



Project Controls

E X P O

Governance an enabler?



Project Controls
E X P O

Copyright @ 2011. All rights reserved

About the Speakers



Danny Vaughan

*Metrolink Director,
Transport for Greater Manchester (TfGM)*



Ian Beaumont

*Metrolink Programme Director,
WSP (TfGM's Delivery Partner)*

About the Topic

The governance conundrum – is governance an enabler, or a hindrance to progress?

How complex governance is handled on the £1.85bn Metrolink expansion programme and other similarly complex projects

Metrolink Background

- ❑ Opened 1992
- ❑ First 'Second Generation' tramway in the UK
- ❑ Conversion of heavy rail link between Bury and Altrincham
- ❑ Street running link through the city centre
- ❑ Extended to Eccles in 2000
- ❑ 2008 – nearly 20 million passenger journeys per annum



Governance Process

National Government – approvals (e.g. TWA, legislation, devolution)

Sets priorities for the region and establishes Greater Manchester Transport Fund

Greater Manchester Combined Authority

Sets the transport strategy for Greater Manchester and monitors the Transport Capital Programme on behalf of GMCA

Transport for Greater Manchester Committee

Executive body that delivers the transport strategy

Transport for Greater Manchester

Corporate Governance

Operations / Investment Board

Programme Level Governance

Programme Board

Supply Chain Governance

Metrolink Expansion

- ❑ 2008 to date – circa £1.85b programme
- ❑ 60km new Metrolink lines – tripled the size of the network
- ❑ Continuing to expand – Trafford Park Line
- ❑ Transformation of the network
 - New Trams
 - Stop Upgrades
 - Tram Management System
 - Customer Service
- ❑ Step change in customer experience
- ❑ Patronage – now in excess of £36m journeys pa

What has Governance Added?

- Provides Framework and sets the rules
- Clear decision making and delegated authority
- Visibility and transparency
- Confidence = the ability to secure future funding
- Clarity
- Drives good practice

Good Governance drives confidence

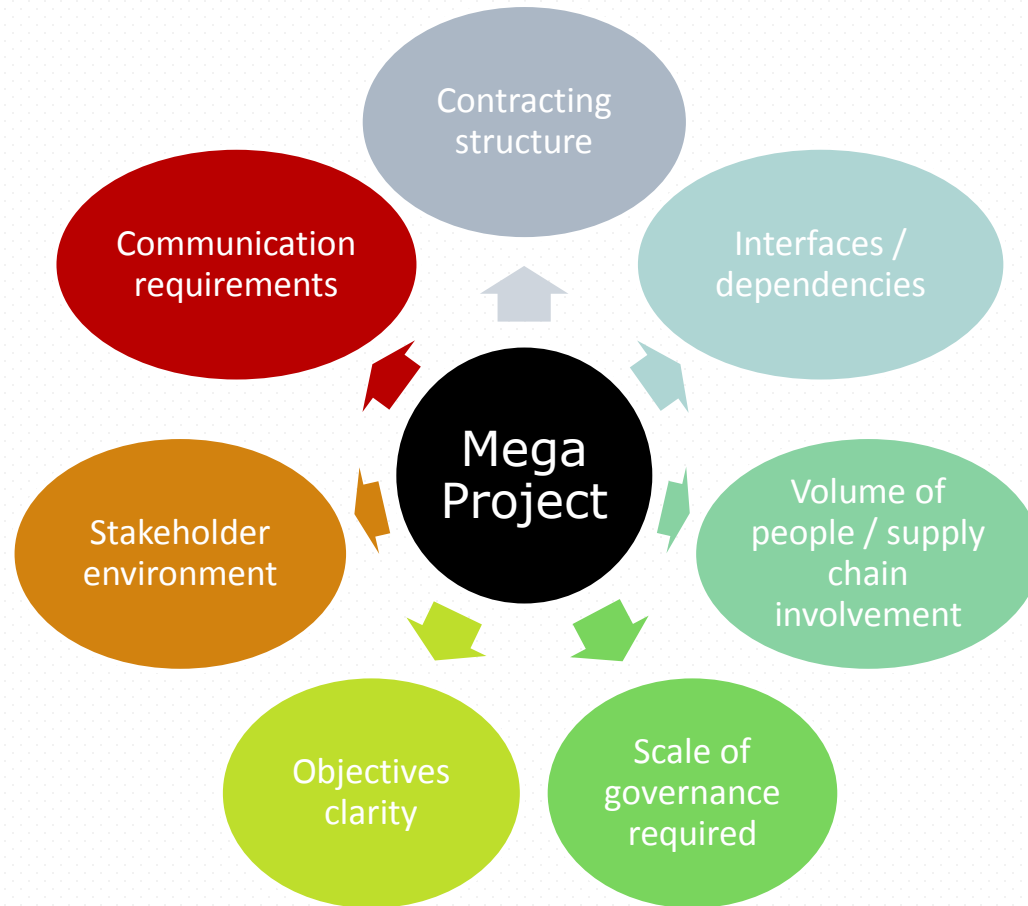
- ❑ 2003 / 2004 Metrolink expansion funding pulled – low confidence in costs and robustness of governance
- ❑ Drove a strong focus on internal governance and formal governance
- ❑ Formalisation of process and reporting to Governing Committees
- ❑ Further strengthened by formation of Greater Manchester Combined Authority (GMCA)
- ❑ Transport for Greater Manchester Committee
- ❑ 2007/08 initial £600m funding, culminating in £2 billion by 2017
- ❑ Robust Governance & strong delivery track record = ability to continually secure further funding

Governance – the Challenge

- ❑ Robust Governance versus efficiency and flexibility to effectively react in a live environment
- ❑ Control versus empowerment
- ❑ Clarity on the process - keeping it simple



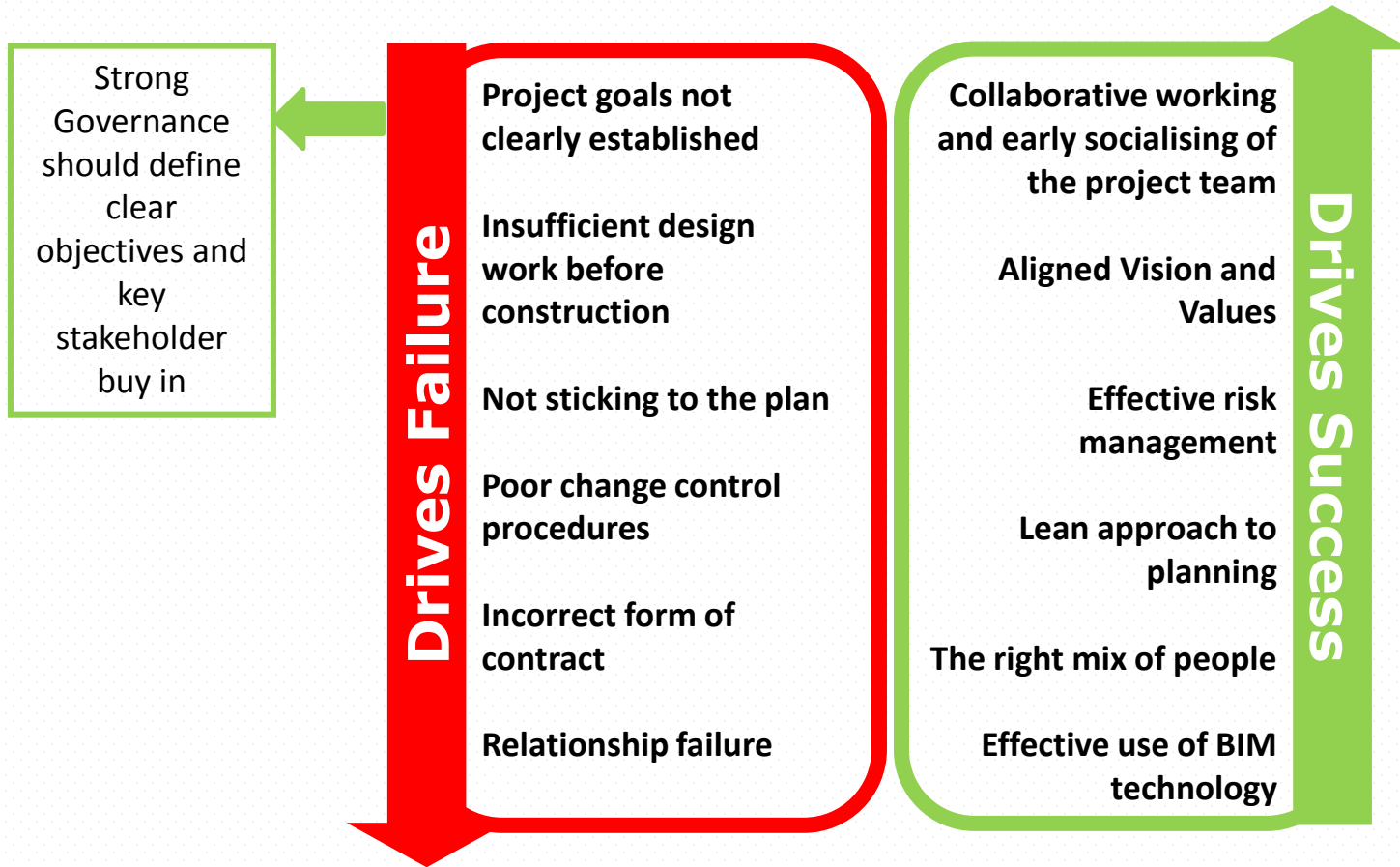
Typical Features that lead to Complexity



Governance – the Challenge



Governance – the Challenge



Governance – the Challenge



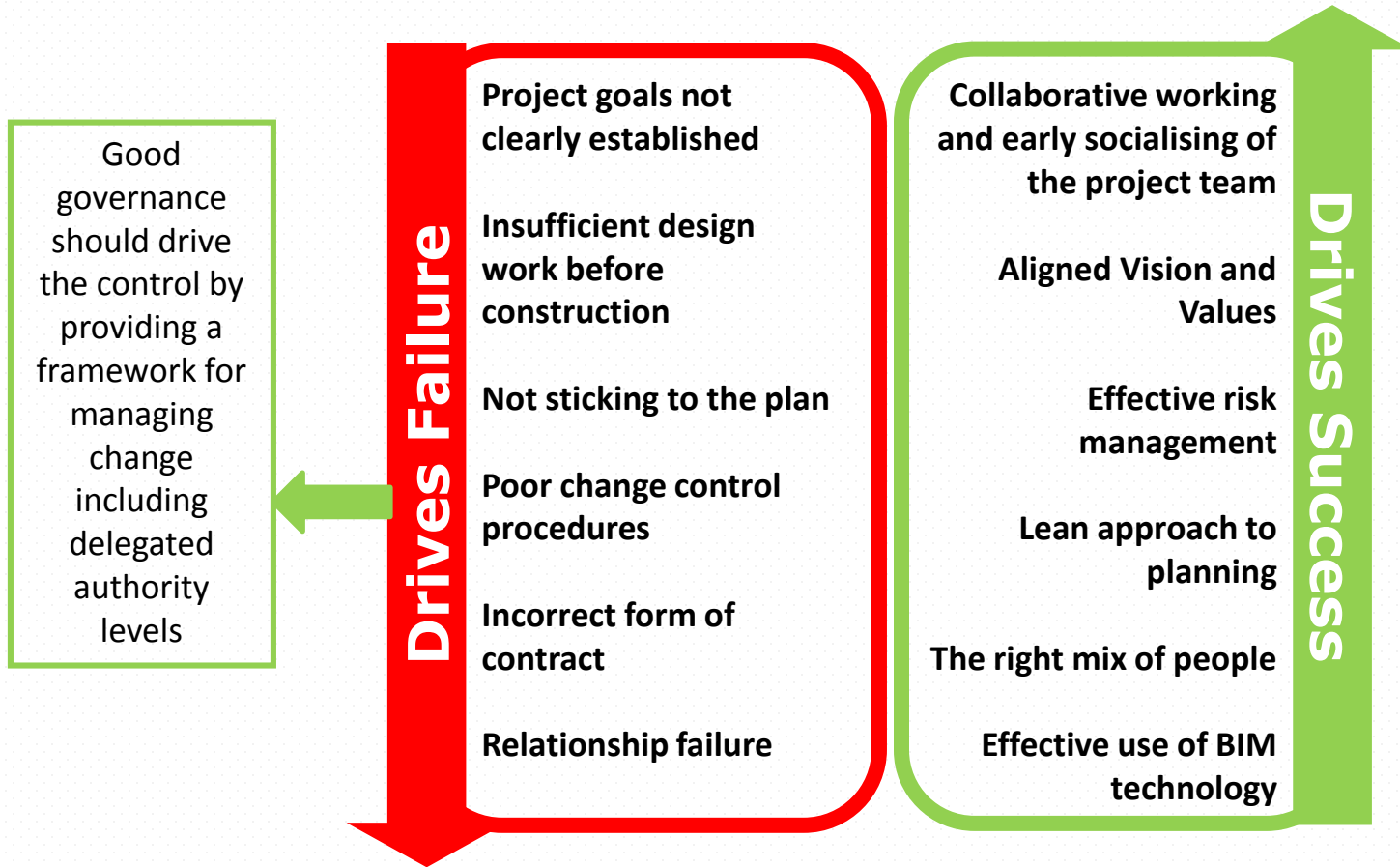
Governance – the Challenge



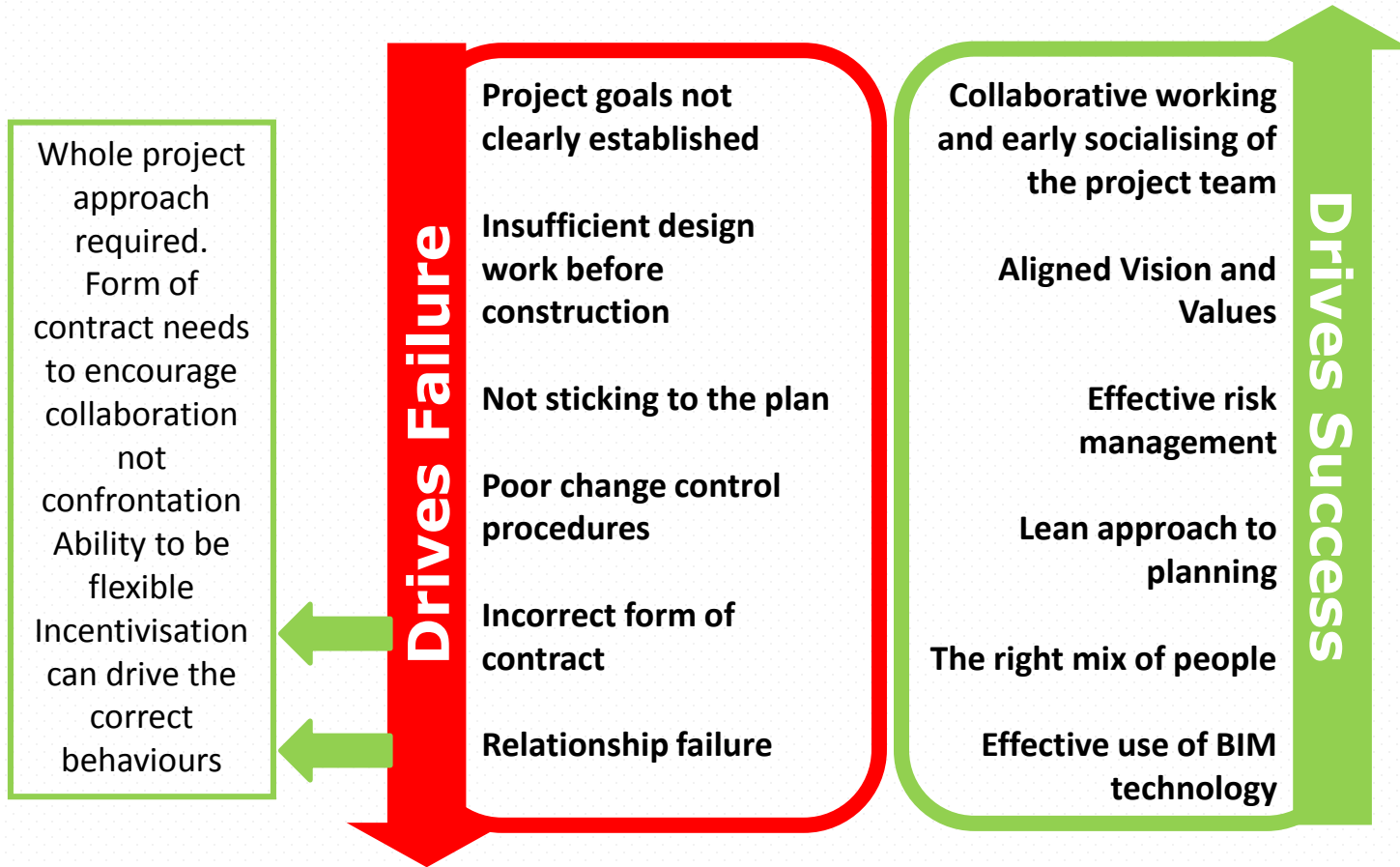
Governance – the Challenge



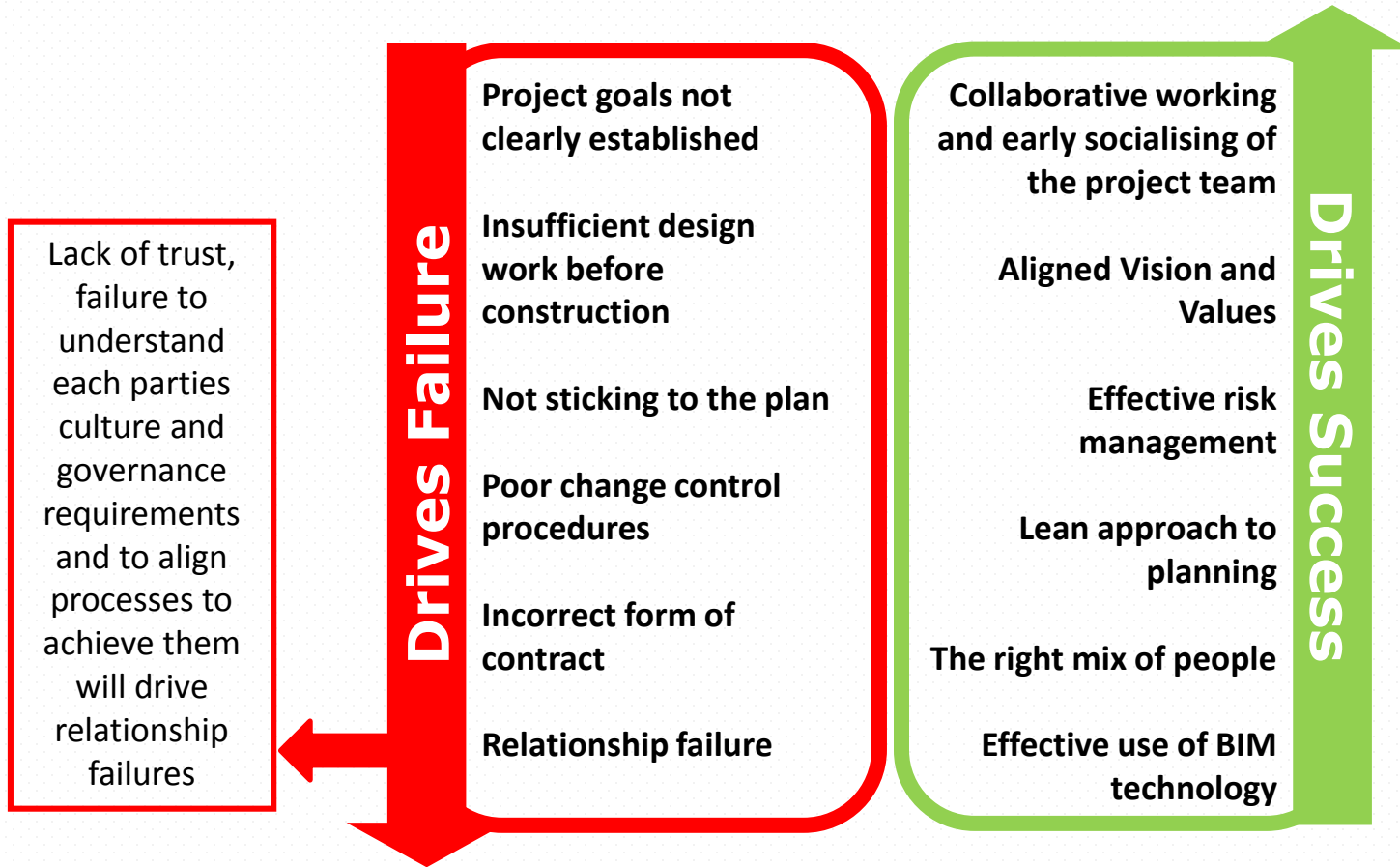
Governance – the Challenge



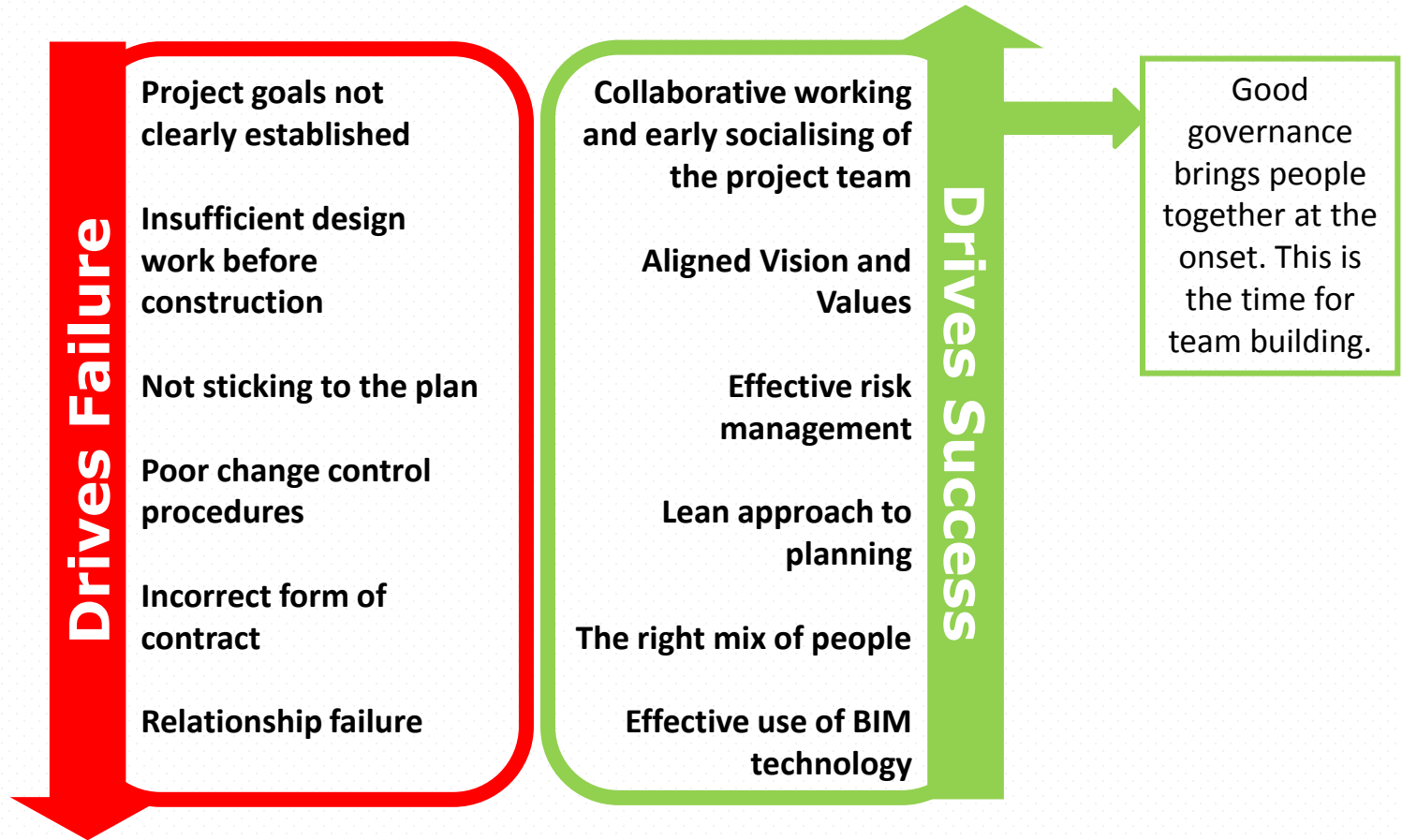
Governance – the Challenge



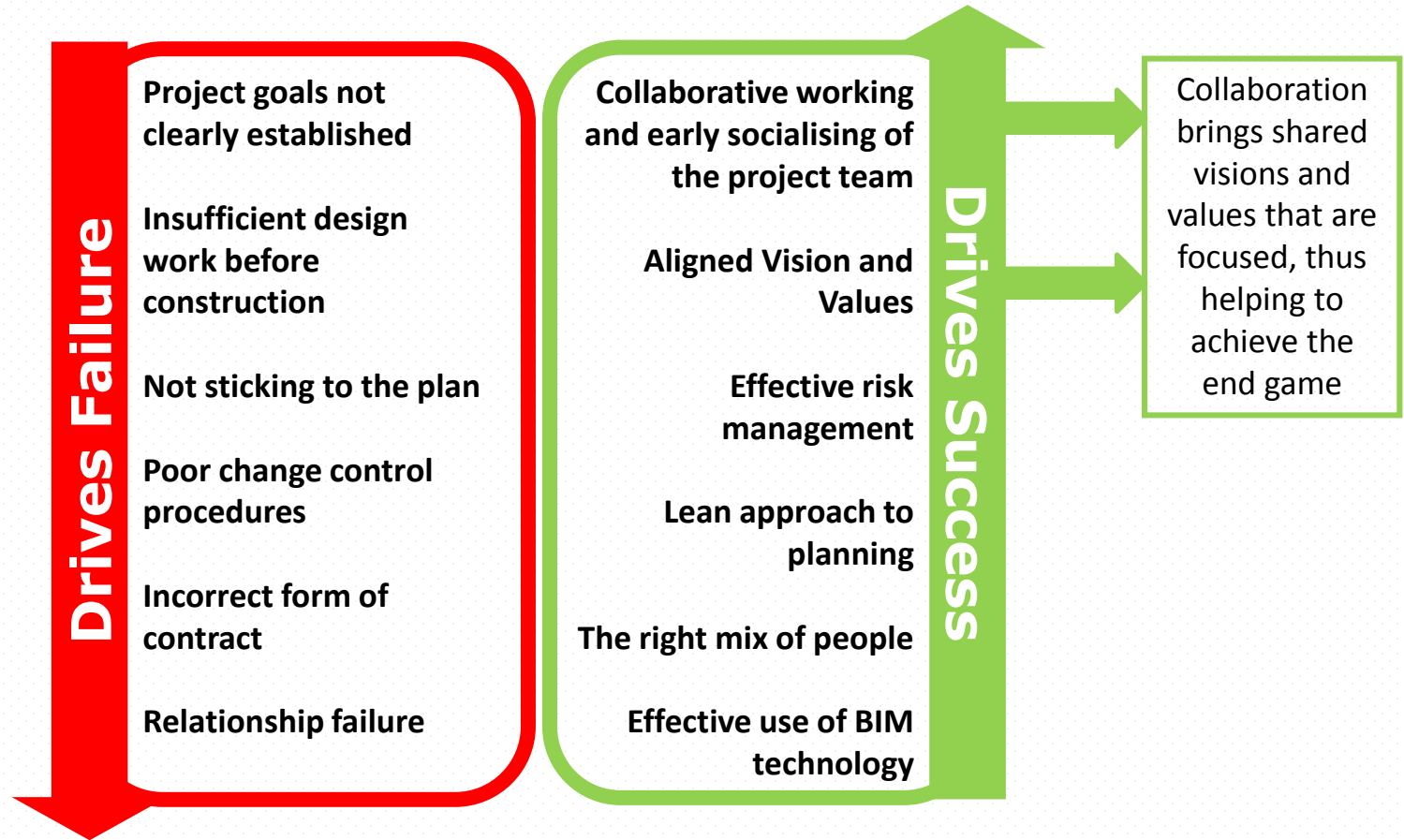
Governance – the Challenge



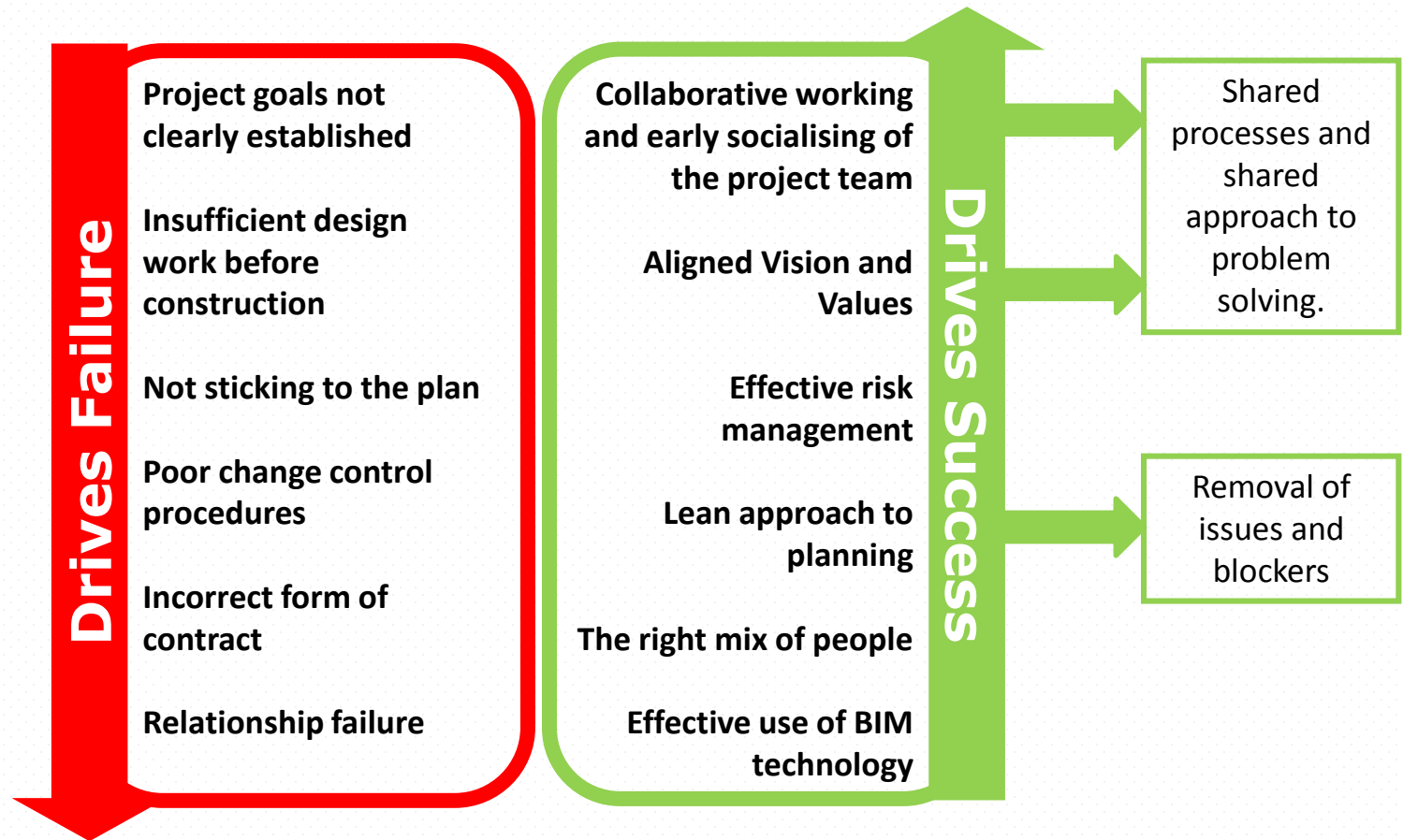
Governance – the Challenge



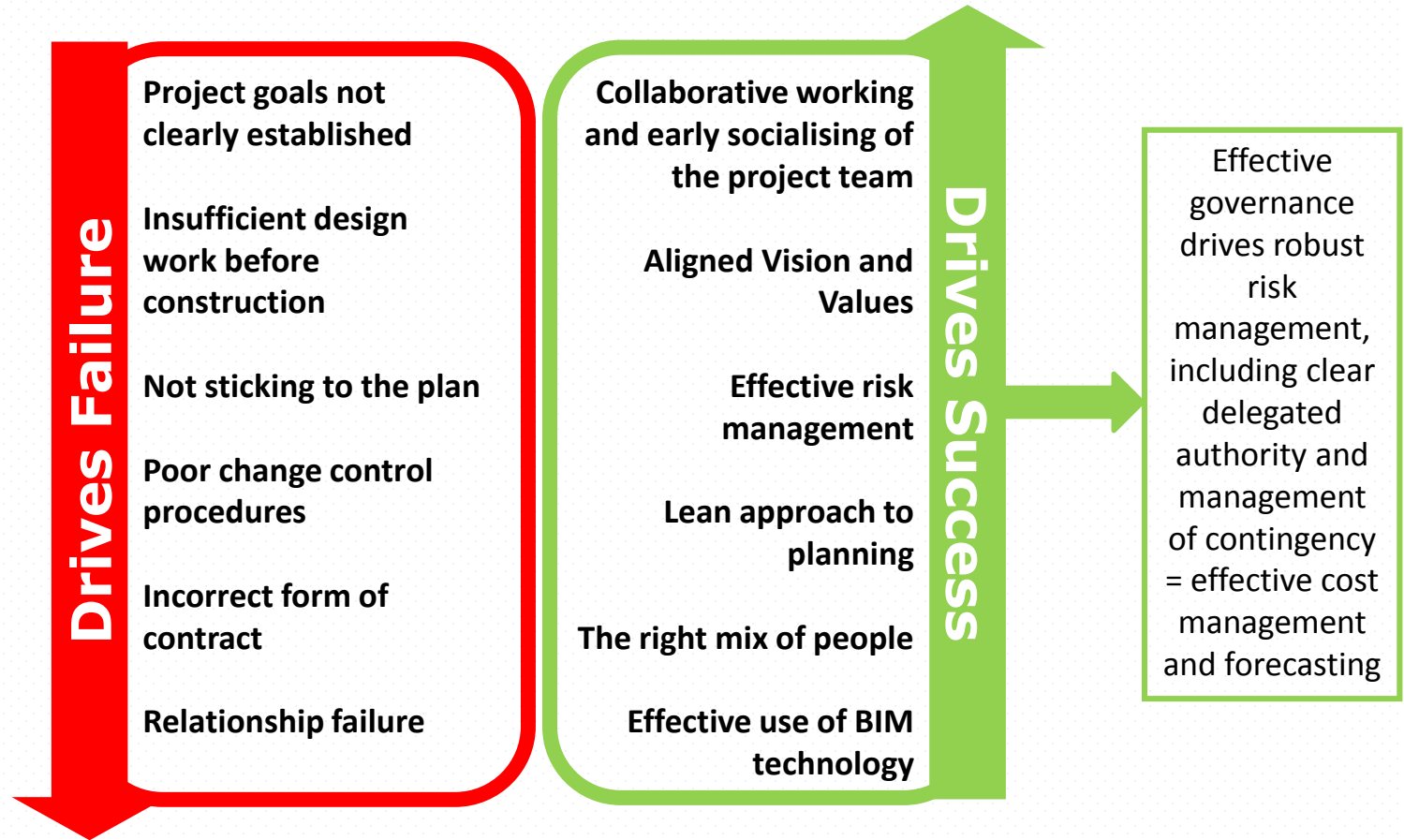
Governance – the Challenge



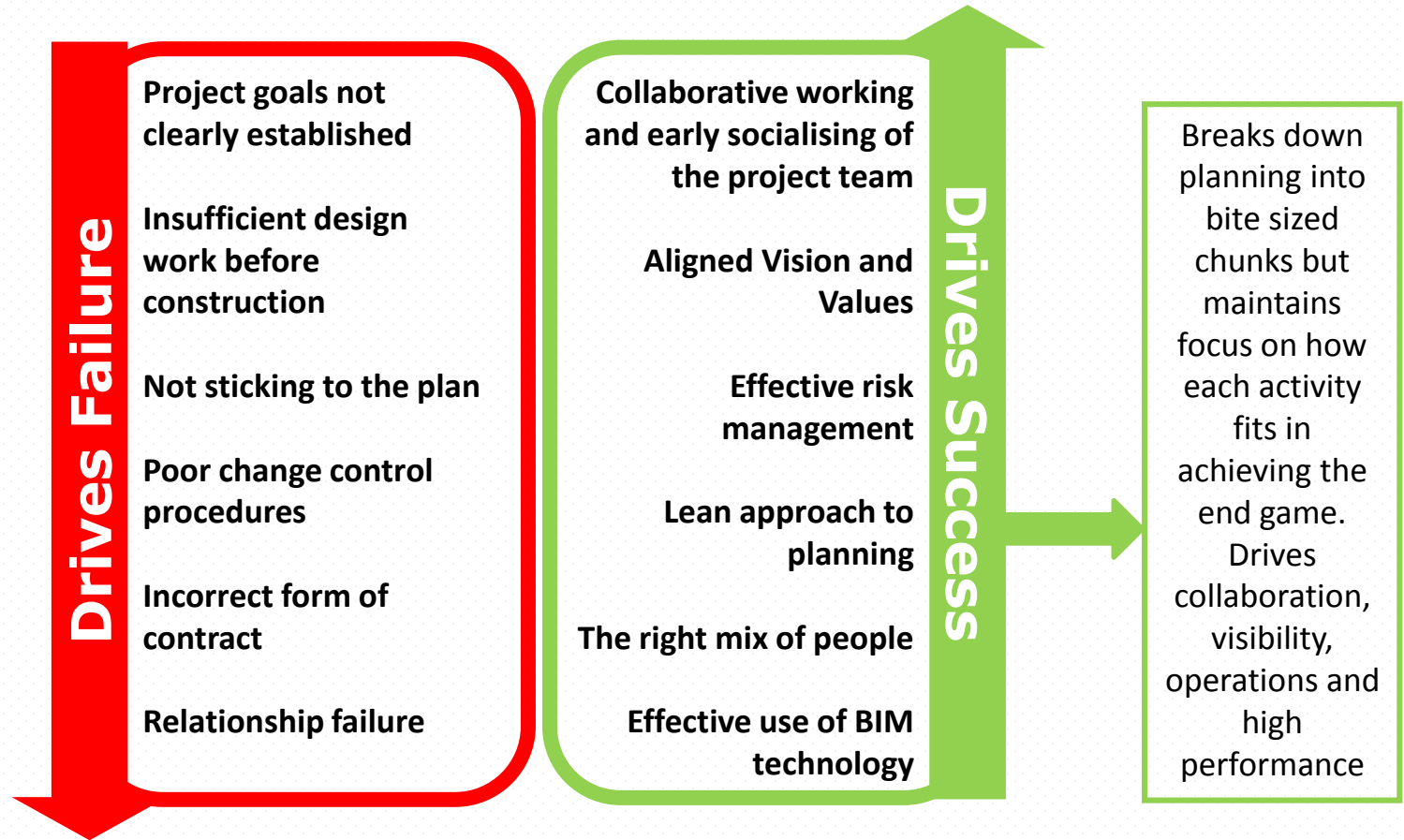
Governance – the Challenge



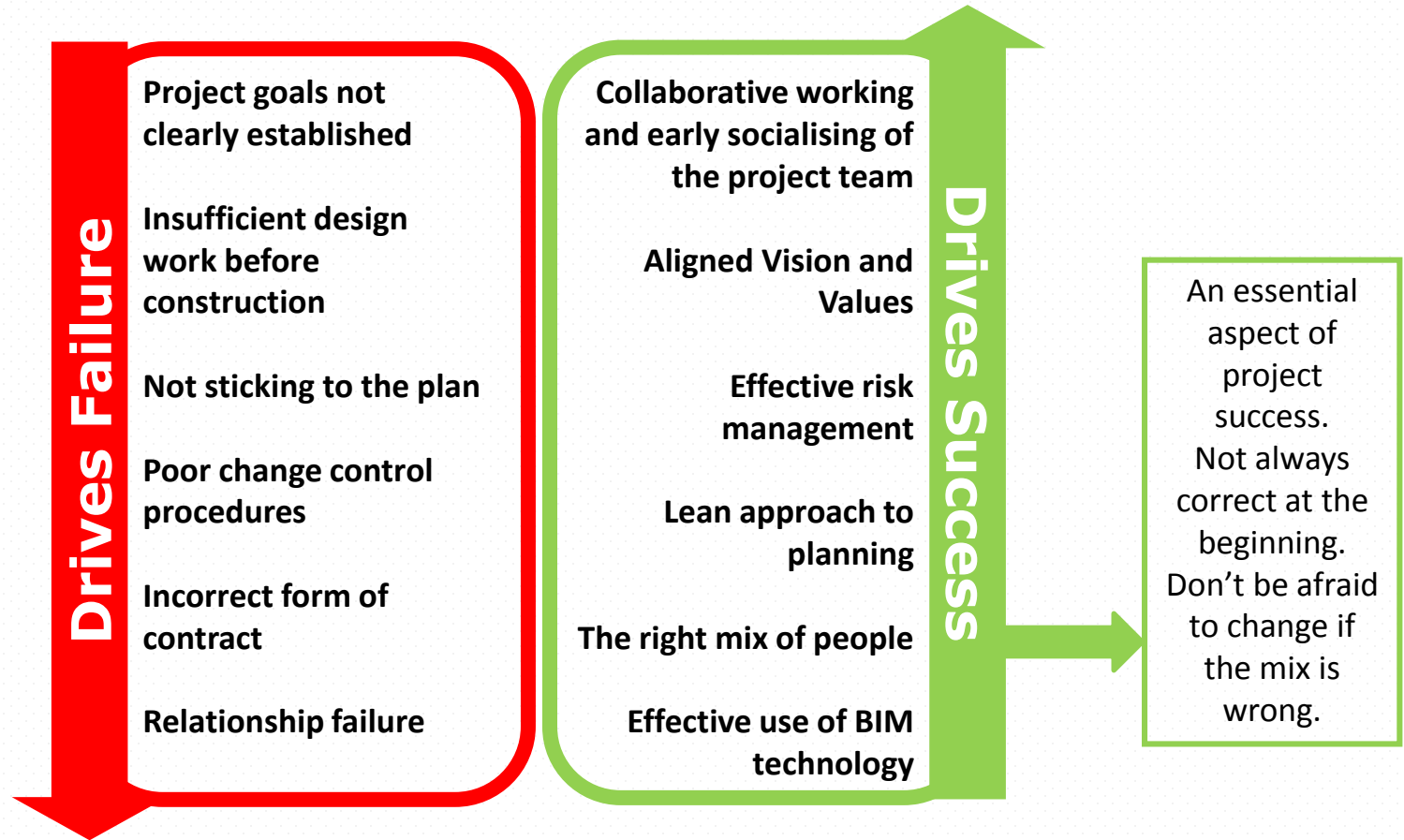
Governance – the Challenge



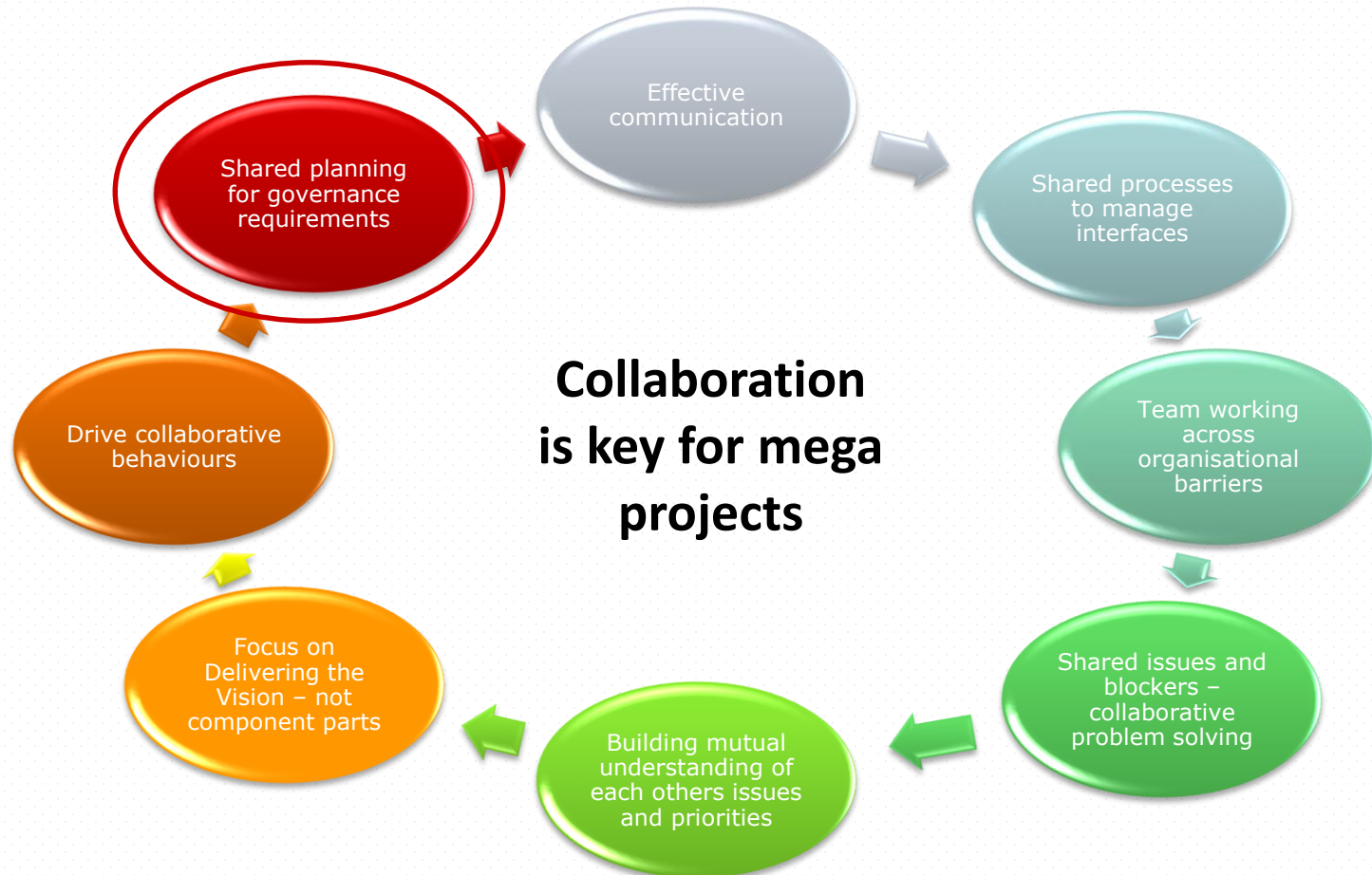
Governance – the Challenge



Governance – the Challenge



Good governance brings people together at the outset



Governance through Change Control

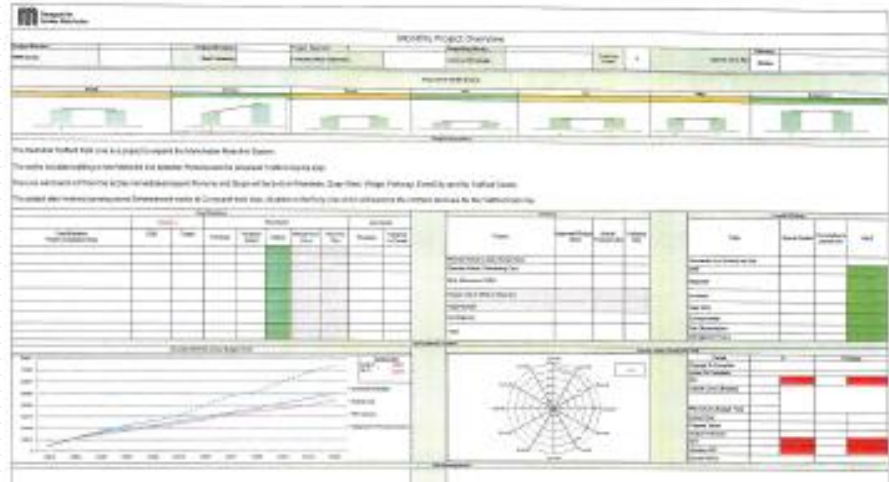
- ❑ Change is inevitable – but how you deal with it determines project success or failure
- ❑ Robust Governance establishes Change Control framework
- ❑ Provides clarity on delegated authority
- ❑ Process needs to be efficient – to enable a dynamic response, but provide sufficient control

Governance through Stakeholder Management

- Essential for effective Project Delivery
- Helps to drive the Governance Process
- Effective stakeholder management needs to be:
 - Pro-active
 - Embedded in Project Delivery
 - May have a dedicated team, but is a collective responsibility
- Supports the governance process – propagates openness and transparency
- Supports decision making

Robust Programme Management – Reporting

- Comprehensive reporting:
 - Monthly Progress Reports
 - Dashboard style reports
 - “S” Curves
 - Key Date Summary
 - Key Milestone Indicators
 - Health & Safety (Behavioural Safety approach required)
- Reporting process – informative and timely
- Avoiding the pitfalls of ‘reporting for reporting sake’ and excessive regimes that drive inefficiency



Lessons Learned

Communication and collaboration is key to good governance

Governance can be an enabler, delivering robust delivery, confidence, visibility and supporting future investment

But ...there is a risk of overburdensome reporting and procedures; it's a balance

The challenge is to make the process efficient, user friendly and transparent