Programme Controls:
The heartbeat of Programme Management

Project Controls Expo, UK, 16th November 2021

Christopher Reynolds

Delivering a better world

Project Controls EXPO
London, UK

aecom.com

A little about me

Christopher Reynolds
SVP Practice and Capabilities

- 20 years in the British Army
- 20+ years in management consultancy and infrastructure programme management
- Leadership roles in iconic major programmes such as HS1, HS2 and the Palace of Westminster Restoration and Renewal

AECOM: Delivering a better world through programme management

We deliver professional services throughout the programme lifecycle – from planning, advisory, design and engineering to programme and construction management.

Across the globe, we partner with our clients in the public and private sectors to solve their most complex challenges and pioneer innovative solutions.

47K

professionals

#1

ranked transportation and building design and environment firm (by ENR)

7

Fortune World's Most Admired 7 years in a row, including #1 in our industry in 2021

500

Program management professionals

#163

Fortune 500

Programme management is core to our strategy and connecting our capability

As the size and scope of our clients' biggest challenges increase, programme management is a key capability that will position AECOM even better to best support our clients through the lifecycle of their projects.

Day one

Advising on the future of infrastructure and building a better world

– Engaging with our clients early to better advise on their objectives and shape their programmes

– Developing master plans for our public and private sector clients to address multi-decade transformation in their portfolios

Day two

Programme management

– Our programme management leadership is built around our multi-disciplinary expertise and builds on our advisory relationships with clients, which distinguishes us from our peers

– We deliver substantial high value technical service to our clients under PM assignments

Day three

Project design and execution

– Developing detailed design, engineering, architectural and scientific work for our clients

– Delivering programmes with the highest quality and more efficiently

– Extending our **digital capabilities** to broaden the value we can bring to clients

The scale and expertise of our core design, architecture, engineering and scientific capabilities provide critical complements to these capabilities.

What is a programme?

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

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

Programme: An Olympic Games

Project 1: Stadium

Project 2: Pool

Project 3: Velodrome

Project 4: Accommodation

Project 5: Utilities

Projects 6 & 7: Road and Rail Infrastructure

Project 8: Sales and Comms

Stunning event

Revenue for host

Legacy

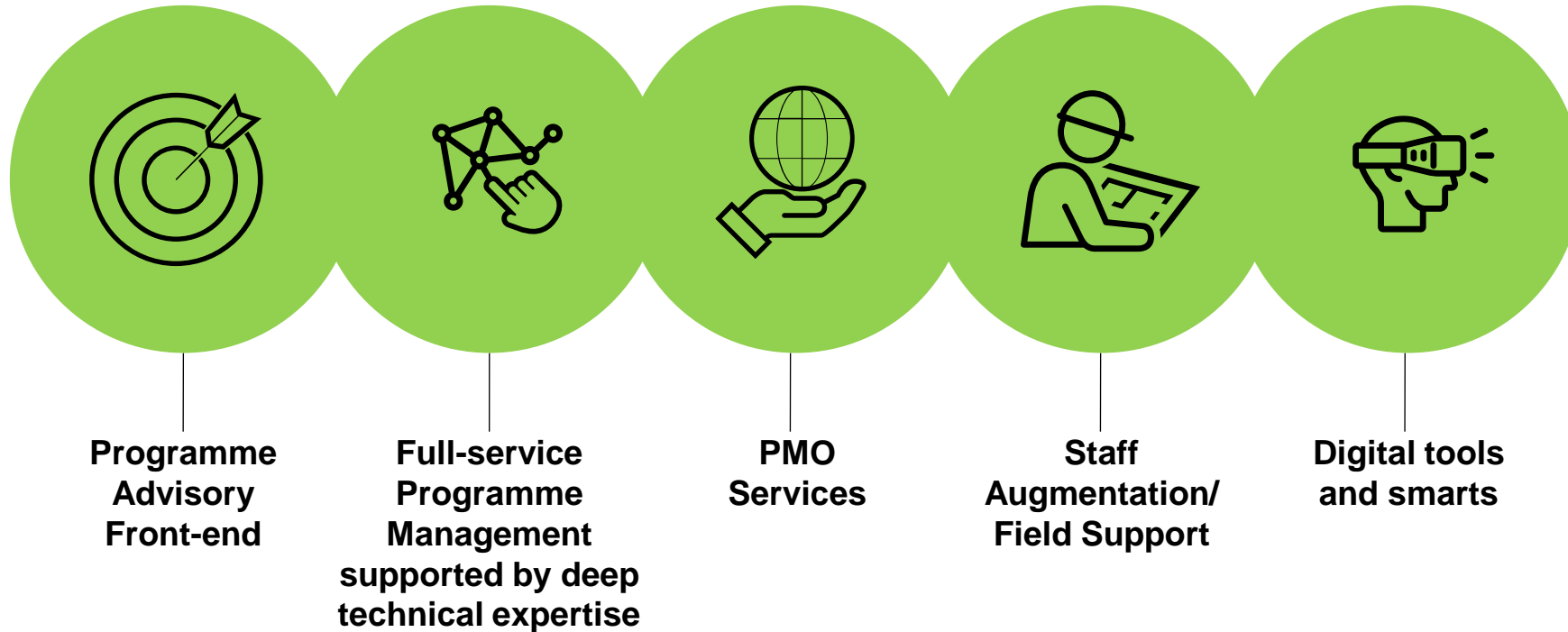**Programme approach focusses on the question – 'Why are we doing this programme?'**

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6 key themes influencing programme success

Decision-making behaviour

Psychological and behavioural traits that manage optimism bias, strategic misrepresentation and escalating commitment

Leadership and capable teams

Dedicated leaders committed to the programme outcomes, individual competencies and skills, and organizational capability

Strategy, governance and procurement

Roles of client, sponsor, owner and operator, the governance around them and the delivery strategy

Stakeholder engagement and management

Formal organisational structures, multiple competing interests and community engagement

Risk and uncertainty

Managing technical novelty, the ability to adapt to changing circumstances and complexity

Supply chain integration and coordination

Bringing together multiple systems, procedures and tools, commercial relationships along with technical and managerial integration
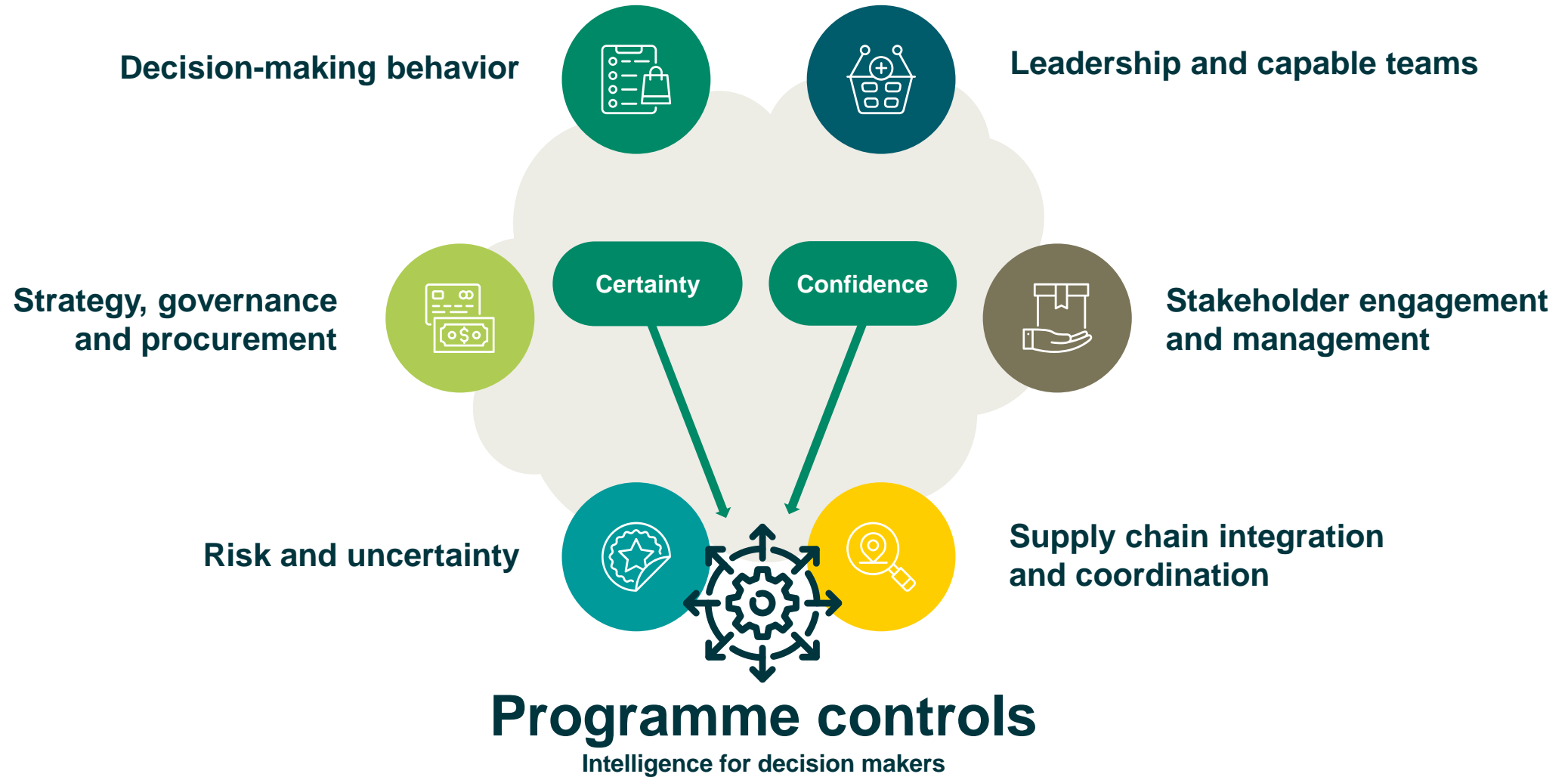
1. *What are the causes and cures of poor megaproject performance? A systematic literature review and research agenda; Denicol, Davies and Krystallis, 2020*

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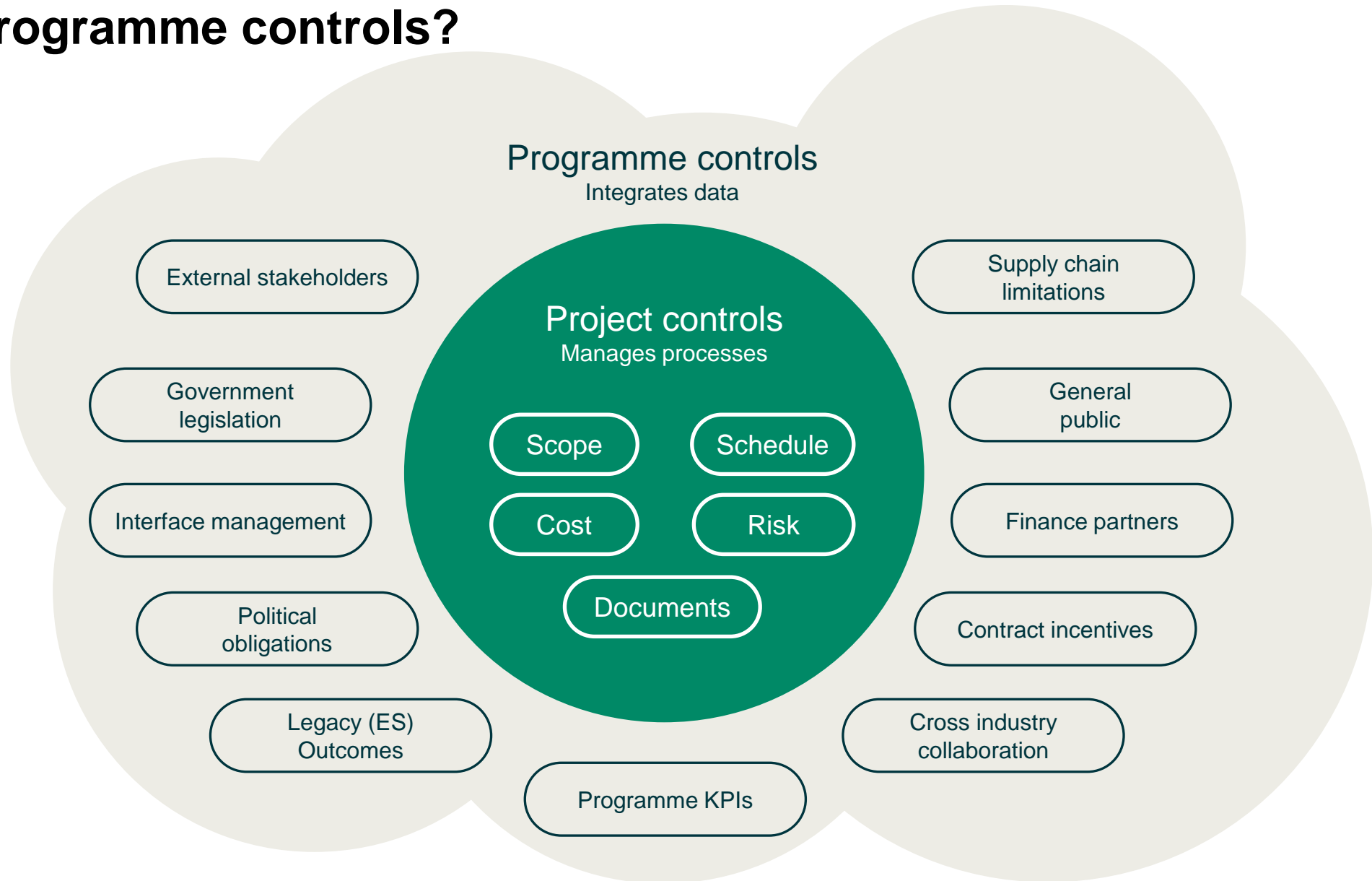aecom.com

Programme management

Like the conductor of an orchestra, we embrace complexity, bringing the interests and actions of a wide variety of different stakeholders together so they breathe, move and focus on the same things at the same time.

Programme Advisory Front-end

Full-service Programme Management supported by deep technical expertise

PMO Services

Staff Augmentation/ Field Support

Digital tools and smarts

How is success enabled by programme controls

Decision-making behavior

Leadership and capable teams

Strategy, governance and procurement

Certainty

Confidence

Stakeholder engagement and management

Risk and uncertainty

Supply chain integration and coordination

Programme controls

Intelligence for decision makers

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What is programme controls?

Programme controls
Integrates data

External stakeholders

Supply chain limitations

Project controls
Manages processes

Government legislation

General public

Scope

Schedule

Interface management

Cost

Risk

Finance partners

Political obligations

Documents

Contract incentives

Legacy (ES) Outcomes

Cross industry collaboration

Programme KPIs

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Talk with us

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