# Project Controls Expo – 14th Nov 2018
# Emirates Stadium, London

## 21st Century Battle of Waterloo

# About the Speaker

*Maryna Losieva, Senior Risk Manager, Mott MacDonald*

# About the topic

☐ London Waterloo is currently Britain's busiest station and links the country's most used railways

☐ WCP will bring 30% boost in peak-time capacity to and from Waterloo station by an Alliance of five companies

☐ This £602 million investment programme

☐ Involving 380 people daily and over 1000 people during peak construction

The presentation will focus on risk management strategy and processes that were implemented and supported this complex programme.

It will also highlight key wins and successes that we have achieved within 3+ years.

# 21st Century Battle of Waterloo
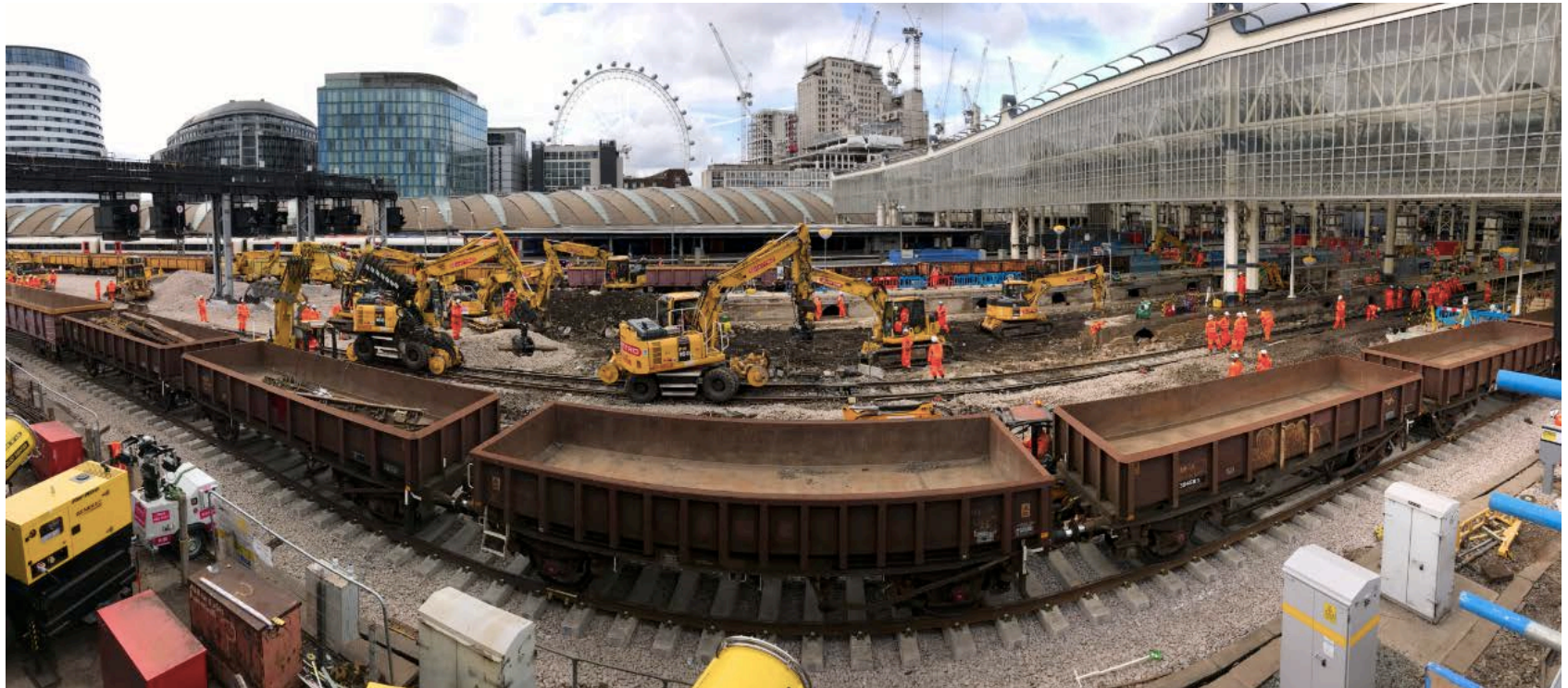
# Agenda

- ☐ WCA and WCP structures

- ☐ Programme interfaces and key risks

- ☐ RM Scope, Aims and Objectives

- ☐ Effective Risk Management (essentials and challenges)

- ☐ Summary of what was done

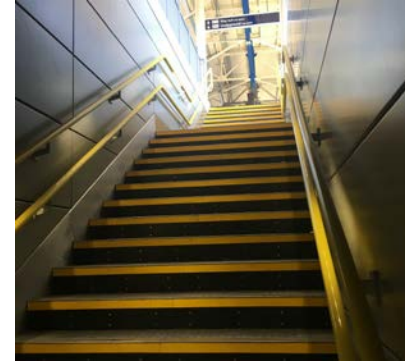- ☐ Questions and Answers

# Wessex Capacity Alliance structure

# Wessex Capacity Programme
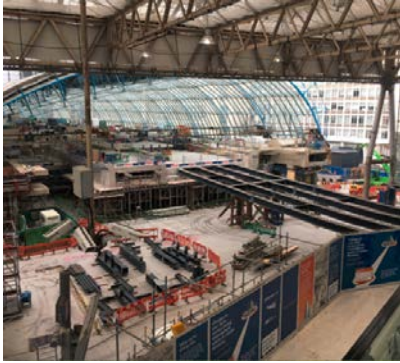

Waterloo International Terminal (WIT)


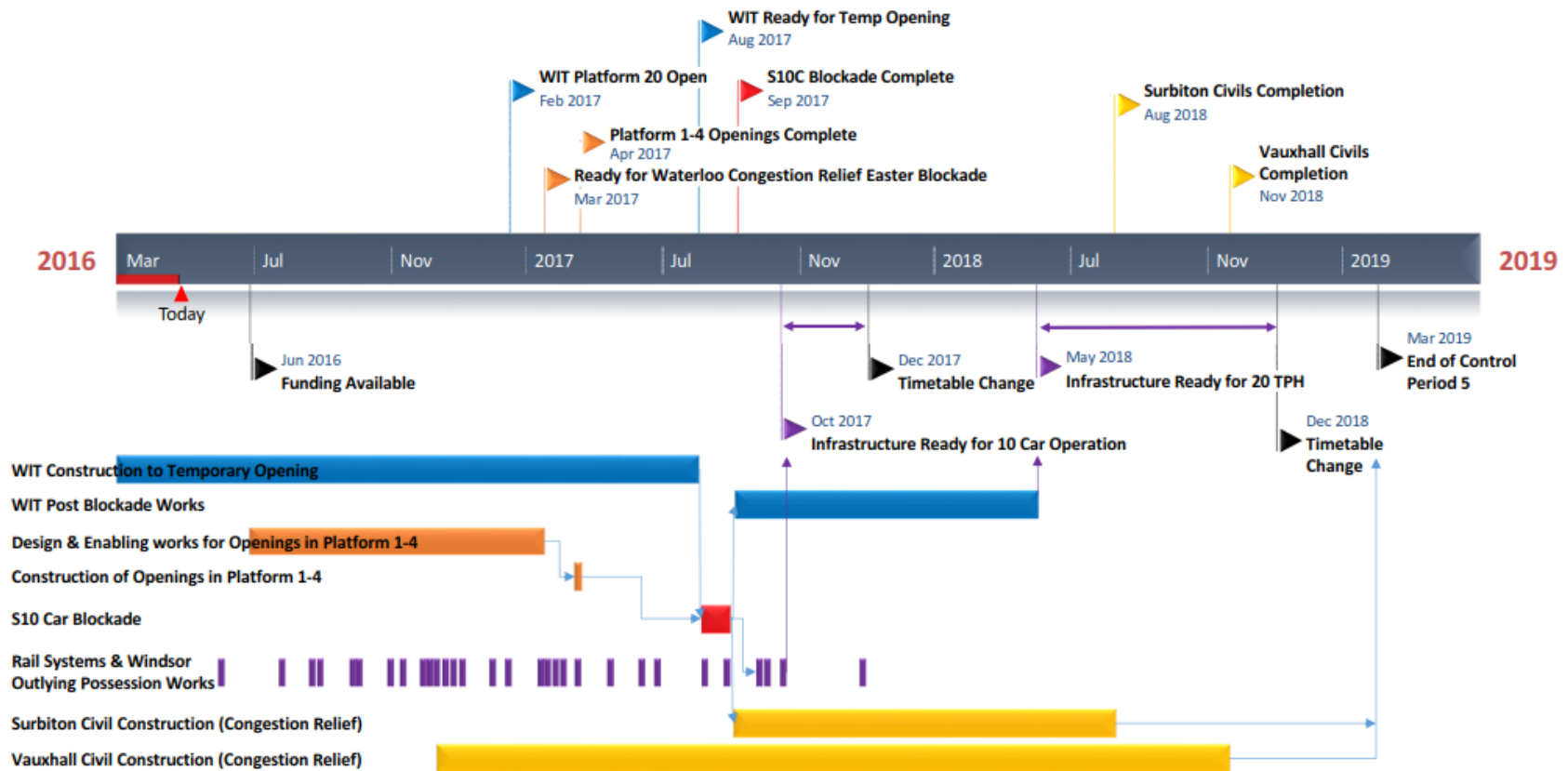10 Car Suburban and Mid-platform Stairs


Vauxhall


Rail Systems


Power Upgrade


Windsor Outlying

# WCP Internal Project Interfaces

# Key Risks – interface risks
## *Internal and External*

| | | | |
|---|---|---|---|
| ➢*Interface with other NR projects* | *WCP is part of £800mln Programme* | *Maintenance* | *RAM* |
| *Train Operating Co (SWT and SWR)* | *Station Operations* | *London Underground* | *NR Operations* |
| *Signallers* | *Public* | *Unions* | *Department for Transport* |

# RM Scope, Aims and Objectives

*The key aim of the WCA risk management process is to provide an effective framework taking into account **Alliance principles** and **current procurement strategy** in order to enable **informed decision making** during the programme delivery.*

**WCA Risk Management Plan**

# Effective Risk Management
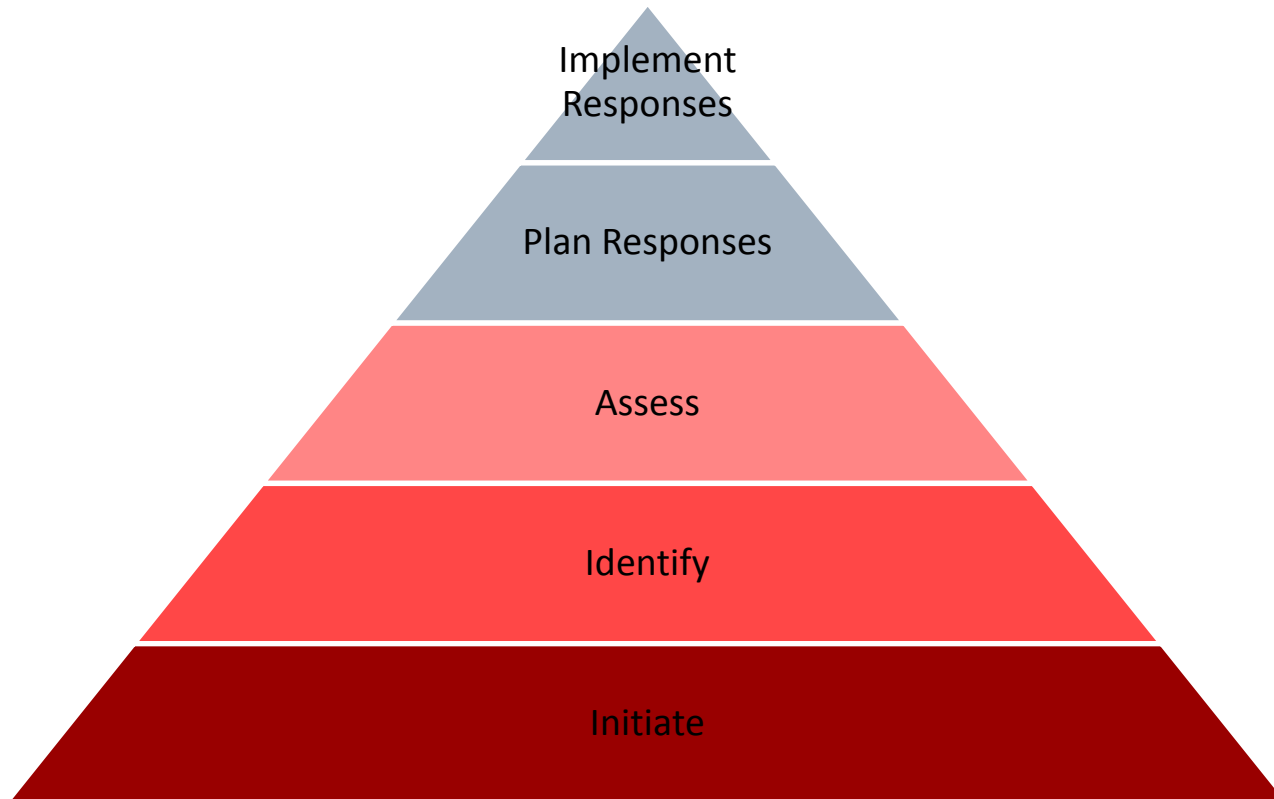## *Key essentials and our challenges*

- ☐ RM Framework

- ☐ Understanding boundaries – WCA contract and risk hierarchy

- ☐ Risk culture

- ☐ Fully integrated within different disciplines

- ☐ Risk team

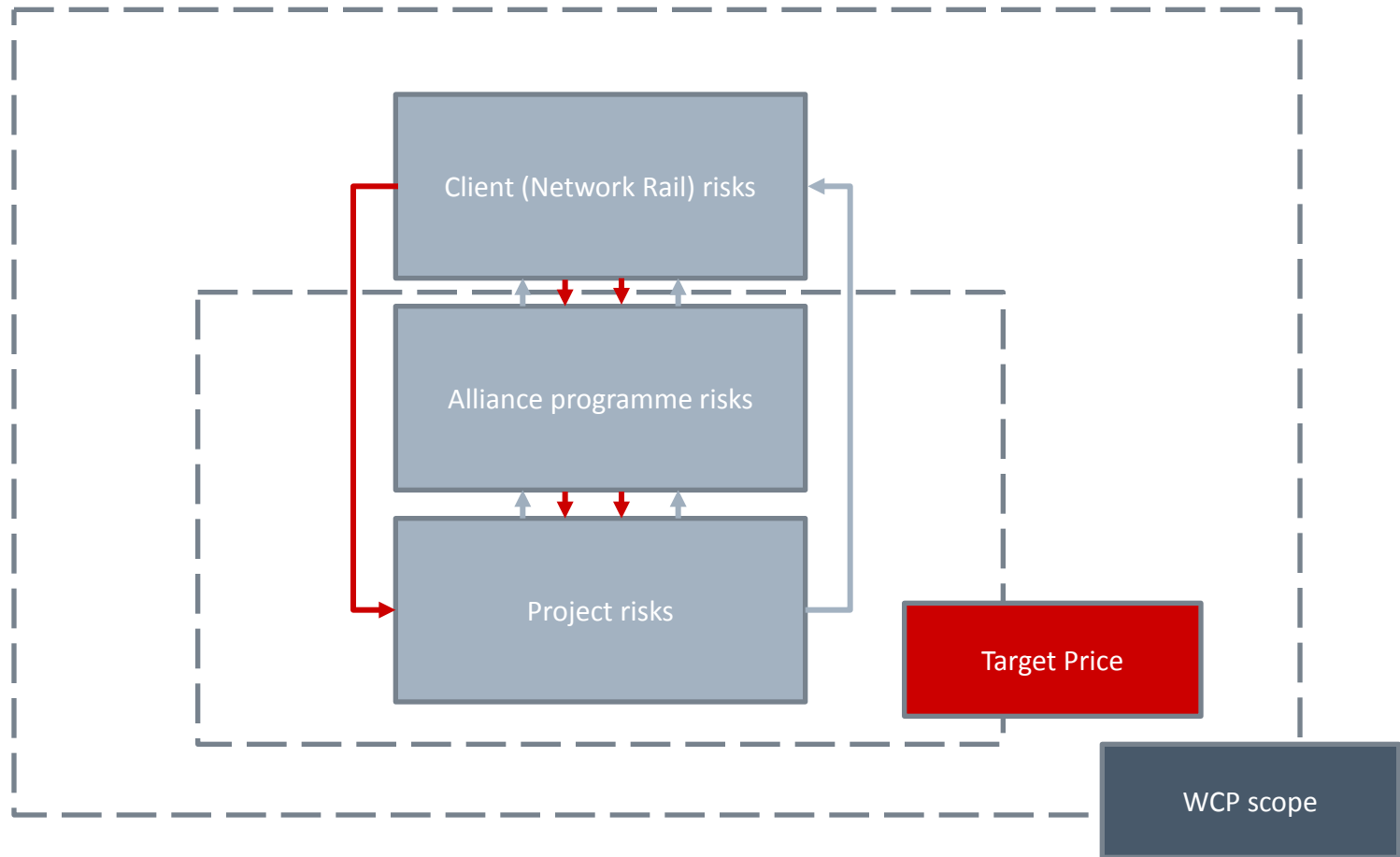- ☐ Support from senior management

- ☐ Data driven

# Effective Risk Management
## *WCA RM Framework*

Implement Responses

Plan Responses

Assess

Identify

Initiate

# Effective Risk Management
## Understanding the boundaries (i.e. contract and hierarchy)

# Effective Risk Management
## *Risk Culture*

☐ Making decisions with risk in mind

☐ Seeking for help to analyse a complex issue, for instance

- Setting up Target Prices
- Acceleration of particular phase
- Understanding risk exposure when accepting the risk within contract

# Effective Risk Management
## *Fully integrated within different disciplines*

# Key WCA risk impacts
## *…and their management*

| ➢Cost Increase | Project/Programme delays | Impact on Operations | Reputational Impact (for all parent companies) |
|---|---|---|---|
| • *Monitoring cost risk deliverability*<br>• *QCRA periodically* | • *DWWP QSRAs for red rated possessions*<br>• *QSRAs for key milestones*<br>• *Other unique analysis to assess issues/risks* | • *Again managed by DWWP process*<br>• *Contingency planning* | • *Managing mentioned impacts*<br>• *In house Stakeholder and comms team*<br>• *Making sure that potential future disputes are resolved*<br>• *Making sure we are delivering what we said we will…* |

# WCA Risk dashboards
## *Part 1 – Managing Cost risk Exposure*
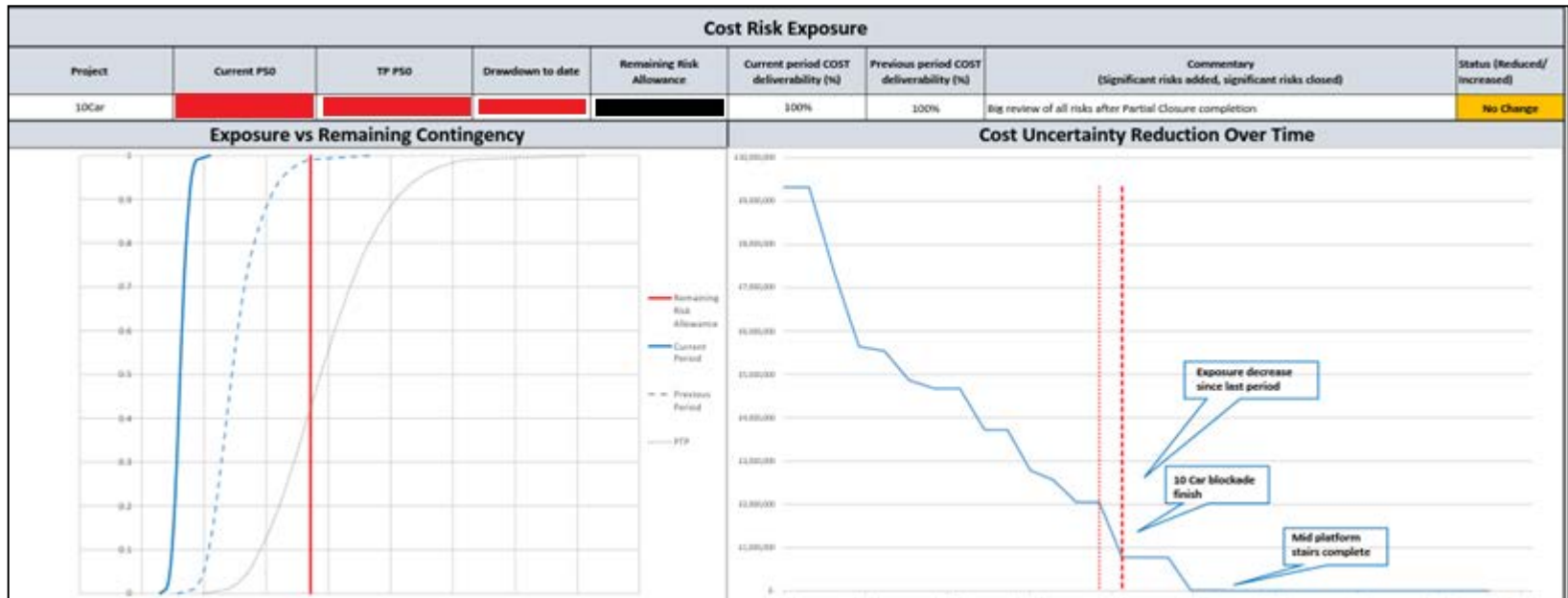
# WCA Risk dashboards
## *Part 2 – Categorisation of risks*

- ☐ By Risk Breakdown Structure (RBS)
- ☐ By Work Breakdown Structure (WBS)
- ☐ By Action owner
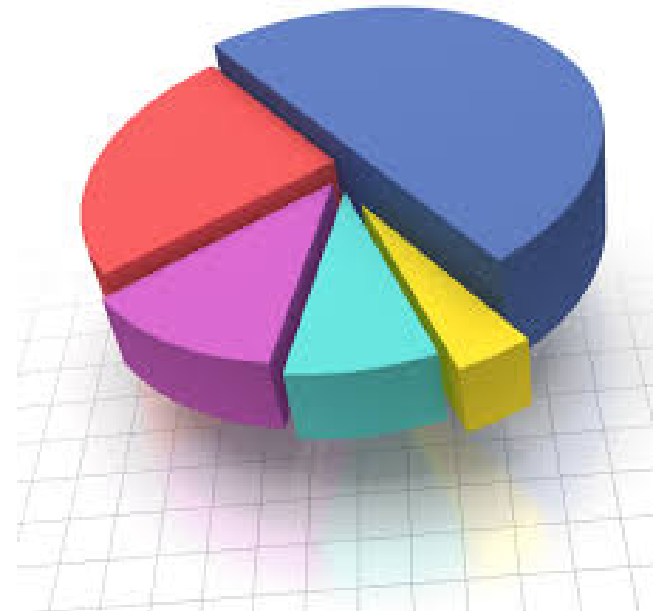
# WCA Risk dashboards

*Part 3 – Top risks*

- ☐ Top Cost Risks
- ☐ Top Current period risks
- ☐ Top Schedule risks

# Summary of what was done

> Central risk team (managing both Alliance & Client Risks)

Working Collaboratively with 'best for project' in mind

Implementing best practice, not just parent companies procedures

Analysis of the historic data

We read and understand the contract

Chain of events are established instead of having too generic risks

We used QRA to analyse risks

We used bespoke QRA methods to understand risk

Customised reports for effective risk management

Improving internal processes by analysing them (planning, cost management & change)

# Questions and Answers time



Thank you!