies.
- Our bespoke training packages are customised to your environment, processes and ways of working to ensure best adoption.

Critigen's innovative solutions and track record of successful delivery underpins some of the largest and most complex programmes in the UK. Come and speak to us about how we could help you.

**Website:** <http://www.critigen.com/>



Elecosoft provides a range of software solutions focusing on the architectural, engineering, construction and property management industries which help users with challenges ranging from interiors visualisation through architectural design and stair engineering, to project and site management and cost estimation, and more.

The company's core application, Powerproject, is a powerful, project, portfolio and resource management solution designed to support the way construction planners work. Since it launched in 1988, the software has evolved with users' input so that it specifically meets the needs of those operating across the whole spectrum of the construction sector including commercial and residential builds, infrastructure, pre-build, modular and fit-out.

Used by large and small businesses alike, it is the preferred software of construction professionals throughout the world for managing projects as it combines easy to use drag and drop functionality with powerful feature rich capability. Powerproject has been used on construction projects around the world, including The Shard in London, Warsaw Metro in Poland and the Bosphorous Bridge that links Europe to Asia.

Available in stand-alone, enterprise and cloud versions, Powerproject includes an integrated BIM module which brings 4D planning within affordable reach by combining 3D planning and scheduling in one application.

**Website:** <https://www.elecosoft.com>



GMH Planning and Built Intelligence have been working together collaboratively for over 7 years. Together, our services can support every aspect of managing and NEC3/4 Contract from cradle to grave. GMH Planning in conjunction with Built Intelligence offers the provision of:



1) Training - Practical engaging training workshops for all aspects of managing NEC contracts  
2) Consultancy - Advice, contract reviews, risk allocation and project health checks for companies working on projects that are using the NEC family of contracts

3) Resources - Provision of experienced planners, project managers and quantity surveyors on a full time or part time basis to help administer the project in line with NEC contractual requirements.

4) FastDraft - The latest cloud-based contract administration tool, designed to be the most thorough, user friendly and cost effective tool available on the market.

5) Reachback - The free online community of over 20,000 Construction professionals. Get free compliant answers from one of our industry recognised specialists in hours, not days with over 3000 already answered questions.

6) NEC E-Learning - Our ECITB Accredited courses offer over 50 + modular online learning paths. Arranged into real world 'learning adventures' around common tasks such as preparing compensation events, programmes and payments. All our NEC content has been hand built by industry leading practitioners including Glenn Hide.

Come and visit our joint stand where Glenn Hide or one of the Built Intelligence team can give you a demonstration of the system and any further details you may require.

**Website:** <https://www.builtintelligence.com/>



InEight combines proven technology with a unified vision, delivering actionable insights and project certainty to more than 300,000 active users in more than 500 companies. Built on a history of construction and engineering excellence, InEight solutions help companies visualize, estimate, manage, control and connect all aspects of capital and maintenance projects. With configurable, integrated and field-tested solutions, InEight customers have the visibility and predictability required for on-budget and on-time project completion. Based in Scottsdale, Arizona, U.S., InEight, an ISO 27001-registered company, is a subsidiary of Kiewit Corporation (Kiewit). Kiewit, through its subsidiaries, is one of North America's largest and most respected construction and engineering organisations.

**Website:** <https://ineight.com/>



LoadSpring Solutions is the market leading provider of cloud-based project management software solutions that empower your business to innovate. We bring years of industry leading expertise to hosting, supporting and maintaining mega Projects and the applications you utilize that ensure customers get a positive ROI through

optimized and proven secure access to software and its corresponding infrastructure. LoadSpring provides faster deployment and highly secured, reliable and scalable administration from one easy dashboard so customers accelerate time to market with mission-critical Projects.

**Website:** <http://www.loadspring.com/>



National Grid is an international electricity and gas company based in Warwick, the heart of the UK, and in North-Eastern USA. We play a vital role in connecting millions of people safely, reliably and efficiently to the energy they use. Project and operational management are at the centre of everything we do.

National Grid is at the core of one of the greatest challenges facing our society delivering clean energy to support our world far into the future. It is vital we work with all our stakeholders to promote the development and implementation of sustainable, innovative and affordable energy solutions. The environment is rapidly evolving, with significant changes in supply and demand.

Capital Delivery is responsible for delivering all of the major digging, tunnelling, excavating, overhead line and cabling work associated with large projects for both gas and electricity transmission. This is an exciting time to be working within Capital Delivery as we invest £1 billion a year into our electricity and gas transmission networks. This of course, needs to be delivered to time, cost and quality whilst not compromising safety.

Recognising the importance of making Capital Delivery fit for the future, we have focussed on developing our existing workforce and bringing in new talent to build capability, develop new ideas and create a diverse workforce to deliver value for our customers and shareholders.

The Project Controls team, led by Tim Fenemore, provide the framework to control Capital Delivery's strategic workbook and manage Estimating, Scheduling, Risk, Cost and Performance Reporting. Project Controls also provides the toolset, processes and specialists to run the Earned Value Management system the business needs to control over 200 in flight projects across our many delivery programmes, whilst also driving the development of new schemes (e.g. to connect new power supplies such as nuclear power stations and wind farms).

**Website:** <https://www.nationalgrid.com/>



Ninth Wave is a UK-based software and consultancy company, established in 1995, specialising in providing programme, project, resource and business process management products and services.

Our SmartCore solution is a proven web-based management support system. Our customers use SmartCore for a range of applications, including programme, portfolio, project, risk, resource, asset, cost, fault and document management. SmartCore is entirely configurable via the web browser to meet a wide range of organisational and individual management information needs. It provides a shared environment for thousands of users over the internet, integrates with a range of other applications, and offers powerful and flexible dashboards and reports. SmartCore provides a tried and tested solution that can rapidly be configured by business users to meet current and future requirements, delivered and supported by a skilled and experienced Ninth Wave team. SmartCore is hosted from Ninth Wave's own secure servers in the UK.

**Website:** <https://www.ninthwave.co.uk/>



PMWeb is an all-in-one, fully integrated, 100% web-based capital planning and construction program management software built for owners to manage the entire Plan | Build | Operate lifecycles of their capital programs, projects and assets. PMWeb has multiple modules that combine planning, estimating, BIM, cost controls, document controls, scheduling, asset/lease management and visual workflow into an easy-to-use program.

PMWeb is multi-currency and multi-language and provides real-time interactive business intelligence dashboards and reports that are graphic-rich and actionable.

Notable clients include: Harvard, Stanford, United Nations, European Investment Bank, NHS, NBC Universal, Marriott Vacations Worldwide, Hyatt, Carnegie Mellon, Johns Hopkins School of Medicine, UC Davis Health System, Atlanta International Airport, Boston International Airport, Port of Los Angeles, City of New York, Regions Bank, CBRE, Tishman Speyer.

**Website:** <https://pmweb.com/>



As projects proceed through their life-cycle they create an exhaust plume of data that is a by-product of delivery. By pooling this data and applying advanced data analytics and AI we are able to analyze the data to develop predictive insights and recommendations, tailored to the phase and specific circumstances of the project.

Projecting Success are fascinated with how projects are delivered, using AI to advance economic development and deliver value for society at large. We operate at the cutting edge by bringing transformational thinking to make recommendations for a more certain, evidence-driven project delivery.

We want to change the future of how projects are delivered.

**Website:** <https://projectingsuccess.co.uk/>



riskHive have been delivering the full range of integrated and agile risk management software applications and services since their formation in 1999. With a global customer base that now stretches from New Zealand through EMEA to North America, riskHive are long-term trusted risk partners of commercial organisations and government agencies. riskHive have mature client applications in the construction, cyber, defence, life-science, engineering, aerospace, infrastructure, financial services, FM, IS, services and nuclear sectors which include a number of well-known programmes and high-profile mega-projects.

The riskHive Enterprise Risk Manager (ERM) and Key Risk Indicator (KRI) tools present highly capable hyper-configurable platforms for the quick and successful automated deployment of risk management and monitoring frameworks to ISO31000, AN/NZ and other standards.

Custom views, forms and reports that replicate extant manual processes or spreadsheets, simple and inclusive licence options, SaaS or 'on-premise' hosting and transparent pricing with no hidden extras and a low cost of training and deployment complete the picture of a products and services offering that is both driven and supported by customer engagement.

Established innovation.

**Website:** [www.riskhive.com](http://www.riskhive.com)





At Risk Decisions, we work with our customers to power growth and sustainability through risk management.

Our team of technical experts get the world you live in. We design the right risk strategies to transform risk to opportunity and drive your business's goals. It's why our customer community collaborates with us to help release their potential, create new growth pathways and connect their people's engagement with risk at all levels.

We understand your risk challenges. We care about shifting your risk journey.

We can lead your organisation to a new risk strategy.

**Website:** <https://www.riskdecisions.com/>



Whether it is keeping management informed, or connecting your teams, Scenario will manage your information and processes across your projects. Scenario acts as a common platform connecting your internal Team members with the wide range of external parties working together on your projects.

Scenario is proven software, with over 20 year's of experience on large to mega Projects. Our software is designed for the Enterprise, a Portfolio, or a single Project. Our software and services are targeted at Project Delivery, Mining, Energy, Infrastructure and Property Development covering Information Management, Project Delivery and your Workforce.

We bring structure and control to your information, commercial and compliance processes. We provide control, visibility and confidence across your projects from concept to handover, and full operations. We recognise our real value is to work with you, grow and adapt as your business and industry changes, and collaborate with you in both a timely and cost effective manner. We look to engage in proactive relationships, not reactive and work best with Clients to improve your bottom line performance

**Website:** <https://projection-group.com/>



ShapeDo provides design change management for AEC projects. ShapeDo's cloud platform helps you control design changes and their impacts through the entire project cycle, from bid all the way through potential disputes.

Utilizing cutting-edge proprietary image analysis software, ShapeDo enables users to quickly and efficiently identify changes to drawings. The surrounding platform then supports a systematic review process, and enables users to implement simple and familiar project controls (RFI, EW, CE, etc.) for commercial teams, engineering teams, and planners.

ShapeDo is an Israeli start-up company founded in 2015, where it has since been used on every major infrastructure project in Israel, including railways, airports, ports, highways, and countless buildings.

ShapeDo began operation in the UK this past year, where it's being used both by major contractors for design change management, and by top expert witnesses and law firms for e-discovery and litigation support in contentious scenarios.

**Website:** <https://shapedo.com/>



SmartPMO is an Artificial intelligence platform for project control and management excellence.

It complements the existing project management team and/or software by providing objective transparency, helping reduce delays and cost waste and minimise risks.

It works perfectly for construction, engineering, and infrastructure projects and is designed for decisions-makers (C-level managers, investors, policy makers), planners, and operation teams (project managers, contractors, finance).

**Website:** [www.smartpmo.io](http://www.smartpmo.io)



**TP Group is a professional services and technology partner with a unique end-to-end approach.**

We are proud to work globally with contractors and primes on highly-regulated programmes across defence, energy, space, and intelligence & systems.

We advise and consult on secure information systems, high-tech projects and through-life equipment support. Working with system integrators, Original Equipment Manufacturers (OEMs) and end-users, we bring brilliant ideas to life.

Our experience spans critical equipment and systems in many sectors; we are involved in everything from secure communications systems, and mission systems software to aircraft cockpit integration.

#### **Consulting and Programme Services business**

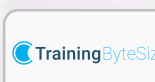
Our Consulting and Programme Services business provides targeted through life services to enable the transformation and evolution of our clients systems and services, in their own specialist domains, to meet their strategic objectives and business vision.

Our Systems Approach, adopting a well-established systems engineering and project management principles and processes, which consider the system holistically, to optimise both the end system and its design, delivery and support.

We provide individuals with domain leading knowledge, skills and experience who can work within client teams or take full responsibility for the delivery of outcomes. Our approach makes the most of Small and Medium-sized Enterprises delivering Subject Matter Expertise - SME2.

Whatever the project, one thing remains constant Absolute trust.

**Website:** <https://www.tpgroup.uk.com/>



Training ByteSize offers industry recognised qualifications for Project Control and Project Management professionals. Qualifications include APMG Project Planning and Control, APM PMQ, APM PFQ, Business Analysis, Agile PM, PRINCE2, BRMP and MSP to name a few.

We provide the training in the exact way you want it, whether that is on-site, online, virtual, classroom based or a combination of these. As a family-run business we are proud of our customer base that includes AWE, Wood, Safran, Turner and Townsend and Costain among many others.

We thrive on providing a reliable service to customers and we are proud to maintain an exceptional renewal rate with our clients. Our ability to adapt to the changing environment of learning and training ensures we remain at the forefront of the industry and this is why we continue to be first choice for many blue-chip clients. When you train with us, you'll know straight away that you've made the right choice.

So, if you're looking to enhance your skills either personally or in your team, Training ByteSize is a name you can trust. Come and visit us at Stand 25.

**Website:** <http://www.trainingbytesize.com/>



TransparentChoice helps organizations measure and understand how their projects (live and potential) support their strategic goals. This leads to better decisions about projects and resources, decisions with stronger buy-in, helping them deliver more value from their portfolio.

**Website:** <https://www.transparentchoice.com/>

## Sponsorship Level - Bronze Partner



ASGC & Analytica management solutions have embarked on a digital transformation journey few years ago during which new innovative and digital tools that helps in practical project management of megaprojects has been developed and tested. Tools include but are not limited to 4D simulations, drones, 360 cameras, automated dashboards, gamified simulations, virtual reality and realistically animated walk-throughs have been developed and tested. The team behind implementing such initiatives and testing and utilizing such tools will show how they managed to help in the successful delivery of the Coca-Cola Arena and other megaprojects within the last few years.

**Website:** <https://www.asgcgroup.com/>



Schutte Consulting (#SCLGlobal est. 2014) is a UK-HQ'd legal and training consultancy, which advises on infrastructure projects and the built environment. We put law into its practical and purposive context so that contracts promote and enable delivery, principally through considered strategy and exemplary project management and project controls (PPM, P3M and PMO). We pride ourselves on offering a whole-life project support service, from the kernel of an idea through to handover and legacy. We have particular experience in facilitating contract collaboration workshops for partnering /alliancing contracts and long-term frameworks.

We collaborate closely with several global PMI Chapters and the UK's APM. Our Principal chairs the UK User Group of a global PPM software developer, and is a regular conference speaker, media commentator and pro bono contributor to industry initiatives driving excellence in project delivery and the use of technology

**Website:** <https://www.schutteconsulting.co.uk/>



th3rdcurve is a creative and innovative project controls consultancy with a core focus on applying industry leading expertise and mega programme experience to drive positive impact to complex organisations and problems. We deliver business evolution, project services, technology and capability growth which combine to realise sustained growth and value for people, projects and society.

**Website:** <http://th3rdcurve.com/>

## Sponsorship Level - Jobzone Partner



TRS Staffing Solutions is a world leading recruitment company for professional, engineering, technical and field services talent. With 30 years' expertise, TRS Staffing Solutions has been developing resources, skills and specialist expertise to benefit our clients and candidates. TRS Staffing Solutions places candidates across six continents on a contract, direct hire or permanent basis. Clients include industry leaders, global owners and operators, as well as engineering, procurement and construction (EPC companies), major consultancies and government departments.

**Website:** <https://www.trsstaffing.com/about-trs>

## Sponsorship Level - Media Partner



**Website:** <http://www.screencult.com/>

## Detailed Agenda

### Opening Remarks



#### Kwadwo Osei-Asante - Global Chair of the International Cost Engineering Council

Surveyor Kwadwo Osei-Asante, a Chartered Quantity Surveyor, Chartered Construction Manager and Chartered Arbitrator, is a Works Contract Disputes Resolution Facilitator and an Assessor at the Commercial Division of the High Court of Ghana. He is also a Court-connected Alternative Dispute Resolution Mediator and teaches Works Procurement at the Ghana Institute of Management and Public Administration (GIMPA) and Kwame Nkrumah University of Science and Technology at the Graduate Level.

Apart from the above he also holds the following qualifications and prestigious positions:

- Global Chair of the International Cost Engineering Council (ICEC) and Distinguished International Fellow,
- Fellow and Past President of Ghana Institution of Surveyors,
- Fellow, Chartered Institute of Building (CIOB) and Past Chair, CIOB, Ghana Centre,
- Member, Royal Institution of Chartered Surveyors, UK,
- Member, Society of Construction Law (SCL) UK,
- Member, Chartered Institute of Arbitrators, UK,
- Member, Commonwealth Association of Surveying and Land Economy (CASLE), and
- Corporate Member, International Federation of Surveyors.

Surveyor Osei-Asante has considerable experience in the field of Project Controls in Africa and many other parts of the world and is a noted international speaker.

#### Keynote : Project Controls – how do we drive success from the outset

What is Project Controls? How does Project Controls add value? Has Project Controls become too backwards-looking? Is Project Controls too tech & data focused? How do we excite our Project Controls teams to play a dynamic role at the heart of Project Delivery? What are our ambitions? Jo Ellman-Brown will draw on her experience in the building, water, airport and now defence industries, to encourage some healthy debate on these challenges at the start of a great day.



#### Jo Ellman-Brown

Head of Project Controls for  
Defence Equipment & Support,  
MoD

Jo Ellman-Brown is the Head of Project Controls at Defence Equipment & Support (DE&S) and believes great Project Controls is the driver for any successful project. Prior to joining DE&S Jo accumulated 25 years of experience in Project Controls which has seen her take on roles across construction, engineering and infrastructure both in the UK & overseas.

Jo joined DE&S following 2 years as the PMO Director at Heathrow airport, and previous positions as Principle Consultant at RISE, Head of Project Controls at Southern Water, Head of Planning for Mace and Head of Planning for MGM resorts.

In her spare time, Jo is a keen skier, sailor, photographer and enjoys the occasional bit of DIY.

## Master Class Zone @ Royal Oak Suite

### M1: Driving value through great Planning - the challenges of landing this in multi-project public sector and infrastructure environments.

This masterclass will explore the differences in Planning and Scheduling between individual building projects vs the public-sector and regulated environments.

How can the art of planning be successfully introduced? Have many clients become overly reliant upon P6-generated data? What does best-practise look like whatever the environment you work in?

With a combination of over 30 years experience in planning and scheduling roles, Vicki and Jo will finish by sharing their golden rules for all of the Planners in the audience.



**Jo Ellman-Brown** - Head of Project Controls for Defence Equipment & Support, MoD

Jo Ellman-Brown is the Head of Project Controls at Defence Equipment & Support (DE&S) and believes great Project Controls is the driver for any successful project. Prior to joining DE&S Jo accumulated 25 year's experience in Project Controls which has seen her take on roles across construction, engineering and infrastructure both in the UK & overseas.

Jo joined DE&S following 2 years as the PMO Director at Heathrow airport, and previous positions as Principle Consultant at RISE, Head of Project Controls at Southern Water, Head of Planning for Mace and Head of Planning for MGM resorts.

### M2: Project Controls (as we know it) will be obsolete.

The Project Controls industry has established a strong position in the project management area in the last few decades. The recent development of disruptive technologies around big data has just started to change the way the industry operates; in the next few years the pace of this change could be exponential and significantly transform the Project Controls environment as we know it, from the business model through to the way capital projects will be managed in the future. The 4th industrial revolution is here to stay.



**David Dignam** - Director - Capital Project & Infrastructure, PwC

David is a Director in PwC's Capital Project & Infrastructure team, specialising in providing advice to clients, and helping transform their mega projects in the UK and globally. With 13 years of experience of supporting both private and public sector organisations, David and his teams provide cost and commercial advice to clients delivering major capital programmes, including: independent reviews of

critical issues on programmes; re-baselining and cost reduction; and transforming integrated programme controls to assure delivery and instil confidence for stakeholders.



**Camilo Buitrago** - Manager - Capital Projects & Infrastructure, PwC

Camilo is a Manager in PwC's Capital Projects & Infrastructure team; with a Civil engineering background and on-site experience, he established his career in project management with strong expertise in Project Controls, looking to the future of the controls industry.

With the last 10 years of his career in the UK, Camilo has advised his clients on the design, implementation and embedding of project controls environment in complex capital programmes across varied industries, in order to help stakeholders establish robust controls and enable them to make more informed and timely decisions.

### M3: Should project controls be closer aligned to finance?

Finance and project controls have a history of not seeing eye to eye but they have a lot in common. They share data, reports, processes and skills so could both benefit from having a closer relationship?



**Mike Slater** - Head of Business Management, AWE

As head of business management at AWE, Mike Slater, is responsible for project and business controls providing reliable performance information for £1bn+ per annum of projects, research and development, manufacturing and specialist services.

Mike's background is in programme controls on major projects and PMO leadership in high value portfolios. He has global experience spanning multiple sectors including infrastructure, defence, oil & gas, mining, commercial property and IT.

**M4: Global Transformation of Project Controls within Wood.**

Covering organization, process, governance, data, systems and leadership, talent & culture.

Phase 1 : defining high-level target operating model.

Phase 2 : detailed operating model definition.

Phase 3 : Target Operating Model Implementation.



**Christine McLean** - Head of Profession for Project Controls in Nuclear, Wood Group

Christine is the Head of Profession for Project Controls in Nuclear. She has spent nearly 20 years in the Project Controls arena covering both cost and planning execution (the last thirteen years being employed by Wood). She has worked in Utilities, Oil & Gas and Nuclear. She is a Fellow of the ACostE and in 2019 joined as a Director of their Council. She currently leads a Project Controls team of over 80 individuals

working in various locations throughout the UK, which she has built over the last three years. She has excellent commercial, financial and business acumen. She was appointed in 2017 by IFA (Institute for Apprenticeships) as a route panel member for Business and Administration as an industry expert.

She is experienced in bidding and in project execution for FEED, EPC and PMC contracts of major refining, petrochemicals, LNG and nuclear projects, which are often multi-country/entity and multi-currency, varying in size from multi-billions to less than one hundred thousand pounds. She has held senior roles in both Cost and Planning on mega EPC projects.

She is an ECITB accredited trainer and is registered as an Assessor for TASC. She has written both Cost and Planning modules for the ECITB to be used by other companies for training which covered EVM, CBS, WBS, progress measurement, change control, risk management (cost and schedule), trending and forecasting outcomes, contingencies and sensitivity analysis, cash flow, setting budgets and baselines, resource management. She has written, implemented and delivered both Cost, Planning and Commercial Training both internal and to Clients in Commercial Awareness, Cost Control, Change Control, Value Engineering and Risk Awareness.

**M5: "Real World" issues in managing NEC contracts in a planning/project controls environment.**

This presentation will consider real-life common issues that occur on projects that are managed under the NEC form of contract including getting programmes regularly accepted, managing the flow of communications and assessing multiple compensation events against a fast-paced moving programme. It will offer practical advice on how these issues can be managed to the benefit of both Parties.



**Glenn Hide** - Director, GMH Planning

Glenn Hide is the director of GMH Planning which is a consultancy that specialises in NEC forms of contract. In terms of training, consultancy and resources to the construction industry. Glenn has presented on aspects of the contract at various national conferences, and had published a number of articles for the ICE Procurement, Management and Law publication and the NEC user-group newsletter.

Glenn currently and historically has provided training to most of the large Client/Contractor organisations in the UK construction industry.

Having exclusively used the NEC form of contracts for the past 20 years, he offers insight and practical advice on how users within the industry should understand and maximise the effectiveness of the contract on their projects/businesses.

Glenn is also a lead developer of FastDraft which is a new cloud-based portal for comprehensively managing the flow of NEC communications on project ensuring all parties are following the correct process and timescales. The FastDraft software is now becoming one of the market leaders in administering NEC contracts

Glenn is also the founder/owner of NEC People LinkedIn group which is the largest and most successful discussion forum around NEC contracts with over 7000 users. He also is the community manager for Reachback - the largest Q&A portal for users to ask NEC related questions which has a work bank of over 3000 already answered questions for users to search through.

**M6: 50 years' of innovation since the moon landing. Watch This Space!**

The pace of change has gone exponential. As a result most projects are being undermined from constant disruption and destabilisation. In this session we will look at how the Space Industry has faced up to this challenge and how many of the big players seem to have been completely out manoeuvred by new entrants who seem to relish in throwing away conventional control wisdom.

This fast paced and fun session will cover:

- 1) Creativity/Control trade off.
- 2) Passion vs Planning.
- 3) Disruptive Process.
- 4) Formality vs Fun.



**Stephen Carver** - Senior Lecturer , Cranfield School of Management Cranfield University

Stephen is rated as one of the top 3 lecturers at one of Europe's top MBA Business Schools. He has a reputation of taking complex management concepts such as Projects, Influencing Change and Crisis Management and being able to distil them down, into highly informative and fast moving lectures - often using "storytelling" techniques. His attitude is "if you haven't done it - you shouldn't be teaching it!"

Unusually, for an academic, he has actually spent most of his working life in real business and still runs his own, highly successful, Project Management Company

Stephen is an unusual blend of Academic, Businessman and Teller of Tales. He has taught across the World and has appeared on National Radio and TV.

#### **M7: Enhancing UK project controls skills through range of training and apprenticeship standards.**

Managers in the engineering construction industry know the critical importance of planning and project controls to the success of infrastructure projects. Director of Operations Andy Brown will provide an overview of the ECITB's collaboration with employers as part of an industry-led Project Controls Working Group to develop vocational qualifications and apprenticeship standards that can be used to enhance project controls skills in the engineering construction workforce and beyond across wider industry.



**Andy Brown** - Andy Brown is Director of Operations, ECITB

Andy has been in the engineering sector since 1982, initially as a producer, then team leader. Andy joined the Engineering Construction Industry Training Board in 2006 as Head of Research and Development. In 2011 Andy took over the UK operations for the business and is now responsible for the delivery of more than £20m of products and services to over 300 companies.

### **Technology Zone @ Champions Suite**

#### **T1: One size fits small: supporting the new multi-disciplinary, dispersed teams.**

Project size tends to dictate the corresponding size and shape of the team responsible for its successful delivery. Where there are significant numbers of small projects, those teams tend to be multi-disciplined and geographically-distributed, which, in turn, elicits challenges in their collaboration and governance. In this session, Nick will discuss some of those challenges and approaches he has seen taken to resolve them.



**Nick Williams** - Strategic Account Director, Oracle Construction and Engineering

Nick has worked with the capital projects community for the last six years and is responsible for the UK and Irish Utilities sector in Oracle's Construction and Engineering Global Business Unit. He has been involved in the implementation of Oracle's project management/project control platform in the Oil & Gas, FMCG and Finance industries. Prior to that, Nick helped to set up the IT apprenticeships programme, the

Green IT qualification as well as numerous project and programme management qualifications with QA, the UK's leading IT training provider.

#### **T2: Risk based decision making - why make it harder than it needs to be?**

Complex projects can often rely on the accuracy of complex risk based decision making and complex mitigation strategies. But why make this harder than it needs to be? Often decisions on mitigation strategies are made using several different processes, people and applications to reach consensus on a single mitigation strategy. This is inefficient and time consuming. Safran is a leader in provision of risk analytics and decision support, and in conjunction with a major European customer, will demonstrate how the risk decision process, supported by a single methodology, can be streamlined to enable faster more efficient real time decision making.



**Richard Wood** - CEO, Safran Software Solutions

Richard Wood has been designing and delivering efficiency improvements in asset management processes of all kinds for over 20 years. Currently working for Safran Software Solutions as CEO, Richard was previously responsible for global business development. Safran has pioneered a new breed of risk analysis software, and an approach that integrates risk analytics and risk thinking across a project intensive organisation.



**Eric Kieffer** - Technical Director, Euro Controle Projet

Technical Director for ECP (Euro Controle Projet), which is a subsidiary of ASSYSTEM Group, Eric KIEFFER is Project Control expert acting in various industries such as nuclear, defense and transportation for the last 15 years. He is currently leading the knowledge/expertise department within ECP to accompany the business development.

Since years, he has built an industrial network based on the operational expertise, the innovation, and participate to specialized working groups; the last one being relative the AI in touch with Project Management.

### T3: Getting stuff built, delivered and done – underpinned by a truly useable integrated project controls system.

Liam and Ian will discuss UK Power Network's two to three year journey to achieve a truly useable integrated projects delivery & controls way of working and business systems capability, the key ingredients to its success, lessons learned along the way and, if UK Power Networks were to do it again, why Liam (the client builder) and Ian (the implementer) both believe that a 'best-practice-driven, integrated project delivery & controls system' should be deployable and ready-to-go in under 30 days.

Expect an open and frank conversation between client and implementer!



**Liam O Sullivan** - Head of Capital Programme ED1SON Alliance Delivery, Capital Programme and Procurement, UK Power Networks

Liam has the day-to-day responsibility for managing the delivery of UK Power Networks Capital Delivery Programme, with a direct team of c.150 people, support of 300+ and c.£200m per annum delivery programme for Internal and External Clients, Stakeholders and Developers throughout the Southeast Region of the UK including London.

Liam is currently the Head of ED1SON Alliance Delivery (Programme Management and Delivery) in Capital Programme and Procurement at UK Power Networks. He has recently achieved record project delivery and success as Business Transformation Programme Director at UK Power Networks.

Prior to that, he was the Transmission Construction Director & Engineering Manager for electricity transmission at the London 2012 Olympic Games. He has worked in the UK power industry since 1997 in design, project engineering and management roles on several diverse, multi-million-pound infrastructure projects. Liam is a member of the Institution of Engineering & Technology.



**Ian Thornton** - Director - Digital Solution, Enstoa

Ian has worked in the capital projects industry for the past 10 years, focused on designing and implementing best-practice project controls solutions for owner and contractor clients. Ian's clients including MOD (DE&S), HM Treasury (National Infrastructure Plan), UK Power Networks, Sinopec, Sinopec Engineering, Chiyoda, Petrofac, Baker Hughes (GE), Shell, CH2M.

Ian worked for seven years in the Oracle Construction and Engineering Business Unit before leaving three years ago to setup Lifecycle Technology Ltd (LCT), a global technology and consulting firm, based in the UK, that focuses on delivering solutions to the engineering, construction and asset intensive industries. LCT was acquired this year by Enstoa, one of the fastest-growing private companies in the world and the only one that focuses exclusively on accelerated digital transformation for the built environment.

### T4: The Executive View of Portfolio and Project Performance: Business and Financial Outcomes, KPIs and Predictability.

During this session the emphasis will be placed on how to achieve stronger financial returns and identify SMART key performance indicators to measure how an organization is progressing toward these goals and can focus on the outcome. We will also review how greater project predictability becomes a powerful resource for executives to align incentives with desired performance-building behaviors.



**Martin van Vliet** - Vice President Business Development, Hexagon PPM

Martin van Vliet has a career with over 20 year's of experience in the Cost Engineering profession, providing services around estimating, planning, project controls to improve Projects Performance. With Hexagon PPM, Martin leads the EcoSys Business Development team in Europe. His primary role consists of planning, managing, executing strategy to optimize Hexagon's market position in the global project controls market.

Prior to Hexagon, Martin spent most of his career with Cost Engineering Consultancy, as Business Director, responsible for building and maintaining networks and approaching new leads, prospects and existing customers to strengthen the company's order portfolio for the software and consultancy department.

### T5: Cost Control & Earned Value Management on Mega Rail Projects.

Join this session to explore lessons learned on major rail projects around the globe. More and more rail organizations are undergoing a digital transformation and using software for estimating, cost and performance management, earned value management and change management. With project data available in single source integration, reporting truly gives rail organizations a big picture view of the programme while also allowing them to drill down into the details.



**Simon Johnson** - Director of Operations, ARES PRISM

Simon Johnson is the Director of Operations and Principal Consultant UK, European and the Middle East. In this role, he is responsible for supporting ARES PRISM, a fully-integrated project controls solution designed to manage local and multinational capital projects from conception to completion. Simon provides advisory services to major programs and supports the successful deployment of effective change management processes.

### T6: Software-based Project Cost Management & the application of Metrics and KPIs in the process.

Nowadays, many organizations are looking to improve their project performance. Completing projects on time and within budget is the holy grail for successful project delivery. The only way to keep up with this challenge is by leveraging today's technology and making use of the rich project data that are collected by companies.

With this presentation, Stefan will shed light on the common question of project professionals: "How do I make sense of all this data?" by following 3 steps.

- Zooming in on the possibilities that software tools, such as Cleopatra Enterprise, bring in collecting and structuring project data.
- How big data analytics leads to a continuous improvement process.
- How it is possible to really be "in control" by properly using metrics and KPIs (Key Performance Indicators) – the intelligence of modern technology.



**Stefan Bakker**- Vice President Business, Cleopatra Enterprise

Working as a Vice President Business for Cleopatra Enterprise, one of the world's leading software systems specialized in project cost management, Stefan Bakker helps industry-leading companies to improve their project control activities with the combination of software tooling and consultancy services. Stefan holds a Bachelor and Master degree in Business Economics and has been in business with major industrial companies

for almost 10 years. During that time, Stefan has built up an international network in industries such as oil & gas, infrastructure, power, offshore, chemicals, pharmaceutical, and shipbuilding.

Furthermore, he is a regular speaker at industry events, presenting on the need for an integrated project controls approach to improve project performance of the business.

Next to serving clients in Europe, Stefan leads the company's business development initiatives in the North American region.

### T7: Reinventing Project Controls at Festool – and the project that prompted organizational change.

As head of the PMO, Cleve will take us through the transformative journey undertaken by Festool to rethink their Project Controls processes – taking them from chaos to best practice. This includes resetting of goals for the whole company, as well as the thinking and tools that helped them to achieve this.



**Cleve Bankston** - Head of the PMO, Festool

While Cleve Bankston completed his education in the biological sciences, he ran a project portfolio plus selected projects at a regional university in the south-east of Louisiana.

After moving to Germany in 2004, Mr. Bankston worked in the Stuttgart area first as an external service provider. In 2015 he became the first strategic project manager at Festool for the board of management and in

2018 as the head of the project management office. His current challenge is to establish standardized project management processes at Festool which is a globally expanding company.

## Case Studies Zone @ Dial Square Suite

### C1: Infra projects in rail, aviation and highways case studies and how Arcadis brings the application of project controls alive.

Case studies from real life of Major Infrastructure programmes in rail, aviation and highways, and what Arcadis brings the application of project controls change the way we work. Digitally-delivered infrastructure creates a shared resource from which all assurance processes can be run. This ensures the best return on investment, by supporting the delivery of sustainable infrastructure.





**Ammar Hajiya** - Project and Programme Controls Director, Arcadis

A creative and innovative leader with considerable knowledge of initiating and implementing World Class Project and Programme Controls for clients and corporate.

Ammar is Project and Programme Controls Leader with a strong track record of delivering successful results for high-profile including Lower Thames Crossing, Digital Railway Programme, Greater Western Programme, Crossrail & Reading, West Coast Mainline, and Tubelines (JNP).

### C2: Cost Management for Dublin Airport Authority.

Dublin Airport is a significant consumer of construction services in the Republic of Ireland. Capital investments are managed by the internal Project Controls team and this includes planning for the next round of capital works programmes due to begin in 2020. In preparation for this investment, Project Controls recognised the need for efficient and uniform work practices aimed at provided stringent and transparent cost management. To achieve this, they have engaged RPCuk as the implementation partner to deploy Oracle Primavera Unifier as the Project Cost Management System for CIP 2020-24.



**David Hurren** - Technical Services Director, RPCuk

Dave is a hugely experienced and acknowledged by Oracle as a leading UK expert in architecting, delivering and implementing Oracle Primavera EPPM product set solutions, including integrations with ERP systems and other third party toolsets, in a variety of industry sectors. Dave works for RPCuk, this year's Project Controls Expo Platinum Sponsor.



**Alan Duffy** - DAA (Asset Management & Development), Head Of Project Controls

Alan is the Head of Project Controls for the daa, leading the development and growth of a high-performance Project Controls team at Dublin Airport.

With a foundation in Quantity Surveying, progressing to the Head of Project Controls in multiple businesses, Alan has extensive professional experience covering a multitude of sectors including Mining, Pharmaceutical,

Petroleum, Petrochemical and Aviation.

As Dublin Airport prepares to deliver its biggest Capital Investment Programme, a most recent focus has been the establishment of an industry-leading Portfolio Office, which Alan will lead.

### C3: Integrating BIM with commercial controls to give 5D capability on a major UK infrastructure project and looking to the future application of AI and IoT to this.

Capital Infrastructure projects are important because they connect people and help us to grow. Building Information Modelling (BIM) is an industry established process for providing digital data to the client, but there are also significant savings in effort that can be made if the BIM is integrated with commercial controls, to give 5D capability. Iain Cameron, LogiKal director, will show what progress a major infrastructure project has made in moving towards a full set of BIM integrated commercial controls data. It also describes some of the challenges that have been overcome, some of the benefits already seen, and highlights potential future applications of technologies such as Artificial Intelligence (AI) and Internet of Things (IoT) to provide commercial controlling data.



**Iain Cameron** - Director, LogiKal Projects

Iain Cameron is a Director at LogiKal and has diversified experience in project management from a variety of industries. He is leading digital integration of design and commercial controls on a major infrastructure project with Eiffage Kier. This is already providing assurance that estimate, schedule and scope are all aligned, and is providing the source information for the project baseline. In addition it is intended to combine the commercial data with other digital sources to provide hitherto unrevealed insights.

### C4: : Designing better Project outcomes from complex procurements.

The monitoring of projects requires a robust baseline from which to start. Project Controls is dependent upon the establishment of a justified and defensible, risk adjusted, resourced schedule regardless if you are using earned value management (EVM) or less formal techniques for control. For in-house resources the quality of the baseline is dependent upon your own maturity regarding cost estimating, risk management and scheduling. However, how do you establish a sound baseline for complex procurements that originate beyond your organisation?

You want your career remembered for success, to stand out for providing value for money acquisitions and a record of excellence in delivery. However, how do you effectively assess the cost and schedule credibility for multiple tenders quickly and effectively. Traditionally, you plan, prepare and then execute a tender assessment with a large review board

with risk, uncertainty and expense. At conclusion, there remains a doubt that the price offered will not escalate and the delivery schedule will not slip.

This case study will introduce a methodology for assessing the Commercial volume of the tender that is as rigorous as the Technical volume. QinetiQ has been supporting a client with two approaches which have provided electronic tender evaluation and independent cost estimates (ICE) to determine "Should cost". We have defined scoring criteria, RFP text and assessment logistics. These two capabilities provide confidence that your supply chain decisions will be transparent and benchmarked against average industry, realistic cost and schedule targets.

The techniques will apply across all domains and businesses.



**Dale Shermon** - Principle Consultant, HVR Practice, QinetiQ

Dale Shermon is a Principle Consultant responsible for the Cost Management Through Life section in HVR Practice within QinetiQ. Dale has presented courses in fundamentals of cost estimating, hardware estimating, software estimating, life cycle cost, Cost Estimating Relationships, Information Technology, risk analysis and supplier assessment in the UK, Italy, USA, Sweden, Australia, Singapore, Taiwan and Germany. He has

conducted consulting assignments in UK, Italy, France, Australia and the Netherlands. He was responsible for the development of the PRICE HL Questionnaire within the PRICE Estimating Suite and the TruePlanning for Concepts methodology.

Dale was the editor and major contributor of the Gower publication Systems Cost Engineering (ISBN: 978-0-566-08861-2) which was published in July 2009.

Dale was the first European to become an International Society of Parametric Analysts (ISPA) Certified Parametric Practitioner in 2003. He has been the tutor for the Cost Estimating Relationships session of the ISPA Professional Development Training at the 2004, 2005, 2006 and 2008 conferences and in 2009 was the tutor for the International use of Parametrics session.

He was the first European to be awarded the ISPA Frank Freiman award in 2009 for lifetime contributions to parametric estimating.

Dale was previously working as a Senior Executive Consultant within PRICE Systems Ltd providing training, consulting and support in Northern Europe. Prior to this Dale was a Cost Forecaster within Pricing and Forecasting Group (PFG) a support group of the Defence Procurement Agency (DPA) part of the UK Ministry of Defence (MOD). He headed a cell studying submarine platform Whole Life Cycle (WLC) Costs that supported DPA project approvals. He has been parametric cost estimating since 1987.

Dale has held estimating positions in various defence and aerospace companies including, Matra Marconi Space, British Aerospace (Space Systems) Ltd, British Aerospace (Dynamics) Ltd, and Rolls-Royce Ltd. Military Engine Group. During this career he has participated in numerous proposals and studies in engineering fields as varied as satellites, missiles and aero-engines. During his period in the MOD he performed High Level Studies covering all of the armed services.

#### **C5: Improving the reliability of design information for procurement and construction.**

Drawing on over 15 years of case studies in the construction, defence and IT deployment sectors, this session will explore methodologies for bringing control and certainty in a world of complex iteration and interdependency.

Design and Engineering are still hugely overlooked when it comes to project controls, with the complexity of them driving people to over-simplify or even ignore the key process flows and dependencies. However, the industry data shows us that their performance is critical to both the certainty in delivery of the later stages of projects as well as to the quality of the ultimate outcome.

We will explore the challenges and illustrate some innovative solutions that have transformed performance and reliability.



**David Prangley** - Managing Consultant, Adept Management

David is a Managing Consultant at Adept Management with responsibility for their London-based team.

He draws on almost 20 years of experience in engineering and project management within the construction industry, gained from both working for a large multi-discipline design and management organisation, followed by 13 years with Adept Management. David has experience in managing and

controlling the full lifecycle and has worked across all sectors of the built environment, ranging from small scale refurbishments to £multi-billion construction and infrastructure programmes.

Whilst he leads on developing and implementing tools and approaches for the construction industry, he has also deployed these approaches across other sectors where the management of complex inter-dependent processes is critical to success.

David is passionate about improving the understanding of the integrated process of design, and developing methods for more effectively managing it. He is also involved in developing the next generation of design, construction and project management professionals, having developed courses for both academia and industrial graduate schemes, as well as being a visiting lecturer on a number of MSc programmes.



**Paul Waskett** - Founding Director, Adept Management

Paul is a founding Director of Adept Management and has responsibility for development of the company's project controls tools.

He has over 25 years of experience in engineering and project controls, working with engineering construction consultancies, contractors, and clients. Paul has provided project controls services to projects of all sizes in the commercial building, transport, healthcare, utilities, and defence sectors. He has also supported major clients in setting up their PMO. He has a mix of experience, combining project controls theory with the reality of getting major projects successfully delivered.

#### **C6: How technology enabled NHS property services to deliver more efficient project management across their real estate portfolio.**

"NHS Property Services (NHS PS) was established in 2012 out of 162 NHS trusts and strategic health authorities. They presently operate 3,500 buildings with a value of over £3B. As each NHS trust managed data relating to their real estate assets differently, consolidating this information was a unique challenge. After years of underinvestment on their capital projects they are now undertaking full management of the portfolio without the need for a larger organisation. Previously delayed projects have been accelerated and are being delivered within the expectations of management. Technology enabled NHS PS to take control of their plan, build and operate lifecycle by offering a single-source of project truth across single, large real estate portfolio."



**Sjef van Vugt** - Sales Consultant Project Controls, Primaned

In 2015 Sjef joined the world of Project Controls. Working for Primaned which is known in the Netherlands for their Project Controls Academy and their well-experienced Project Controls Engineers. He is responsible for the Business Development of PMWeb in Europe and involved in all RFI's, RFP's, Sales cycles and implementations of PMWeb and also for the ongoing relations with all PMWeb clients.

In 2017, Primaned tendered on the NHS Property Services RFP for a Capital Projects system which had to be provided by a Project Management knowledge partner. Sjef was involved as the Project Manager. He directly worked on completing the responses to the 500 requirements NHS PS had, the process discussions and discovery workshops, the actual conceptual design, and the final proposed solution. He will discuss the journey he went through with NHS PS, in helping NHS PS as an organisation that originally had their processes on sticky notes, to an organisation that is fully in control of their projects. Through their use of technology and access to accurate data, they now have in place a system that provides the insights and overview needed; which has doubled their efficiency. The overall result of this undertaking has helped NHS PS in providing the people of England with Healthcare properties that are well maintained and allow the NHS staff to provide the best possible healthcare.

#### **C6: Managing Project Controls staffing challenges.**

Is the resource recruitment and retention conundrum answered by growing your own talent?

AWE is not alone in struggling to maintain the consistent quality of project controls support to the varied projects being managed across the business. Getting the balance right between cost, quality, stability and flexibility of service provided is a problem that is constantly on the minds of the project controls leadership team. Identifying the correct team size and makeup is only the first step as we then strive to provide the resource to deliver.

With a growing portfolio, our options are to recruit experienced staff on a permanent basis, engage sub contracted contingent workers, or bring people in who have the right potential and develop them into the project controls staff that we need (planners, cost engineers, estimators and project control managers).

Recruiting experienced staff is increasingly more difficult with the level of competition, made more complicated when considering the limitations imposed by the products made and type of work we do. Sub-contract workers tend to be more short term and carry a significant cost burden so, we have been concentrating for some time on our future careers option (to grow our own).

We have several streams of future careers opportunities, assistant programmes, project controls apprenticeships and graduate schemes, all of which we are working on to ensure a consistent level of competence and capability at outturn. An additional benefit of this approach is the increased level of engagement with our subject matter experts and experienced controls staff who support our development programmes. This adds another dimension to the opportunities for personal and professional growth as team members aspire to being recognized as the point of contact for their specialism within project controls. Indeed, several of our SMEs are graduates from our assistant planner programme.

This presentation will describe how we are working to ensure we maintain the right blend of formal training, hands on experience, self-learning and controls ownership in a safe but challenging environment, harnessing the passion and commitment of our current teams to build a future fit project controls capability.

The more companies that follow suit, the greater the benefit to our profession, industry wide.



**Mike Semmons** - Senior Planning Manager, AWE

Mike joined AWE at the start of 2017 as the Senior Planning Manager for site infrastructure and capital projects. He has worked in the aerospace and defence sector for over 30 years, largely with Leonardo Helicopters (formerly AgustaWestland) within project planning and controls from a project, programme and functional perspective. Mike is now leading the planning function for AWE providing the rules, tools

and people to provide project planning for AWE's projects. One of the highlights of this role is supporting future careers in project controls which includes running the assistant planner programme. This programme provides theoretical training combined with development placements across the different types of project being planned and managed across the business (construction, site infrastructure, science, technology and engineering).

## Megaprojects Zone @ Woolwich Suite

### P1: Professionalising Project Control to enable the delivery of complex mega projects.

Sue will highlight the improvement initiatives that have been and continue to be implemented across to professionalise Project Control enable delivery of complex mega projects and how the drive to standardise needs to be balanced alongside its application across project, programmes and portfolios of varying size, scale and complexity.

With a strong emphasis on knowledge sharing Sue will share the challenges that have been faced in making the step change to Project Control being recognised as a career in its own right.

Sue will talk through the journey that Project Control has been on under her leadership and showcase the resulting successes of the function as a profession.



**Sue Simmonite** - Head of Project Control, BAE Systems

Sue joined the BAE Systems Corporate Project Management team in January 2014 as Head of Project Control with the primary responsibility of leading and improving the standard of Project Control across the company. She has driven a programme of initiatives focused on implementing new ideas through continuous improvement, application of capabilities (people, process & tools) and driving the professionalization of Project Controls internally and with professional bodies and is an advocate for sharing of good practices.

Sue leads the Corporate Project Control Working Group with business representatives from across the global organisation under the sponsorship of the Corporate Project Management Council (CPMC).

Sue provides a high level of operational support to the businesses and has extensive experience in reviewing major projects either as part of Lifecycle Management Phase Reviews or Integrated Baseline Reviews (IBRs).

Sue is a volunteer member of the Association of Project Management (APM) PM&C Specific Interest Group (SIG) and is also involved in improving gender diversity.

Sue has been with the company for 24 years with experience on multiple platforms and businesses in Project Control, PM, Contract Closure and Business Integration roles. Prior to joining BAE Systems Sue worked as a cartographer for a publishing company.

### P2: Heathrow Expansion – enabling successful delivery through Project 13 and other initiatives.

Phil Wilbraham, Heathrow Expansion Programme Director and Simon Lawrence, Director for Major Infrastructure Tracking at the Infrastructure and Projects Authority will explain how major programmes such as Heathrow Expansion can be delivered more efficiently. Heathrow Expansion will deliver £187bn in economic benefits through connecting all of the UK to global growth. Phil will give an update on Heathrow's Expansion Programme and explain how Heathrow is adopting Project 13 to help meet key delivery targets. Complementing this, Simon give a national perspective on infrastructure development and explain how the IPA, through project route mapping, is helping to drive improvements in the industry.



**Phil Wilbraham** - Expansion Programme Director, Heathrow Airport

Phil joined Heathrow in 2003 and became Expansion Programme Director in 2017 accountable for delivering Heathrow's third runway along with the infrastructure to support it. Previously as Development Director, Phil was accountable for all the Capital works at Heathrow. As Eastern Campus Programme Director, Phil, was accountable for the delivery of the airport's new Terminal 2. This £2.5bn programme has provided passengers

with a new, 'state of the art', terminal.

Before Terminal 2, Phil led the completion of the £4.3bn construction of Terminal 5 and prior to that he led the £350 million Terminal 5 Landside Development Project which included the successful completion of the Twin Rivers Diversion and M25 Spur ahead of

programme and under budget.

Phil is also Chairman of the Trustees of the BAA Pension Fund at Heathrow. Phil was previously Director of Civil Engineering with TPS Consult, where he was involved in private and public-sector schemes from feasibility stage through to design, construction and completion. This included working for BAA on Terminal 5 and many other projects at Heathrow, Gatwick and Stansted, as well as with many other clients.

Phil has also worked both overseas and in the UK as a civil engineer for DHV and Mott MacDonald.



**Simon Lawrence** - Programme Director, IPA (Infrastructure and Project Authority)

Simon is the Programme Director within the Strategy and Policy function of the Infrastructure and Projects Authority (IPA).

Simon has thirty years' experience of major infrastructure projects and programmes, working across a variety of sectors, including international assignments. Prior to working in the IPA he worked on a number of major projects including on the Channel Tunnel, Jubilee Line Extension and North East Line metro in Singapore.

He joined HM Treasury (Infrastructure UK) in September 2015 and has responsibility for the annual publication of the National Infrastructure & Construction Pipeline, benchmarking and the application of the Project Initiation Routemap on major schemes.

### P3: Improving major project performance by improving leadership behavior.

Leadership is a critical success factor in all projects, and we understand the personal impact of poor leadership behaviour whenever we experience it. Sadly, we struggle to come up with practical ways to improve leadership behavioural performance. The subject can appear too broad and intangible; the context in which leaders operate frequently highly stressed and uncertain. Costain is working with academic partners to improve understanding of leadership behaviour in project delivery. Based on a combination of core project controls technical skills and behavioural science, we are working to offer practical measures for improvement by focusing on specific working environments where leaders are under the closest scrutiny. Our presentation will introduce our early work and ask for wider participation in order to have the widest and most practical impact.



**David Chard** - Principal P3M Consultant, Costain

David Chard is an accomplished Project Controls and Risk Management professional with more than 30 year's experience in the Defence and construction industries. He has a record of achievement throughout the project delivery lifecycle on a variety of national and multi-national programmes. David has a consistent record of successful implementations and reviews of Earned Value Management (EVM) based

systems on major programmes and has developed a pragmatic approach to the establishment and improvement of project control.



**Claire Fryer** - Director of Behavioural Management, Costain

Claire has more than 17 years' experience in the practical application of behavioural science both in safety and wider management. Claire is Costain's Director of Behavioural Management with clients in multiple engineering sectors. Claire regularly presents at conferences, including Highways UK, sharing the session with Highways England Social Research and Behavioural Change Team and in America

presenting at the 2018 Behavioural Safety Now Conference in Reno.

Claire recently led the successful reaccreditation of Costain's Behavioural Safety Programme from gold to platinum status, making it only one of two organisations at this level worldwide.

### P4: Politically Drivers in Major Project Controls.

Delivering on investment within TfL will always be subject to a range of political pressures that influence the way we need to control our projects, be it London Mayoral commitments, Department for Transport policy or other politically sensitive stakeholders.

How we set ourselves up to flex to these changeable measures of safety & wellbeing, strategy, cost/time/quality commitments requires a continually open mind and forward thinking to ensure our controls infrastructure is fit for purpose.



**David Hardy** - Programme Controls Manager, Transport for London

Coming from a diverse background that has taken in Mechanical & Electrical Engineering, Bio-Tech R&D, and Information Systems Development. David has worked in the PMO field within TfL for the past 13 years. In this time he has been involved in a broad range of roles, that include heading the planning department of the Sub-Surface Railway investment programme (SUP/4LM), Programme Controls

Lead for second phase upgrades of the Victoria, Jubilee and Northern lines, implementing building new PMO arms within TfL's growing Sunerface Rail and technology based project fields.

### P5: Lessons from implementation of a PMO in a public sector environment delivering a major sporting event – Lima 2019 PanAmerican and Parapan American Games – Peru.

Delivering the second largest sporting event in the world is a complex endeavor, however delivering this in a country that hasn't done a major international event in a 2 year period provided its own challenges. Therefore the necessity to implement a PMO that provided a structured framework with transparency and accountability was required.



**Donna Swai** - Cost Management Practice Lead, Mace

Donna is the Cost Management Practice Lead for Mace Programme Management Office. She has over 15 year's programme management and controls experience. She has worked on a broad portfolio of projects ranging from major complex programmes to utilities, manufacturing, energy and public sector works in the UK, Russia, Slovakia, USA and Peru. These range from £500m to £10bn for clients including Lima

2019 PanAm & ParaPan Games, Barclays, EDF Energy, Jaguar Land Rover, and London Legacy Development Corporation. She recently returned from leading a PMO in Lima, Peru for the PanAm and Parapan American Games which were successfully completed in September 2019. In this £1bn programme, Donna was responsible for supporting the overall delivery of the Games using best practice programme controls tools. She implemented processes and procedures that facilitated a consistent and transparent way of working in an environment where there immense public scrutiny due to mismanagement in public resources. She introduced governance practices such as change board and procurement boards which gained the trust of the public auditor. She and her team prepared detailed integrated schedules for monitoring progress which facilitated the successful completion of the venues construction and games operations resulting in "the best ever PanAmerican Games" in Lima.



**Lee McDonagh** – Operations Director - Project Controls, Mace

Lee is a Project Controls director with over 25 years' experience in infrastructure delivery. He has worked both the contractor side and in project management with diverse roles from digging trenches under the M25 to monitoring and control of large sports venues.

Lee now leads PMO teams in infrastructure programmes that provide integrated project controls to ensure consistent planning and scheduling, cost and budget management, risk, change and reporting. He has worked across many public sector clients including Ministry of Justice, TfL, Highways England and led the project controls team on the transformation of the Queen Elizabeth Olympic Park after the London 2012 games.

Lee supported the Lima team as a subject matter expert for planning and project controls. He led an exercise to look at risk mitigation and monitoring close out for venue construction using lessons from previous projects alongside the local team's experience.

### P6: Digital twins and 4D visualization to cut through optimism bias and other unconscious biases.

Megaprojects suffer from optimism bias as its project team consistently underestimate costs and overestimate benefits. They fail to learn from their mistakes in spite of the practitioners knowing the presence of optimism bias leading to a 'performance paradox.' Thus, megaprojects are an example of the knowing-doing gap similar to other industries. We explore how megaprojects use innovative ways to address this knowledge-doing gap by managing risks that would arise during construction and operational readiness. For this, we used the case study of megaprojects in Netherlands and Australia .



**Abhijnan Datta** - Associate Director, Turner & Townsend

As an engineering professional with a strategic insight, Abhi has worked at an operational and strategy level, helping in "mega" project and programme set up which is very different and unique from regular project or programme setup or management. Being a practical theorist he has ensured establishment of project management best practices across the Infrastructure, Oil & Gas, Industry and Mining sectors. He

has completed successful engagements in US, Middle East, India, China, Indonesia, Singapore, Philippines, Australia and currently based in Europe (Netherlands) as an Associate Director at Turner & Townsend Netherlands.

### P7: Forecasting Cost to Complete on Mega Construction Projects.

This presentation demonstrates the importance of regularly and accurately calculating forecasted cost-to-complete for mega construction projects. The objective is to assist project controls professionals achieve better cost control, oversight of their projects and to deliver accurate projections of cash flow to all project stakeholders. Accurate forecasting demands a careful process of budgeting, data gathering, progress measurements, change order management, time-phasing and detailed forecasting, to achieve a reliable result. This presentation will dive into the processes and methods required to be able to deliver consistent, accurate results for predicting remaining project costs over a timeline and early identification of critical issues.



**Christopher Ronak** - CEO and founder, 4castplus

Chris Ronak is the CEO and founder of Jetsoft Group, makers of 4castplus Project Cost Management Solutions. With a background in technology, finance and project controls, Chris has over 25 years of experience delivering critical systems for practical, game-changing applications. Over the past 10 years, Chris has worked with project controls and cost engineering professionals to streamline and improve their ability to deliver successful projects. He has a unique insight into the key role project controls plays in major and mega projects. Chris has held senior positions in energy and technology companies in Canada, USA, Germany and the UK. He has a passion for providing high quality software solutions that truly deliver improved business efficiencies and productivity to organizations worldwide.

## Innovations Zone @ W Club

### V1: Benchmarking: Data Collection to Analytics.

Due to the volatility and unpredictability experienced of the today's markets, it is imperative that companies ensure that their operations and project delivery systems are utilized to drive improved cost competitiveness. To further improve competitive outcomes, companies need to improve their understanding of cost and schedule drivers and behaviors through historical data collection, benchmarking and analysis.

This presentation provides the audience with an understanding of some simple, yet composite approaches by using identifying and applying project attributes and cost relationships. These approaches can further be used to validate project estimates and schedules, as well as provide a baseline for variance analysis during the execution phase of the project. In addition, these approaches support the completion of a forensic investigation to understand root causes and driving factors for both positive and negative outcomes.

Benchmarking takes knowledge from the past and allows us to predict the future based on our present needs. Through proper categorization of project attributes, robust cost collection as per the defined coding requirements, as well as an understanding of objectives and key metrics, the project team can utilize the empirical analysis (i.e. cost drivers and behaviors) to improve organizational and project performance. Benchmarking will also provide an effective approach in calibrating and enhancing organizational procedures, processes, tools and behaviors, while strengthening the overall project delivery and ensuring improved cost competitiveness.



**Lance Stephenson (CET, CCP, FAACE, PMP, MRIC)** - Director of Operations, AECOM

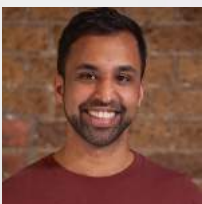
Lance Stephenson is a Senior Management Consultant with over 34 years' experience, providing his clients with expertise in the areas of operational, portfolio and project excellence. Lance is dynamic, articulate, analytical, and results-oriented individual; and enjoys a good challenge. Lance is a self-motivated and resourceful senior manager with a proven ability to develop and strengthen leadership

teams in order to maximize effectiveness and efficiency, while providing proven results in the areas of corporate strategy and governance, portfolio and project technology, methodology and delivery.

Lance is currently the Director for Operations for AECOM, where he provides corporate oversight and in the areas of operational strategy, capital expenditures and fiscal and resource planning. Lance also provides functional oversight in the areas of portfolio and project estimating, cost and schedule baseline development and validation, cost and schedule control, finance and risk management and contract administration.

### V2: Learning from the world; the power of algorithm-led assurance.

We've all made mistakes on construction projects. From optimistically thinking that a construction activity couldn't possibly take THAT long, to assuming site productivity will increase after the Project Manager promises it would. The reality is that whilst we as individuals learn from these mistakes and makes us better at our roles, it is nearly impossible to learn from the mistakes that others have made and truly become masters in our roles. Until now. Using the power of machine learning and the largest database of construction programmes, this talk will explore how algorithms are now capable of providing the industry with the tools needed to learn from mistakes that have happened in the past. We'll explore the opportunities and threats of the new age in managing projects, providing teams with the assurance required to lead to successful project outcomes.



**Dev Amratia** - CEO, nPlan

Dev is the Co-Founder and CEO of nPlan, a machine learning company that learns how completed construction projects performed to predict the outcomes of future projects. nPlan delivers a new paradigm in the management of risk and uncertainty.

Dev's experience is in delivering construction projects for the energy industry, spanning 3 continents

over 9 years. Following this, Dev worked within the UK government to launch and deliver the national review on AI, which was published as part of the Industrial Strategy in 2017.

Dev has a strong passion to change the way projects are delivered through empowered decisions, enabled by data. nPlan has scaled to operate in 8 countries and has processed schedules representing over \$450B of construction spend, the largest dataset of its kind in the world. nPlan is also pioneering an innovative approach that quantifies the risk of construction delays, coupled with an insurance product to mitigate these risks.

### V3: How Artificial Intelligence and the Digitization of Knowledge is Driving Contractor Efficiency.

This paper discusses how a large U.S. construction contractor is embracing Artificial Intelligence and knowledge digitization to improve the efficiency and accuracy of project cost and schedule forecasting.



**Dr. Dan Patterson** - Chief Design Officer, InEight

Dan Patterson founded BASIS, a company that developed an artificial intelligence (AI) planning software tool that was acquired by InEight in 2018. Following the acquisition, Dan became a member of InEight's executive leadership team. He now focuses on expanding upon his vision of creating next generation planning and scheduling software solutions for the construction industry.

As a globally recognized project analytics thought leader and software entrepreneur, Dan has more than 20 years of experience building project management software companies, including Pertmaster and Acumen. Throughout his career, Dan has focused on solution innovation and project management, including advanced scheduling, risk management, project analytics and AI.

Dan is a certified Project Management Professional (PMP) by the Project Management Institute (PMI). He attended the University of Nottingham in the UK where he earned a bachelor's degree in civil engineering and a PhD in construction management.

### V4: Role of Innovative project management tools in the delivery of a Megaproject.

ASGC has embarked on a digital transformation journey few years ago during which new innovative and digital tools that helps in practical project management of megaprojects has been developed and tested by ASGC's controls department; the department has later been transformed into a separate business unit to help within all ASGC group operations. New controls' tools that include but are not limited to 4D simulations, drones, 360 cameras, automated dashboards, gamified simulations, virtual reality and realistically animated walk-throughs have been developed and tested. The team behind implementing such initiatives and testing and utilizing such tools will show how they managed to help in the successful delivery of the Coca-Cola Arena and other megaprojects within the last few years.



**Mohamed Nagi** - Digitalization & BI Manager, Analytica - ASGC Group

Mohamed began his career in Egypt working for several main contractors in the field of planning and project management. He then moved to the UAE where he started working in ASGC Construction, gaining an excellent experience in the areas of planning, project controls, integrated reporting systems Construction digitalization and construction innovation. Since 2017, he has been involved in Major digital

transformation and construction digitalization projects within ASGC Group.

Currently working as Digitalization & Business Intelligence Manager for Analytica Management Solutions within ASGC group, Mohamed is widely known for his passion, integrity, team management and project management skills besides his innovative outlook that proved to be of great value within the teams and organizations he worked in.



**Tamer Elgohari** - VDC and Innovation Manager, ASGC Group

Tamer began his career with Hassan Allam Sons, gaining excellent experience in the Construction project management, while also establishing himself as a respected Virtual design and construction specialist. Currently working as a VDC and Innovation Manager for Analytica Management Solutions.

Tamer is widely known for his VDC, BIM, and project management expertise. Tamer was responsible for the VDC implementation in various projects & locations including but not limited to UAE, Egypt, GCC & North Africa. He is specialized in the 4D/ 5D simulation, construction project management solutions and integrated reporting systems, besides innovation management

Tamer is the 4D BIM section editor for BIM Arabia Magazine, also he has many publication in that field.





**Maged El Hawary** - Managing Director, Analytica – ASGC Group

With over 20 years of experience in the GCC and North Africa, Maged El Hawary possesses valuable experience in Contracting and Consultancy firms overseeing Urban Planning, Residential, Commercial, Hospitality, High rise, Social Infrastructure projects.

Maged Started his career with El-Hashimy and is lately associated with ASGC Construction as Control Director to manage and control the overall portfolio of construction projects at ASGC Construction where he was responsible for Project Management, Project Controls, Risk Management, Earned Value Management and Innovation Management.

Maged is currently the Managing Director of Analytica Management Solutions; a new venture within ASGC Group; responsible for the oversight of creation of all business strategies and business plans and being directly involved in business development, stakeholders' management, operations management, public relations and business development.

**V5: Will Automation Remove or Turbocharge Your Role?**

How many tasks do you complete within the project controls profession that are routine? Perhaps you regularly integrate the schedule with the BIM models, process timesheets, develop reports or extract content from emails. It is likely that each time you carry out the task, the process remains the same. If we think about a task as a process that takes an input and produces an output, then when the input and output are static, the process is often static, too. A wide range of business tasks fit this description, and we are in a perfect position to perform Robotic Process Automation (RPA).

RPA is a set of tools that transfer the job of automation from an in-house software developer to anyone. So how exactly can one use RPA to automate these tasks? How easy is it for a non-programmer to use?

We'll be exploring some of the use cases where such a technology can be applied and understand its limitations. We'll also be exploring how to build on RPA and integrate it with other data science techniques to explore some of the more complicated use cases. Such methods will enable project teams to relieve themselves of the burden of the mundane and focus on the higher value added activity. Together, we can begin to transform the project controls function, automating tasks and developing capacity for predictive methods.



**Dr. James Smith** - Chief Technology Officer, Projecting Success

Dr. James Smith is the Chief Technology Officer at Projecting Success. He is responsible for a wide scope, spanning full stack development through to data science and AI. He is acutely aware of the challenges of working that often exist with project management data, where the use cases can often be emergent, data can be hard to find and data quality can be variable. James has a passion for optimising and transforming

how projects are delivered using the latest advanced methods, where he has been project lead for around 30 projects. He is adept at a wide range of methods including PowerBI, Python, machine learning and regularly grapples with the challenges of data engineering.

**V6: Recent innovations in change management.**

Change Management is one of the most challenging aspects of complex projects. Ultimately, unmanaged change is the number one cause of delays, disruptions and disputes, and a major risk factor in problem projects. High performing change management improves almost every aspect of project delivery and forms a significant competitive advantage. In this presentation, we'll discuss best practices in design change management. We will review key learning in how new technologies are enabling setting up effective change management processes and procedures, and we will showcase how construction firms can effectively and significantly grow operational and commercial efficiency with proper change management.



**Ari Isaacs** - CEO, ShapeDo

Ari Isaacs is the CEO of ShapeDo, a leading Change Management solution provider. As such Ari has worked closely with major international projects and helped parties in conflict resolve disputes leveraging technology to analyse design change and liability throughout a project's history. Ari has developed a speciality in creating and implementing processes and procedures made to ensure effective project

project controls and delivery despite changes, and has shown time and again that effective, clear, and transparent change management greatly mitigates risk and minimizes disputes.

**V7: Introduction to AI and its potentials for construction and project controls.**

This talks will identify the main principles of artificial intelligence and how it works in a nontechnical form to allow people with various levels of experience, industry capabilities to understand these concepts. The second section of the presentation will focus on management information systems and how to improve data gathering in construction projects.

This will discuss fragmented data and complexity of integration. Proposed solutions will be presented utilising new technologies as BIM. The final section will be devoted to applications of AI in construction projects covering areas as H&S, Security, Quality, Planning, Performance Measurement, Procurement, Commercial Management. The presentation will open horizons for future potentials of AI in construction industry and more specifically project controls.



**Dr. Shereen Fouad** - Lecturer, Birmingham City University

Dr Shereen Fouad is a lecturer at the Faculty of Computing, Engineering and the Built Environment at Birmingham City University, UK. She is also an Honorary Research Fellow at the Institute of Clinical Sciences, The University of Birmingham, UK. She has a PhD in Machine Learning (ML) from the University of Birmingham, UK. She is an ML developer, researcher, and educator with over 10 years of experience in

academia. Shereen's current research interest is in the field of AI & ML and their applications in medical imaging, cybersecurity and business.



**Hassan Emam** - Principal Consultant - Planning and Controls, LogiKal Projects

Hassan Emam is a principal project controls consultant at LogiKal. He gained diversified experience in mega construction projects working in a variety of sectors including: airports, residential buildings, hotels, bridges, infrastructure, tunnelling and railways. This diversity in experience leads to an in-depth understanding of the nature and dynamics of construction industry. Hassan is currently in his final stages

in submitting his PhD thesis titled "Optimised Project Controls Using BIM and Big Data". Hassan is currently leading the planning team at a mega project with Eiffage Kier Joint Venture.

## Social Projects Zone @ M Club

### S1: DEBATE- Diversity in projects - what does it really mean and do we really need to bother?

Open discussion/ debate setting out the challenges and dilemmas major (or minor) transformation projects (social or otherwise) face in creating their A-teams and the pressure they are under to ask themselves question - do we proactively need seek out diversity in our teams? Will it increase my likelihood of success?

This session will take the conversation to the next level and promises not to replay the same old points. It will encourage discussion around the true and pragmatic benefits of a diverse and inclusive culture as a driver for more reliant teams and improved outcomes. It will also encourage discussion on improving the conditions for cognitively diverse teams to thrive. Come join the debate and be part of the solution.



**Carol Deveney** - Managing Director, See Change International Consulting Ltd

Carol is the founder and Managing Director of See Change International Consulting Ltd which provides transport consultancy project sponsorship services.

Carol has held senior executive roles as a Vice President and National Head of Sponsorship in public sector transport organisations in the UK and internationally with accountability for investments in the multi billions. As Vice President at Metrolinx she oversaw a corporate transformation delivering \$60bn of transport improvements in Toronto and the Greater Golden Horseshoe area. Carol was the Head of Sponsorship at Network Rail establishing a Sponsorship Centre of Excellence at a time when Sponsorship in the organisation was recovering from underinvestment.

Carol has been accountable for audit and assurance of a capital investment portfolio in excess of £34bn. She has peer reviewed several major programmes and projects with a focus on achieving benefits, open dialogue and behavioural observations as enablers of good governance. Carol has a Post Grad in Business and a BA Business and Management.



**Ruchi Singh** - Director, Kaleidoscope Transformation

Ruchi Singh is Director of Kaleidoscope Transformation; a boutique consultancy specialising in supporting and leading projects designed transform public services and influence policy to improve outcomes for communities. She has been advised and delivered radical transformation strategies for close to 25 years for clients as diverse as MoJ, MoD, HMT, HS2, FCA and MHCLG Post Grenfell Building Safety

Programme to name but a few. She recently completed a project on the mobilisation of the Mayor of London's Violence Reduction unit.

Ruchi is also an active Non Executive Director on the Barnet, Enfield and Haringey Mental Health Trust with specialist focus on strategy and transformation. She is using her insight in to mental health in to developing wellbeing and preventative mental health strategies for major programmes organisations - looking at how we can optimise the project working environment in tandem with operating culture as a driver for well being and positive mental health.

### S2: Consultation is key to transformation.

In this session we will be talking about how consultation can shape and transform controversial policy and project decisions. How project can consider engaging stakeholders on major pieces of work to ensure that objectives for all stakeholders can be met.



**Misha Upadhyaya** - Stakeholder and Engagement Officer, MOPAC

Misha works for the Mayor's Office for Policing and Crime as the Stakeholder and Engagement Lead for the Mayor's Countering Violent Extremism Programme. She has overseen the delivery of the most comprehensive city-wide engagement and consultation programme on countering violent extremism policy ever to have been completed.

Prior to joining the Mayor's Office, Misha worked for NHS England and Thames Valley Police. Misha's experience is pre-dominantly in stakeholder engagement and consultation. She has worked in complex community environments and brought opposing stakeholders to the table to find common ground on often polarizing issues. She is a great advocate for civic society and communities and believes that working with society enables public policy to be most effective for project delivery outcomes.

### S3: Getting ready to transform - Securing up legacy systems after years of under investment.

Hertfordshire County Council - Improving our IT foundations and future proofing legacy applications

Wendy Carr has been leading a joint programme of work with HCC Technology teams and HCC's IT provider to upgrade and improve the technology platforms for many business applications. This is enabling the authority to exploit the opportunity to move to a more hybrid and digitally enabled environment.

This programme underpins the HCC's aim to digitise services and improve the customer journey, whilst accommodating increasing service demand due to demographic changes within a challenging financial environment.

The project was undertaken with a limited budget/resources whilst maintaining a live.



**Wendy Carr** - Head of Application, Hertfordshire County Council (HCC)

Wendy Carr joined Hertfordshire County Council (HCC) in 2015 as Head of Applications to deliver business transformation across the council's services, through business process reengineering, effective IT application management, working at an enterprise-wide level.

Wendy has spent her career spanning 30 years scoping, designing and implementing user-centric services from her first ever project to decrease waiting time for housing, to currently looking at how technology can be harnessed to help and support people staying in their own homes longer.

Wendy is highly results focused with a strategic approach to programme management working collaboratively with key stakeholders to ensure successful implementation to budget, agreed timeframes and delivering outcomes and benefits.

#### Wendy's key competencies include:

- Formulating Change Management frameworks and working practices to facilitate the implementation of business re design, change and service improvement
- Working as a link between business and technology, understanding the aims and issues of business and providing solutions, communicated in a business-friendly way
- Managing programme delivery budgets and controlling costs to ensure programmes deliver and expenditure remains within forecast

Wendy is passionate about improving public services and can demonstrate successful improved service delivery in a variety of settings including county, district, unitary councils.

### S4: Investing with communities – learning from across sectors on working with London's communities to fund projects that make a positive difference to local places.

No one organisation, no one intervention, and no one sector can provide the solutions to the challenges our communities face – but by working effectively together to direct investment in social projects we can bring about positive change for our communities, making better places for people to live and work.

This session will explore learning from a range of cross-sector initiatives that bring communities, businesses and other sectors together to achieve change – from new ways local authorities are working with developers and communities to utilise community infrastructure levies, to place-based funding partnerships between developers and local charities, to

long-term investments in the people within communities to develop their own solutions to the challenges identified.

Through showcasing some of the work underway in London, and sharing the experiences of the funders who have been involved in these programmes, we will consider how different approaches to community investment can strengthen skills and resilience within communities, together with bringing benefits to the organisations and people involved in making this happen.



**James Banks** - Chief Executive, London Funders

James Banks became Chief Executive of London Funders in September 2017, after nearly twenty years working at senior levels in the social sector – running charities involved in community development, advice and justice, and volunteering, at local, regional and national levels.

London Funders is the umbrella body for organisations investing in London's civil society – including local authorities and City Hall, charitable Trusts and Foundations, social investors, housing associations, businesses and others – who collectively invest over £0.5bn a year across all communities and charity sectors in the capital, to improve lives for Londoners.

James' role involves working with funding bodies to help them to connect and collaborate, through better understanding the issues facing London's communities, and the opportunities to tackle problems through systems change. Together with working with funders, James also represents the sector in on policy issues, contributing across policy areas from the national government's strategy for civil society, through to sitting on the partnership board for the Mayor of London's Violence Reduction Unit, helping to provide experience from across the community sector to help shape policy developments.

London Funders has worked with its members to respond to cross-sector issues (convening members to work together in tackling serious youth violence), through to emergency situations (including supporting community groups working after the Grenfell Tower fire), and is actively involved in sharing learning from this work with funders in London and beyond through its research, publications and events programmes. You can find more information, including links to recent publications, at [www.londonfunders.org.uk](http://www.londonfunders.org.uk)

#### **S5: Stories of change.**

Drawing on his experience of leading and driving large scale transformation and change programmes, in the UK public sector, and globally, Ken brings together some examples of how change works, what supports change and how to deal with issues that hinder lasting change. Using practice experience and anecdotes, Ken brings focus to issues of culture and working practice to show how lasting change can be implemented and supported.

Ken will highlight areas such as;

- How to create and exemplify ownership.
- How Communication is pivotal to success and failure.
- How to nurture organisational cohesion and avoid splitting.
- The role of Team and Individual Coaching as a tool to support success.
- Integrated Strategic Vision, through to Policy and Practice.



**Ken Elliot** - Director, Forethought Consulting

Ken is Founder of Forethought consulting established to support major organisation transformation and design programmes. Ken is an organisational development & design and Leadership Coaching specialist with over 30 years experience across the public sector. Clients include Ministry of Justice, Health and Foreign & Commonwealth Office leading on whole system change across government in the UK, EU and

internationally. Ken is also a qualified Leadership Coach and Myers Briggs specialist.

#### **S6: The creation and delivery of the Governments' Youth Endowment Fund - from inception to delivery.**

This session will outline the creation and delivery of the Governments' Youth Endowment Fund (YEF), from inception to delivery. The objective of the YEF is to prevent children and young people at the highest risk of involvement in serious violence, from becoming involved in crime and violence, including reoffending. The Youth Endowment Fund is delivered by a group of organisations, completely independent of Government, operating over a ten-year period.

The £200m fund was announced in October 2018 and launched in March 2019 following extremely rapid project development and commissioning process, and is the first example of the Home Office developing an endowment fund. Speakers from the Home Office and the Youth Endowment Fund will provide their alternative perspectives on the creation of the YEF.



**Lynne Abrams** - Deputy Director- Head of Serious Violence Priority Projects Unit, UK Home Office

Lynne Abrams joined the Home Office in July 2019 and is currently Head of the Serious Violence Priority Projects Unit, overseeing the £100m Serious Violence Fund and £200m Youth Endowment Fund. Prior to that role she was Head of the London Violence Reduction Unit. She worked in the Mayor's Office for Policing and Crime (MOPAC) in a number of policy and strategy roles, including as Head of Business, and Head of Services and Commissioning.



**Andrew Ratcliffe** - CEO, Impetus

Andy joined Impetus as Chief Executive in 2016. His career has focused on two issues: tackling poverty and educational disadvantage; and making government work better. As Deputy Chief Executive of the Africa Governance Initiative he helped build a global charity working with African governments to strengthen their capacity to tackle deep-rooted poverty. Before that as Senior Policy Adviser for

Education in the Prime Minister's Strategy Unit he developed government policy on social mobility, secondary schools and skills for 14 to 19 year olds. And before that he worked for the Social Policy Department at Oxford University developing measures of neighbourhood poverty and educational disadvantage in the UK and South Africa. Andy has an MA in Philosophy, Politics and Economics and an MSc in Comparative Social Policy both from Oxford University.

**S7: Mobilising the Violence Reduction Unit for London – Insights and lessons for major transformation and systems change projects**

The Violence Reduction Unit (VRU) for London is the London Mayors radical transformation programme to tackle violent crime and the underlying causes of violent crime. It brings together key partners from health, police, local government, probation and community organisations to work together and take a systems approach to reduce violence across London in the short medium and long terms. Subsequent to the announcement of the establishment of the VRU back in September 2018, Ruchi was commissioned to mobilise the unit; rolling her sleeves up to learn from the Glasgow model, the specialist across City Hall and all the different partners to accelerate the establishment of the VRU. Key to mobilisation was to bring all the different partners to the e to buy-in to a public health approach to delivery and make a radical difference to London, without losing their independence. In this session Ruchi will share her insights and lesson from mobilising the VRU. She will reflect on: · disrupting a well established and siloed culture of delivery · innovating the established and well regarded intellectual assets of a sector to create a credible strategy and approach · Using behavioural insights or Nudge theory as mechanisms to really drive transformation across a virtual system of delivery; and finally and most significantly · Why stakeholder engagement is just not good enough to drive sticky change. Please join Ruchi in the interactive session of reflections and story telling that will hopefully inspire you to think differently about your projects and programmes.

Health Trust with specialist focus on strategy and transformation. She is using her insight in to mental health in to developing well-being and preventative mental health strategies for corporates - looking at how the physical environment in tandem with corporate culture can be a driver for positive well-being.



**Ruchi Singh** - Deputy Director- Head of Serious Violence Priority Projects Unit, UK Home Office

Ruchi Singh is Director of Kaleidoscope Transformation; a boutique consultancy specialising in supporting and leading projects designed transform public services and influence policy to improve outcomes for communities. She has been advised and delivered radical transformation strategies for close to 25 years for clients as diverse as MoJ, MoD, HMT, HS2, FCA and MHCLG Post Grenfell Building Safety

Programme to name but a few. She recently completed a project on the mobilisation of the Mayor of London's Violence Reduction unit.

Ruchi is also an active Non Executive Director on the Barnet, Enfield and Haringey Mental Health Trust with specialist focus on strategy and transformation. She is using her insight in to mental health in to developing wellbeing and preventative mental health strategies for major programmes organisations - looking at how we can optimise the project working environment in tandem with operating culture as a driver for well being and positive mental health.

**Panel discussion and Audience Q&A @ Royal Oak Suite : Present and future of Project Controls – in terms of profession and technology**



**Christine McLean** - Head of Profession for Project Controls in Nuclear, Wood Group



**Peter Smith** - Secretary General, ICEC



**David Hardy** - Programme Controls Manager, Transport for London



**Mike Slater** - Head of Business Management, AWE

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# Project Controls

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