



Velvyslanectví Spolkové
republiky Německo
v Praze



Ministerstvo dopravy



CZECH
INFRASTRUCTURE
ASSOCIATION



MANAGING MAJOR PROJECTS

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Photos: Roland Horn www.rolandhorn.de

CONTENT

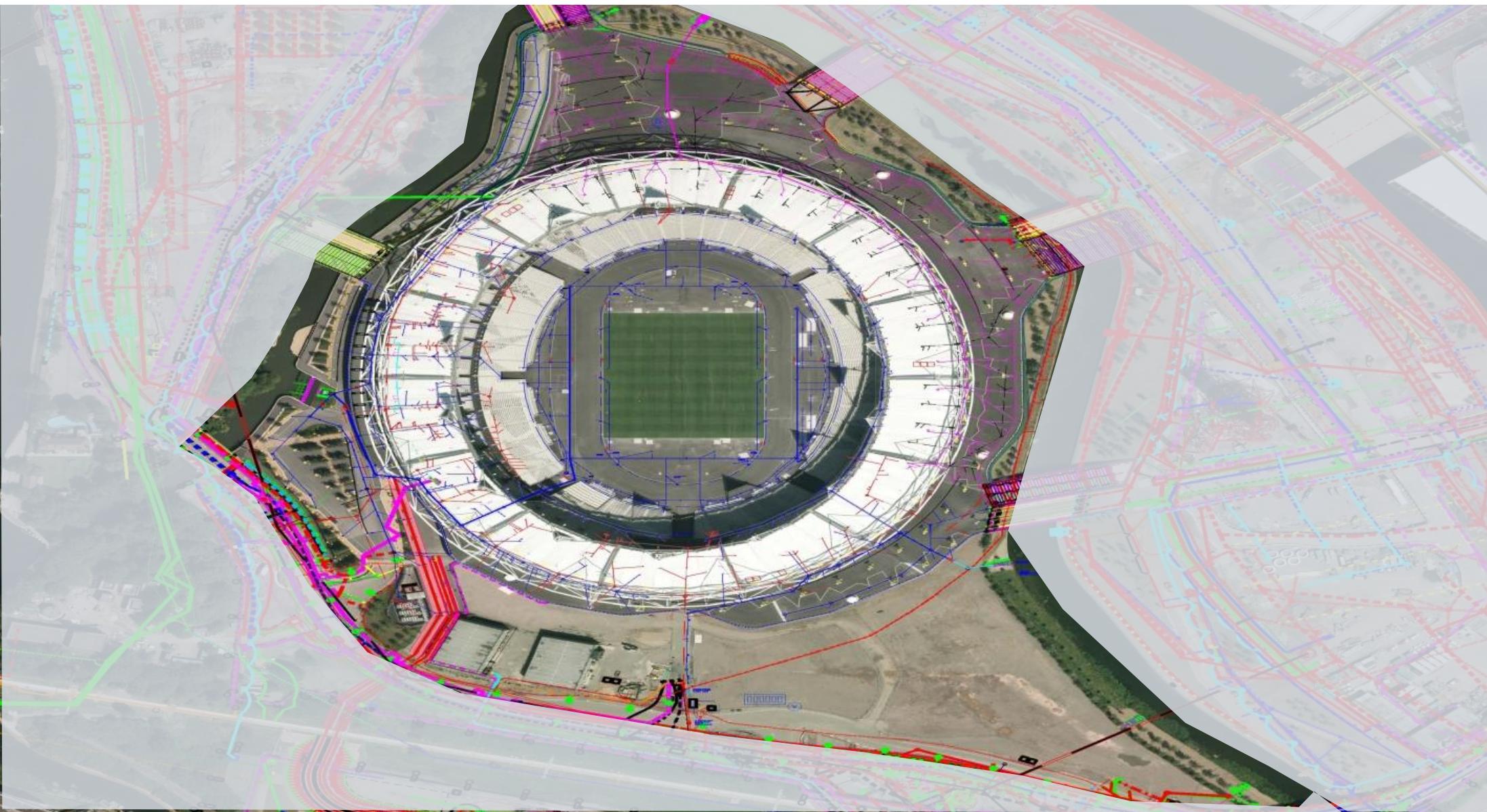
- Major Projects a German challenge?
- Project management
- Tools
- Procurement
- Public Involvement
- A Major Project at the start



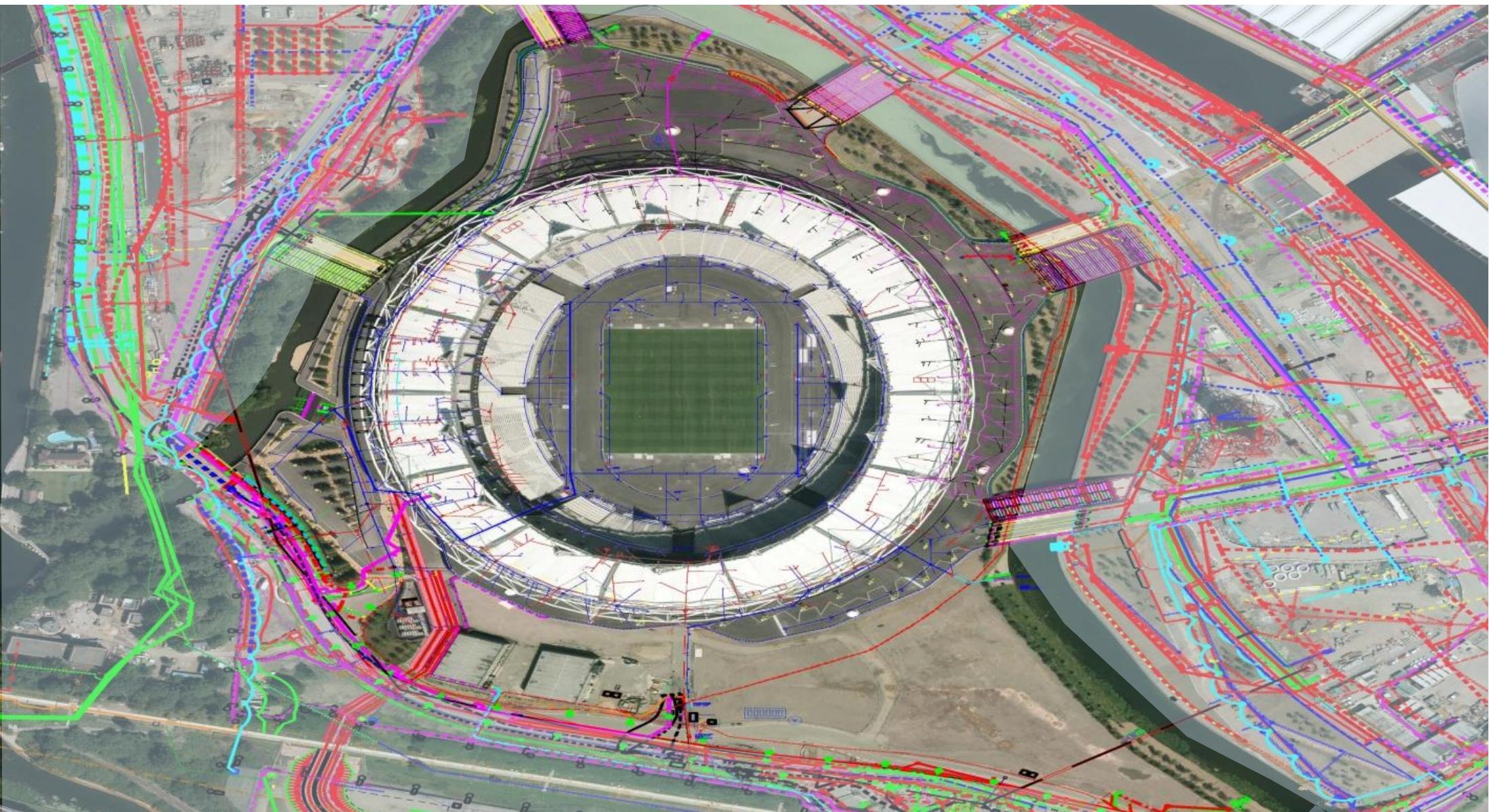
MAJOR PROJECTS – A GERMAN CHALLENGE?



THE EVOIUTION OF MAJOR PROJECTS



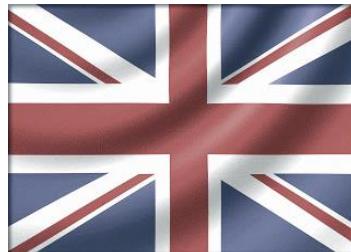
THE EVOLUTION OF MAJOR PROJECTS



THE EVOLUTION OF MAJOR RPOJECTS



A GERMAN CHALLENGE?



Stuttgart 21 High Speed

Cost Increase from 2.45n Euro to 5.26 Euro
+ 7 years (2014)

BER Airport Berlin Brandenburg

Cost Increase from 1.7b Euro to 4.5b Euro
+ 5 to ? Years (2014)

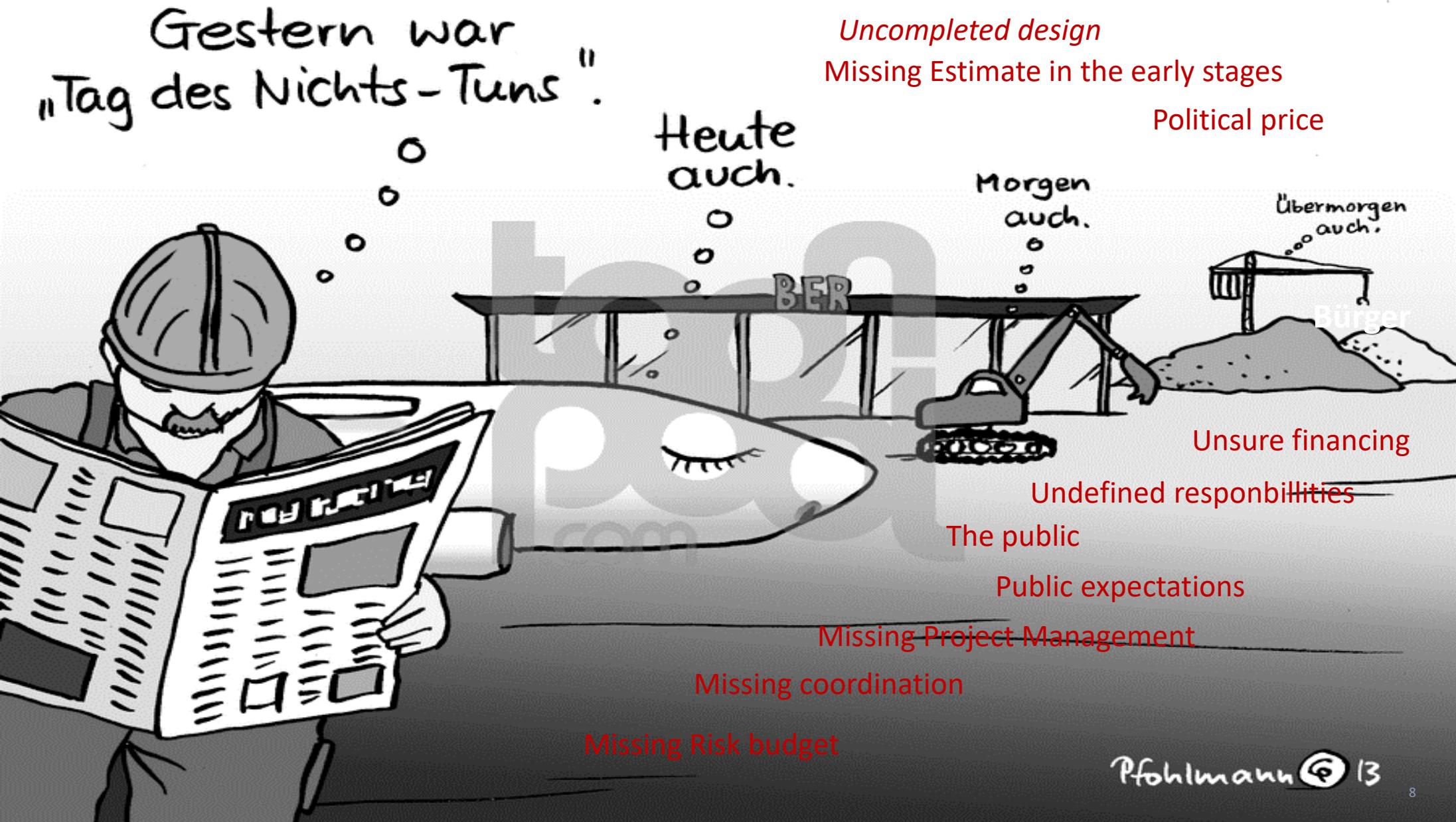
High Speed 1

Cost Increase from 3.7b GDP to 5.8b GDP
+ 10 years

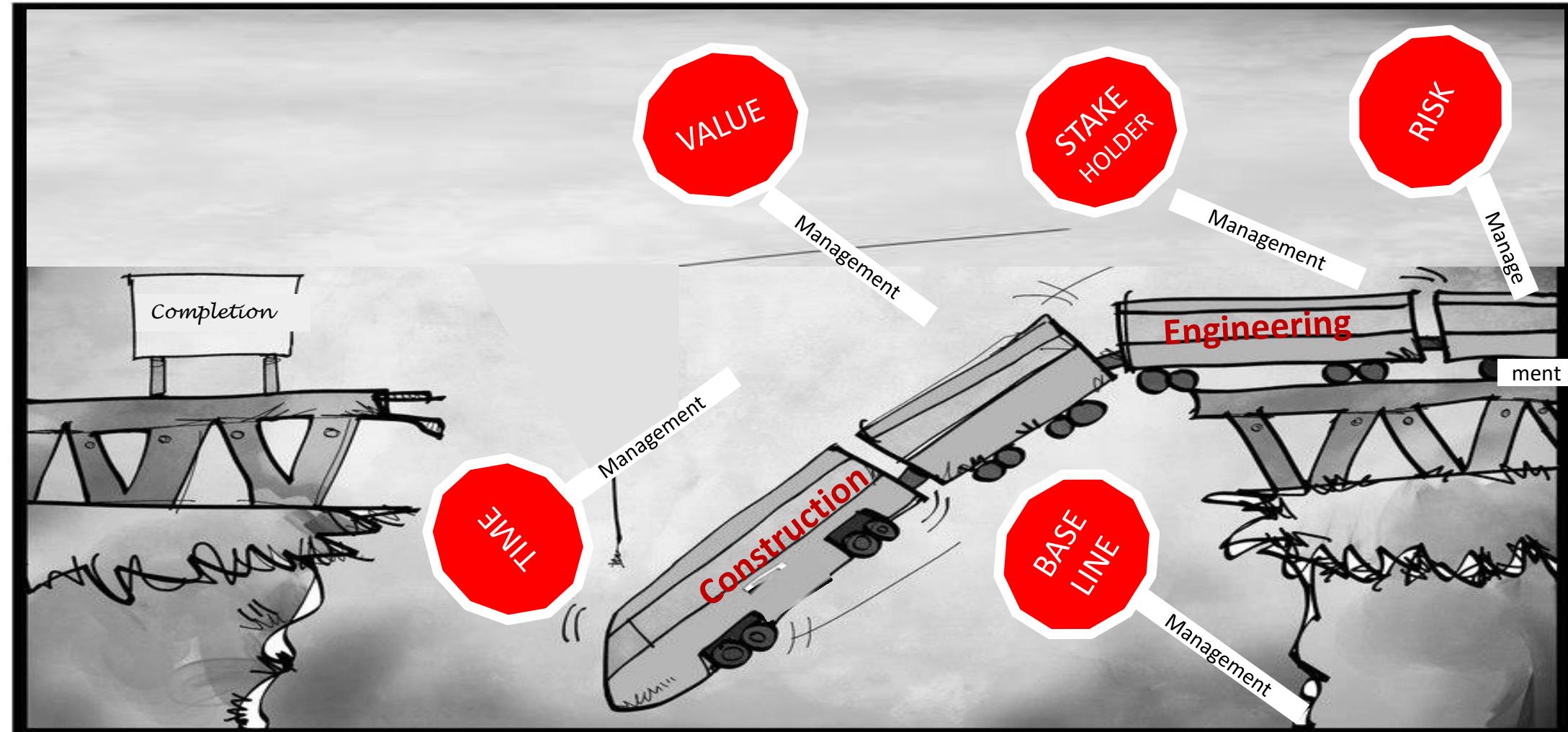
Wembley

Cost Increase from 326m GDP to 4.00 GDP
+ 1 year

External Reasons



Internal Reasons



Construction of Major Projects - Reform Commission



Federal Ministry
of Transport and
Digital Infrastructure



The **report** of the Construction of Major Projects Reform Commission therefore calls for a profound change in the relationship between public authorities and the planning and construction industries to create a strong, fair and aligned framework for procuring, planning, constructing and operating assets in the built environment. In particular, this involves complying with the following ten recommendations:

1. Cooperative planning in a team
2. First plan, then build
3. Risk management and capturing risks in the budget
4. Contract to be awarded to the tenderer who represents best value for money, not to the cheapest
5. Cooperative project partnership
6. Out-of-court-settlements of disputes
7. Mandatory value for money assessment
8. Clear processes and responsibilities / centres of excellence
9. Greater transparency and control
10. Use of digital methods – building information modelling

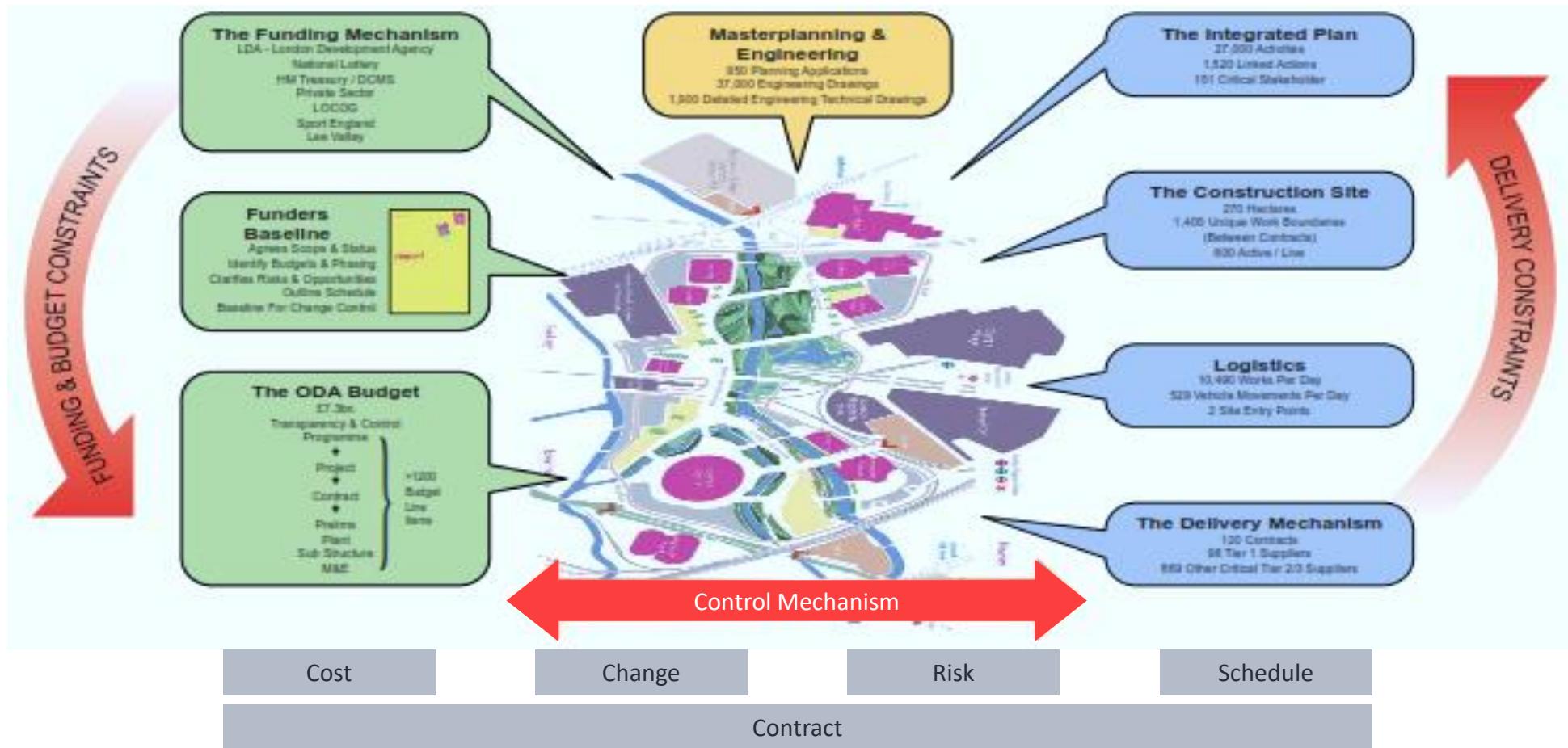
PROGRAMME MANAGEMENT



WHOLE LIFECYCLE MANAGEMENT

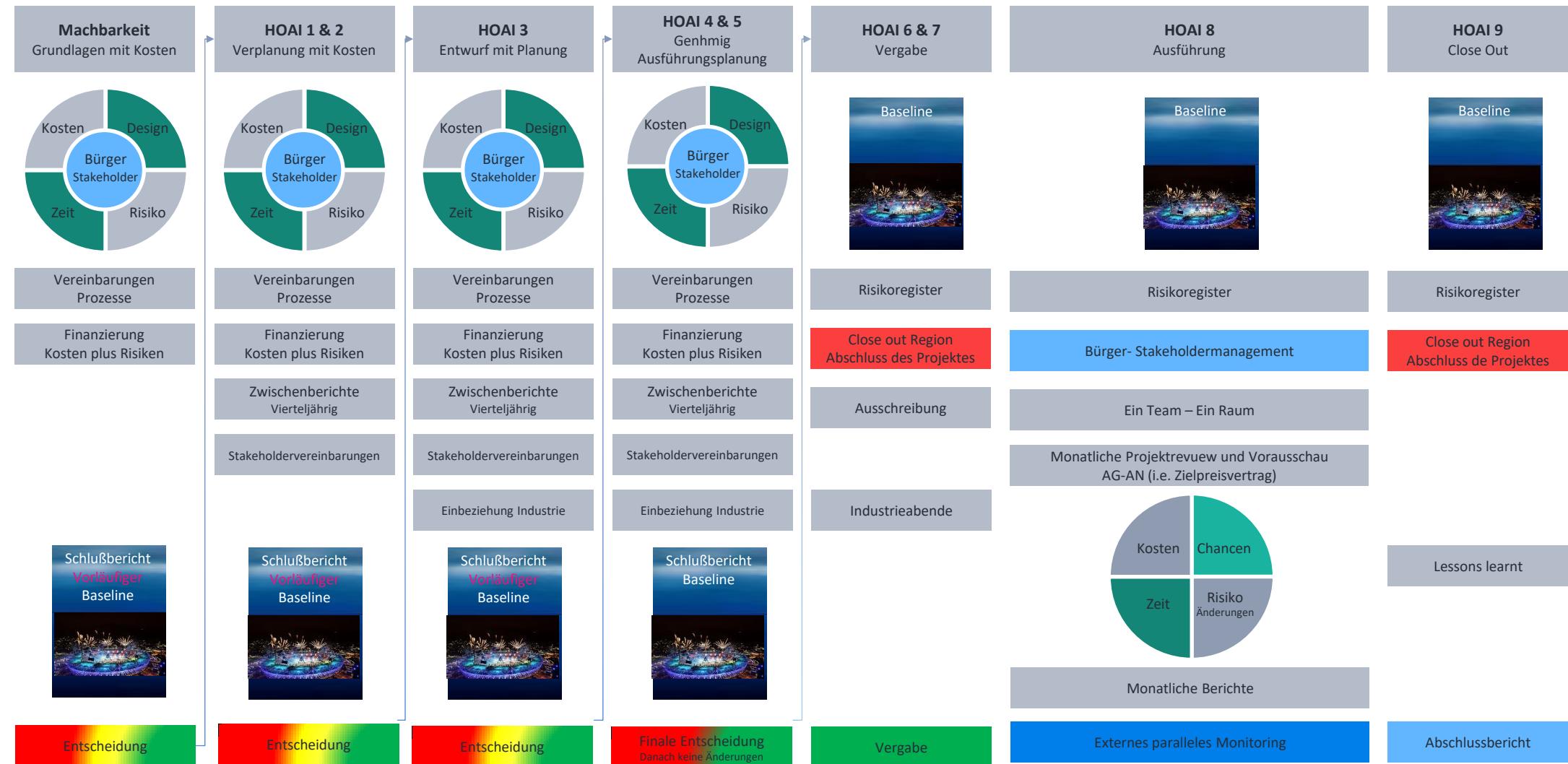
London 2012 Olympic Programme – Programme controls & complexity Management

Master Planning > Engineering > Construction > Commissioning > Handover



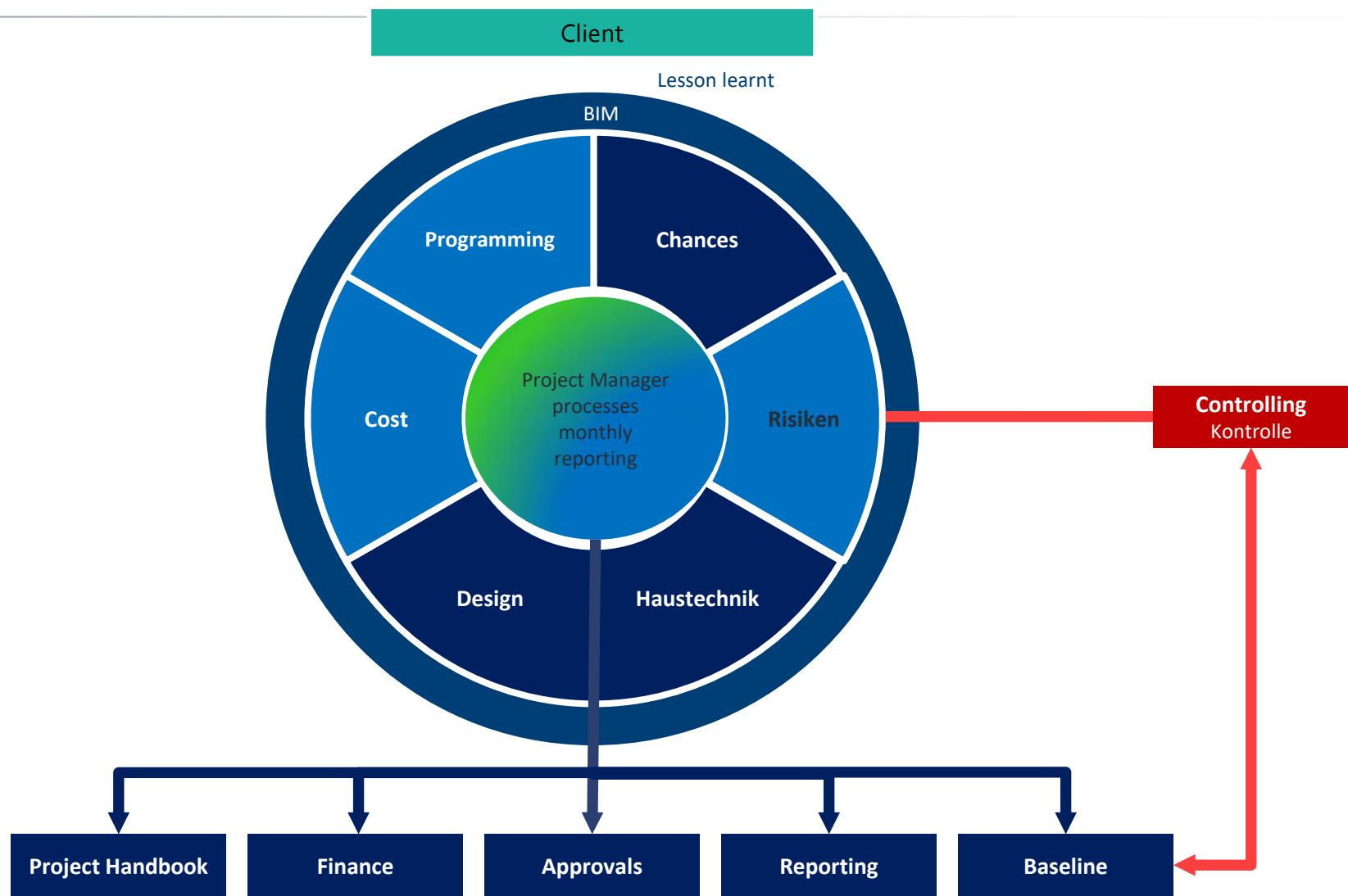
DESIGN COORDINATION AND COMMERCIAL PLANNING

German HOAI, UK RIBA Stages, AIA US Structure Example

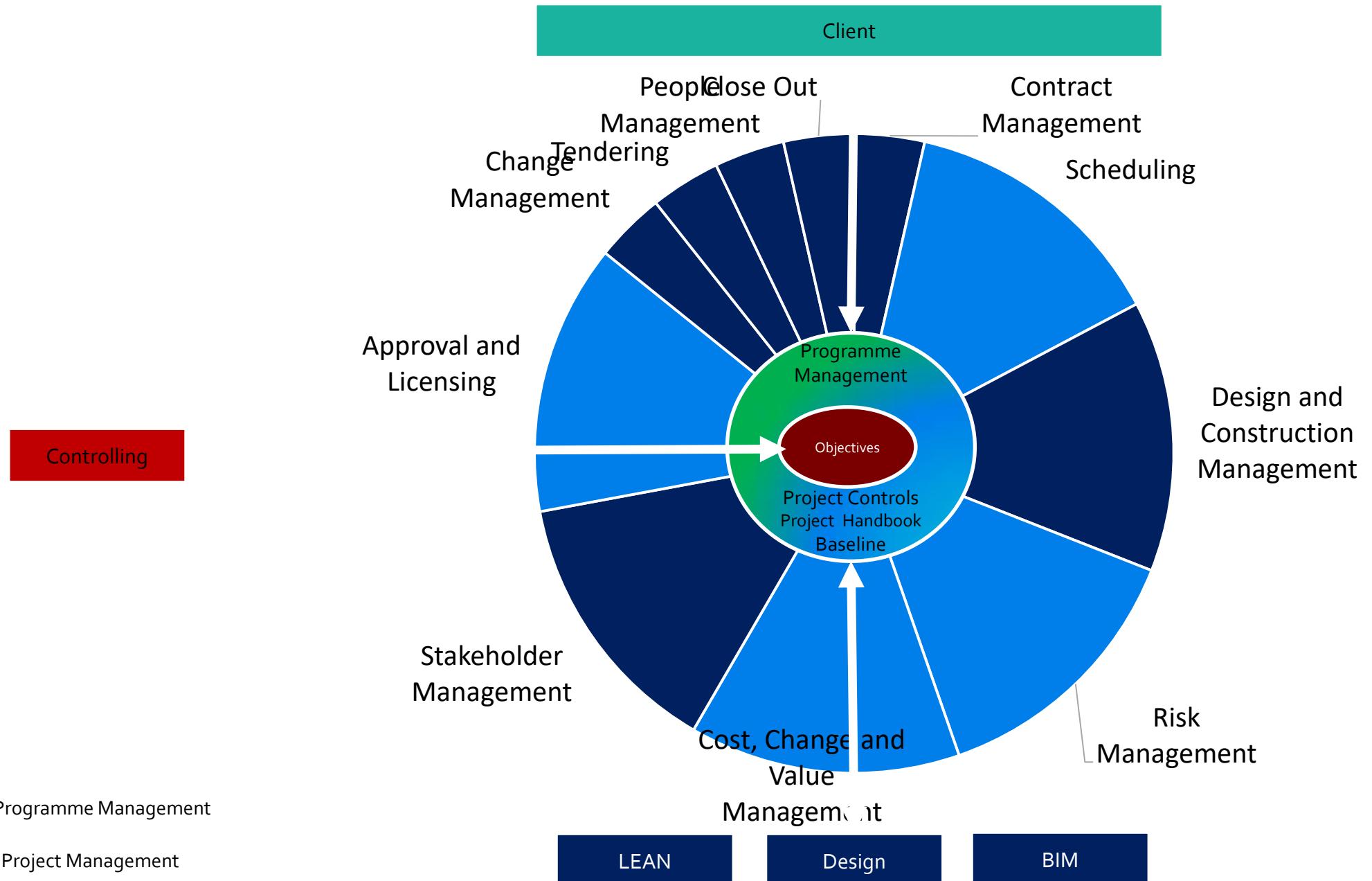


BIM und LEAN

DESIGN COORDINATION AND COMMERCIAL PLANNING



Programme Management

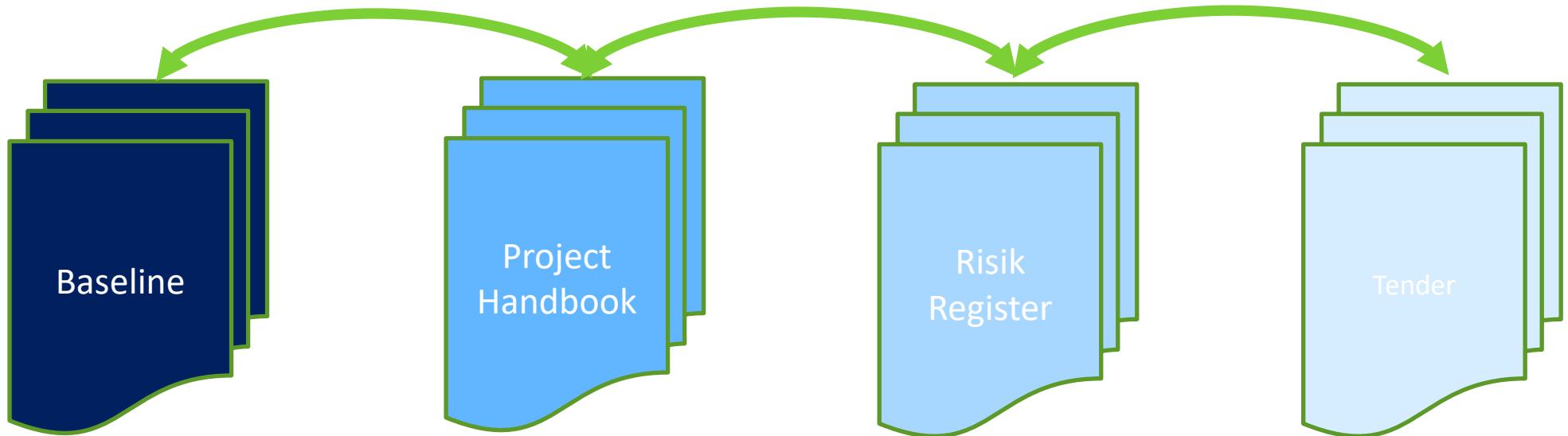


BASELINE- REPORT

- Agrees scope and status
- Identifies budgets and phasing
- Apportions responsibilities
- Clarifies current risks and opportunities
- Shows current outline schedule
- Establishes a basis for controlling change and managing contingency



Baseline, Project Handbook, Risk Register, Tender



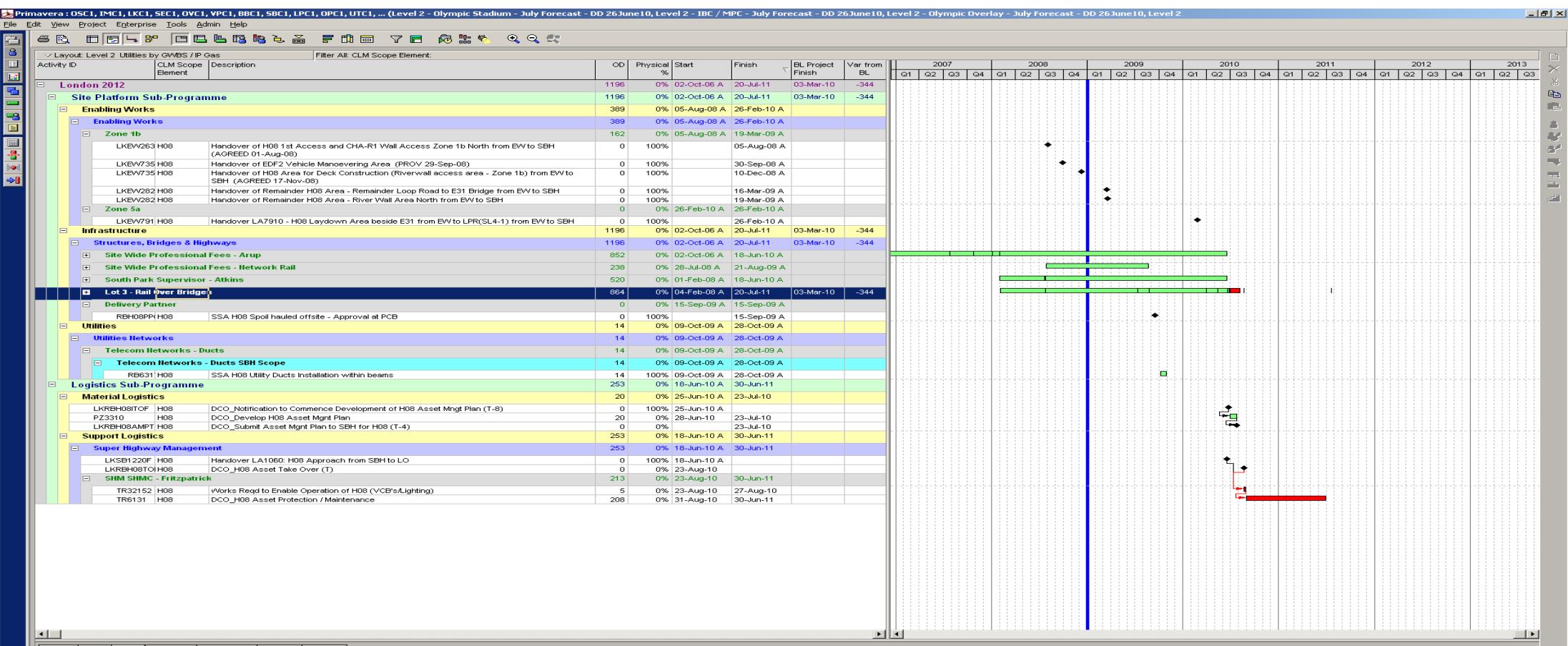
Objectivs
Scope in detail
Costs
Risk
Milestones
Approvals & Licenses
Stakeholder
Conditions

Objectivs
cope in detail
Scheduling in Detail
Approvals & Licensing
Owner
Stakeholder
Conditions
Processes
Organigram
Workflows

Entire Baseline scope
in Detail

Project Handbook
Baseline
Risk Register
Specific scope
Contractual terms

PROGRAMME CONTROLS



MANAGING RISK AND CONTROLLING CHANGE

- All contingency is identified as either Project or Programme – in scope or Funders - out of scope
- Contingency levels are established by evaluating risks using a QRA based on P80
- Strong governance is built around the process for allocating contingency
- Achievement of risk reduction events frees contingency for reassignment
- All contingency is rigorously tracked

“Taking the Contingency out of the project doesn't reduce the cost”



MANAGING RISK AND CONTROLLING CHANGE

Risk Management

Isn't rocket Science

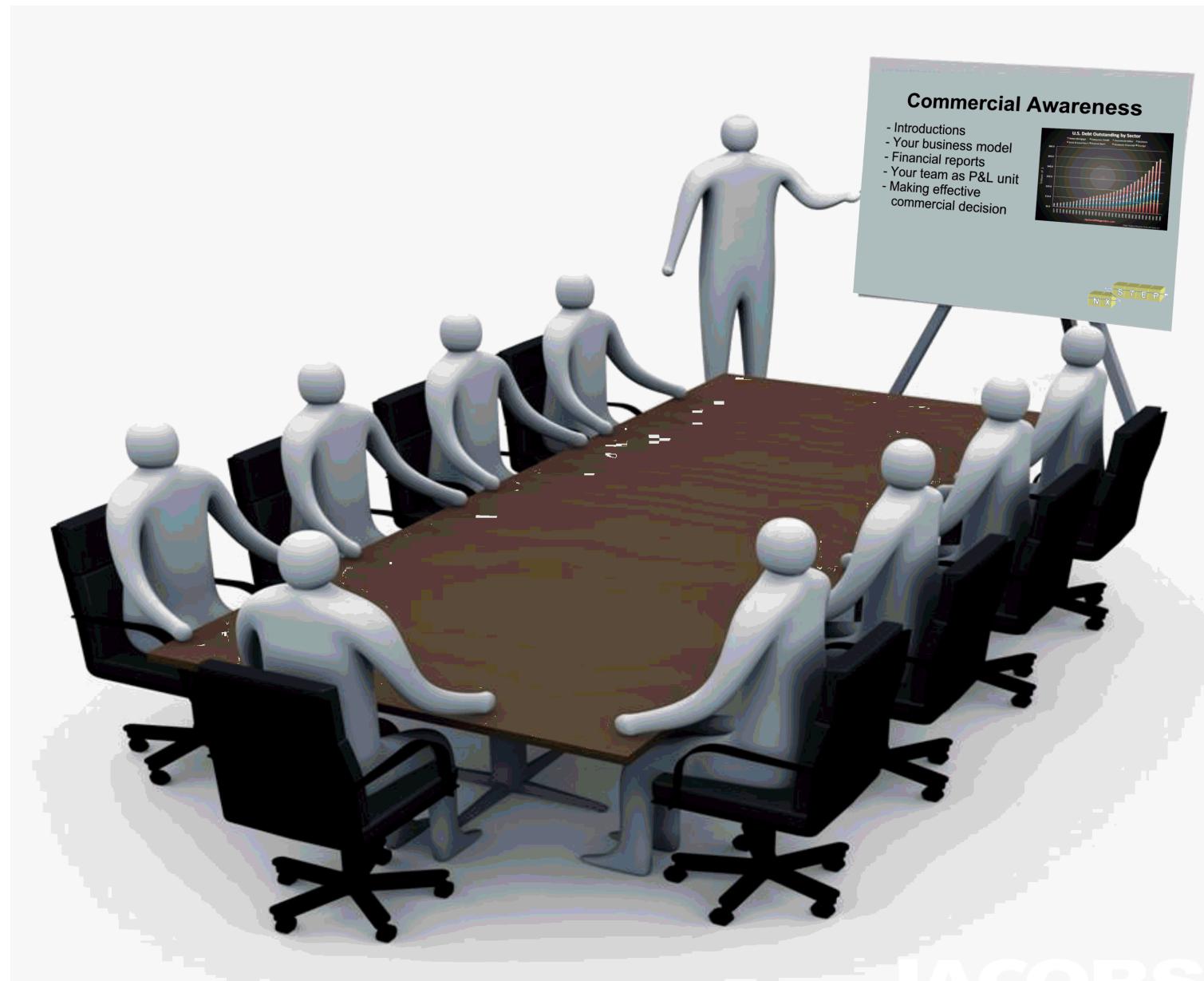
But

Project Managers Duty

Teamwork

Repetition

Future



RISK VALIDATION

Ermittlung der Risikorückstellung (schematische Darstellung)

Bauteil Muster Kellergeschoß (Ausschnitts Beispiele HOAI Phase 3 und HOAI Phase 7 Aufführung)

HOAI 3

Auftaktsitzung		€=Unvollständige Anwesenheit
Festlegung Planungsziele		€=Unvollständige Anwesenheit
Festlegung Teamkommunikation		€=Unvollständige Anwesenheit
Festlegung Prüfverfahren		€=Fehlende Abstimmung mit den Prüfämtern
Genehmigungsplanung		€=Fehlende Abstimmung; Schnittstellen unter den Planern
Gebäudeplanung		€=Fehlende Abstimmung; Schnittstellen unter den Planern
Sonderthemen (Stichwort Brandschutz)		
Planabgleich		€=Fehlende Abstimmung; Schnittstellen unter den Planern
Abgleich mit dritten Gewerben		€=Fehlende Abstimmung; Schnittstellen unter den Planern
Abgleich mit Prüfern		€=Fehlende Abstimmung; Schnittstellen unter den Planern
Bürgerbeteiligung		€=Fehlende Bereitschaft Entwürfe zu kommunizieren, Sorgen erneut zu nehmen
Stakeholder Involvement		€=Fehlende Abstimmung; Schnittstellen unter den Planern
Errichtungsplanung Planung		€=Verspätete Einreichung
Prüfung		€=Prüfkapazitäten
Prüfbegleitung		€=Fehlende Abstimmung; Schnittstellen unter den Planern
Finaler Abgleich		
Kostenermittlung		€=Unterlassende Detaillierung
Risikoermittlung		€=Unterlassende Detaillierung
Abschlussbericht		€=Unterlassende Detaillierung
Freigabe AG		€=Prüfkapazitäten

Detailliert pro Vorgang

Eingrenzung undefinierbare Positionen durch Detaillierung in bekannte Untertitel

Größte Risiken: Schnittstellen, Bürger-, und Stakeholder Management

HOAI 7

Auftaktsitzung mit AN		€=Unvollständige Anwesenheit
Vorlage aller Genehmigungen		€=Unvollständige Anwesenheit
Monatliche Sitzungen		
Baustelleneinrichtung		€=Fehlende Genehmigung Stadt, Amt, Nachbar, etc.
Aushub		€=Baugrund Schnittstelle mit Verkehr
Kreuzung Gas		€=Freigabe Dritter, fehlende Schutzplanung
Kreuzung Elektro		€=Freigabe Dritter, fehlende Schutzplanung
Grundwasserschutz		€=Freigabe Dritter, fehlende Schutzplanung
Bürgerinfo		
Sperrung Autobahn		€=Hohe Belastung, lange behindernde Lagerung

RISK MITIGATION

Mitigation der Risiken

Bauteil Muster Kellergeschoß (Ausschnitts Beispiele HOAI Phase 3 und HOAI Phase 7 Aufführung)

HOAI 3

Auftaktsitzung		Vorvereinbarungen, Anwesenheitspflicht
Festlegung Planungsziele		Vorvereinbarungen, Anwesenheitspflicht
Festlegung Teamkommunikation		Vorvereinbarungen, Anwesenheitspflicht
Festlegung Prüfverfahren		50% €=Abstimmung mit den Prüfämtern, Unsicherheit bleibt, da Ämter unabhängig
Genehmigungsplanung		€=Feste Koordinationsmeetings, Einzelfehler, Unbarkeiten bleiben
Gebäudeplanung		€=Feste Koordinationsmeetings, Einzelfehler, Unbarkeiten bleiben
Sonderthemen (Stichwort Brandschutz)		€=Minderung Doppelbearbeitung, Risiko Prüfbarkeit bleibt
Planabgleich		€=Erhöhte Koordination; Schnittstellenproblematik bleibt aufgrund Datenmenge
Abgleich mit dritten Gewerben		€=Erhöhte Koordination; Schnittstellenproblematik bleibt aufgrund Datenmenge
Abgleich mit Prüfern		€=Feste Koordinationsmeetings, Einzelfehler, Unbarkeiten bleiben
Bürgerbeteiligung		€=Verringerung durch open book, politische Einflüsse bleiben
Stakeholder Involvement		€=Erhöhte Koordination; Schnittstellenproblematik bleibt aufgrund Datenmenge
Errichtungsplanung Planung		€=Erhöhte Koordination; Schnittstellenproblematik bleibt aufgrund Datenmenge
Prüfung		€=Erhöhte Bereithaltung Personal, Allgemeines Engpass Risiko bleibt
Prüfbegleitung		€=Feste Koordinationsmeetings, Einzelfehler, Unbarkeiten bleiben
Finaler Abgleich		
Kostenermittlung		€=Erhöhter Personalaufwand, Risiko Grunddaten bleibt
Risikoermittlung		€=Erhöhter Personalaufwand, Risiko Grunddaten bleibt
Abschlussbericht		€=Erhöhter Personalaufwand, Risiko Grunddaten bleibt
Freigabe AG		€=Prüfkapazitäten bleibt

Detailliert pro Vorgang

Eingrenzung undefinierbare Positionen durch Detaillierung in bekannte Untertitel

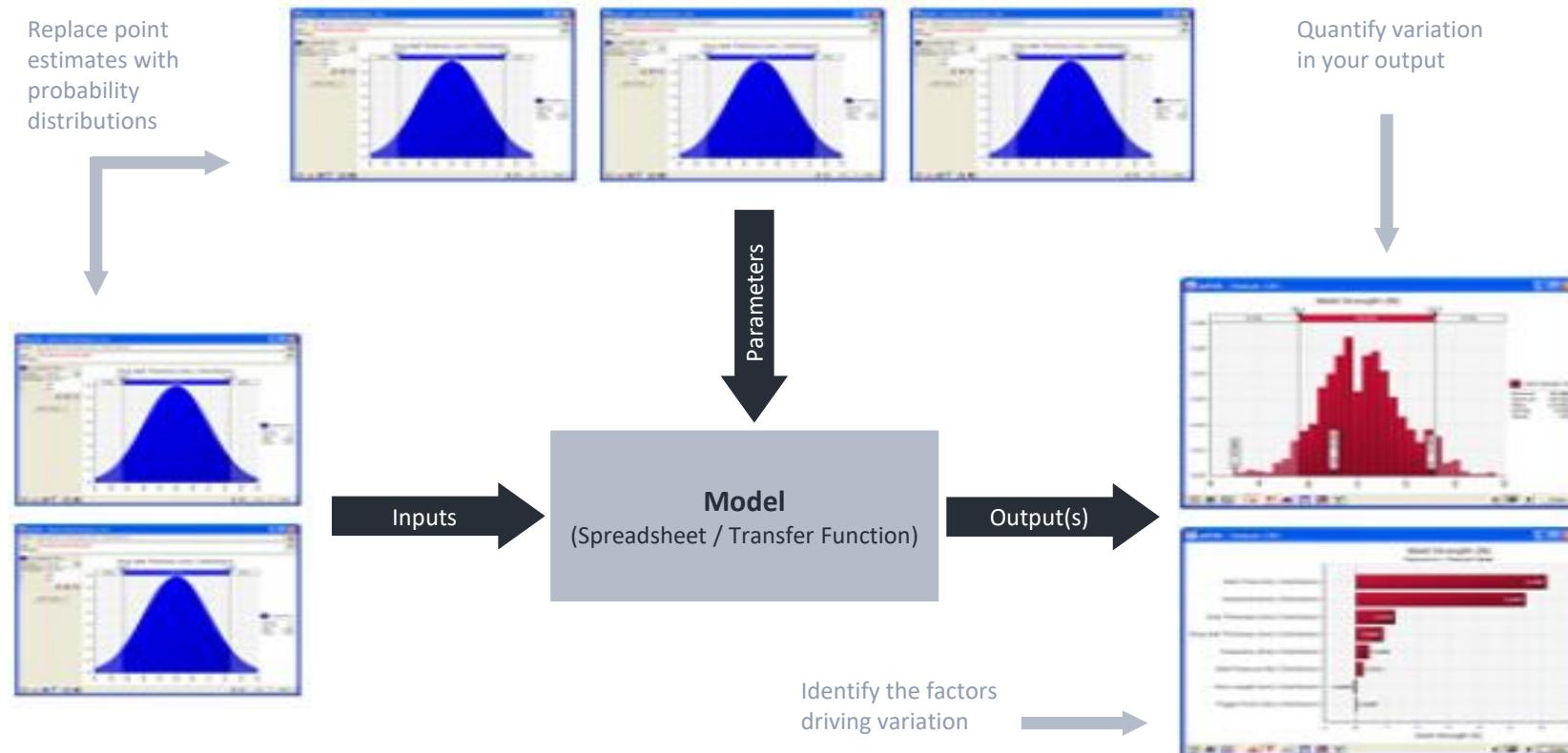
Risiken werden durch aktive Maßnahmen minimiert, es verbleibt das Restrisiko

HOAI 7

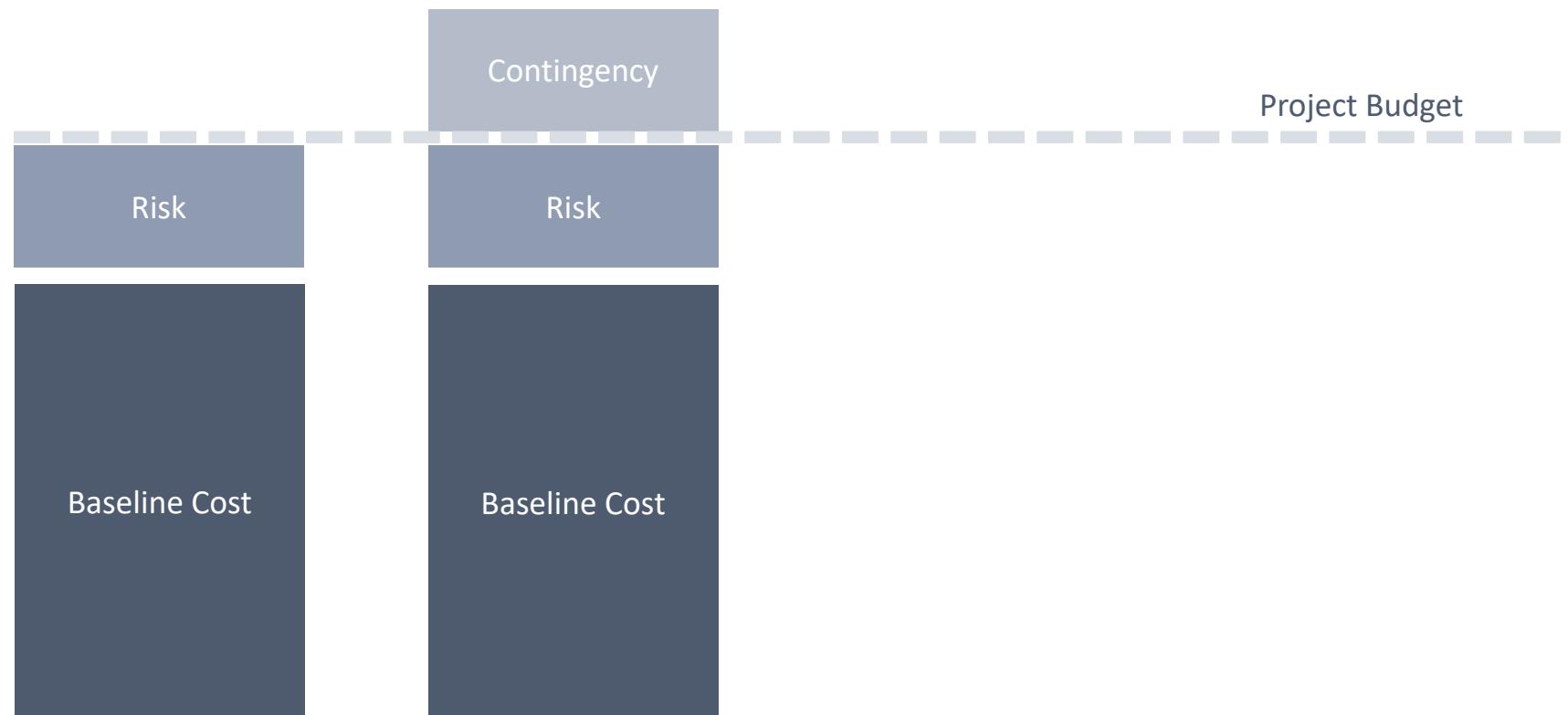
Auftaktsitzung mit AN		€=Vorvereinbarung Anwesenheit
Vorlage aller Genehmigungen		€=Vorvereinbarung Anwesenheit
Monatliche Sitzungen		
Baustelleneinrichtung		€=Fehlende Genehmigung Stadt, Amt, Nachbar, etc.
Aushub		€=Mehr Vorproben, Verkehrsplanung
Kreuzung Gas		€=verbesserte Involvierung; treffen auf altbestehende bleibt
Kreuzung Elektro		€=verbesserte Involvierung; treffen auf altbestehende bleibt
Grundwasserschutz		€=verbesserte Involvierung; treffen auf altbestehende bleibt
Bürgerinfo		
Sperrung Autobahn		€=Zusätzliche Brücke, Tunnel, Umleitung

RISK AND CHANGE MANAGEMENT

QRA – Monte Carlo Simulation



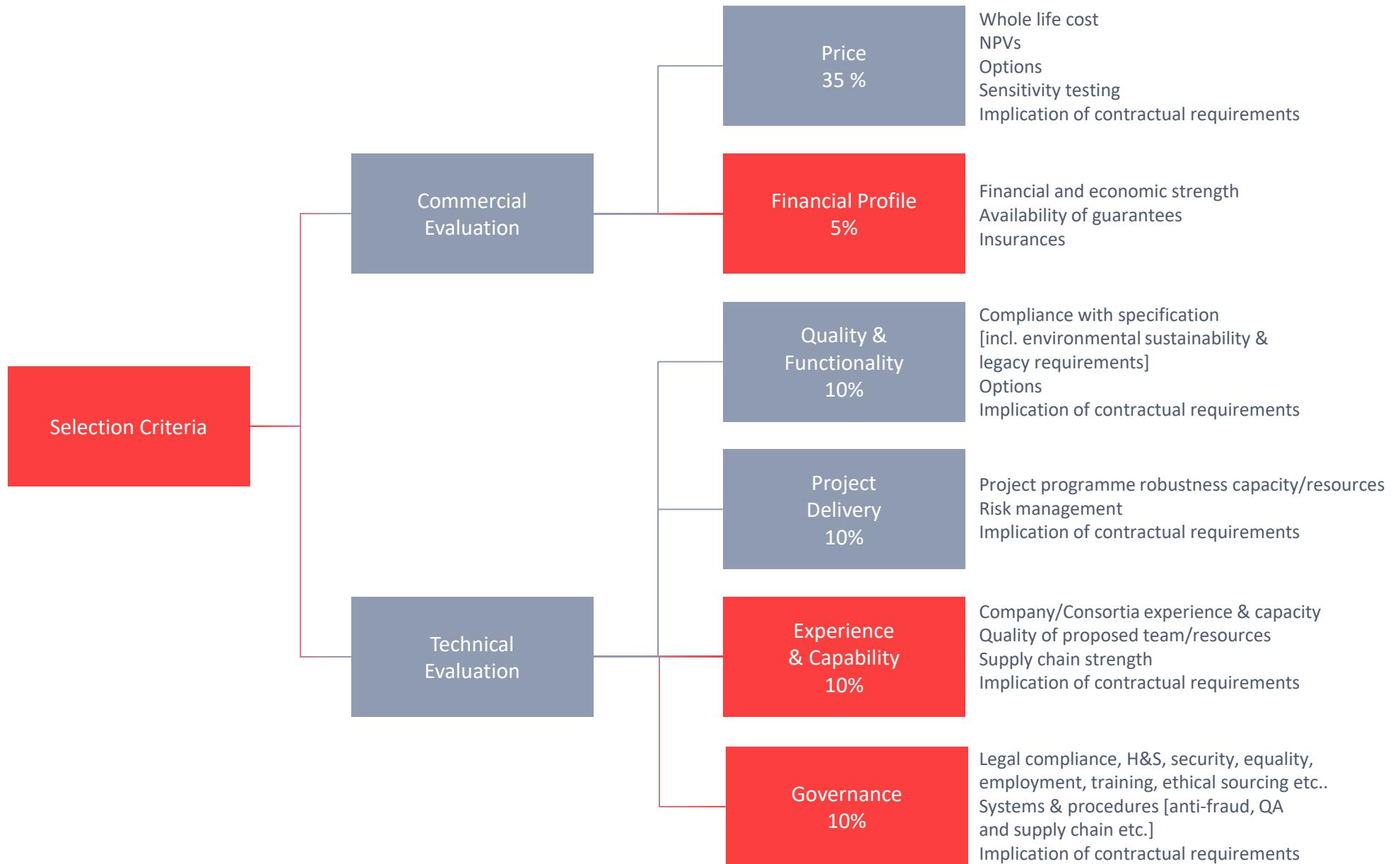
PROJECT BUDGET



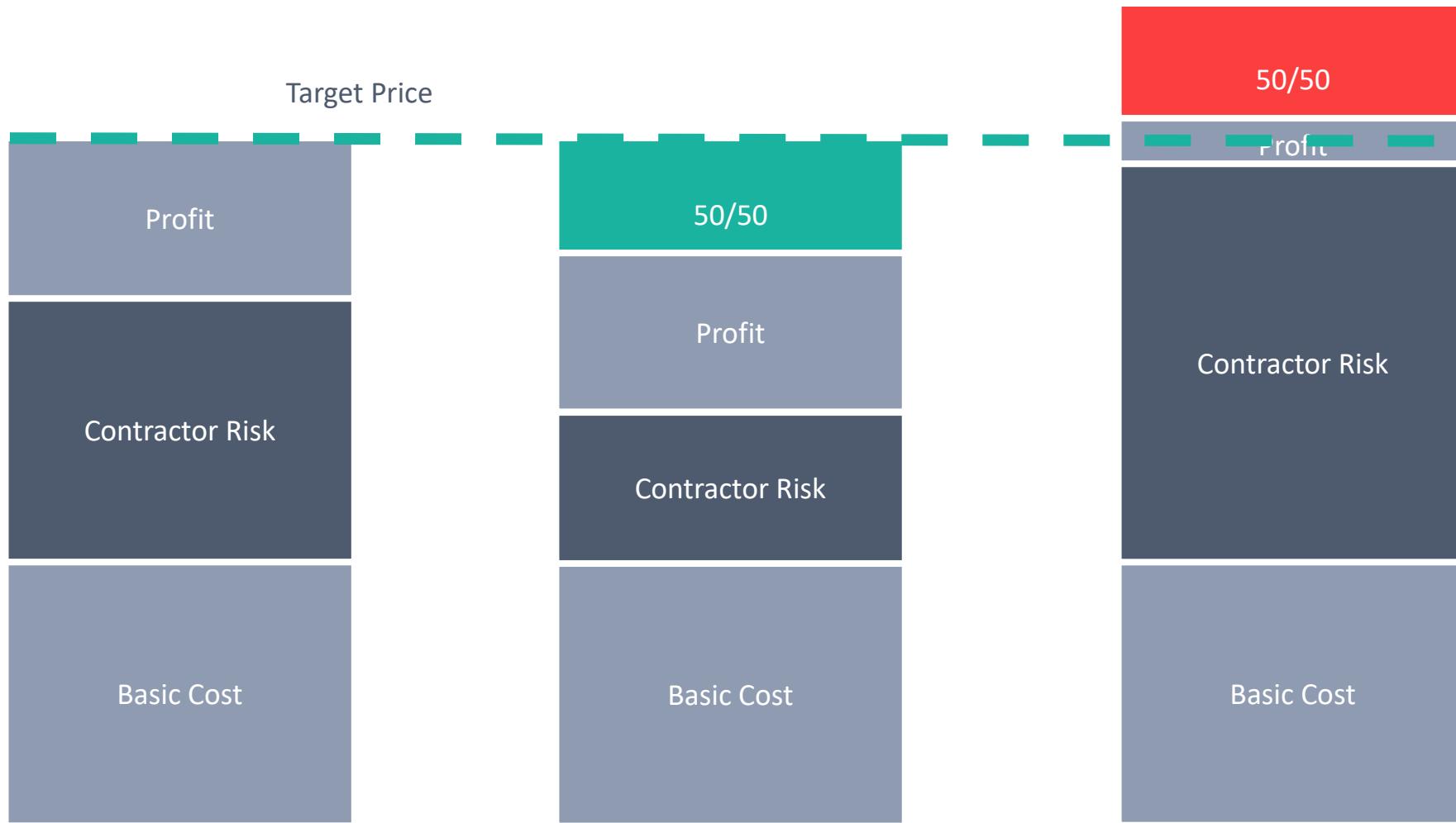
PROCUREMENT NEC 3



PROCUREMENT



TARGET PRICE CONTRACT NEC 3



REPORTING



REPORTING

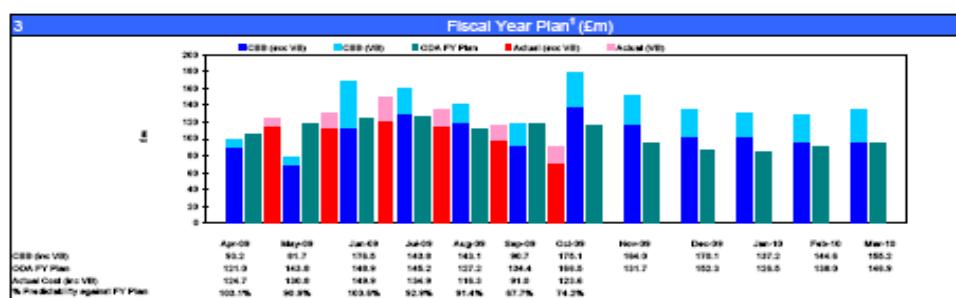
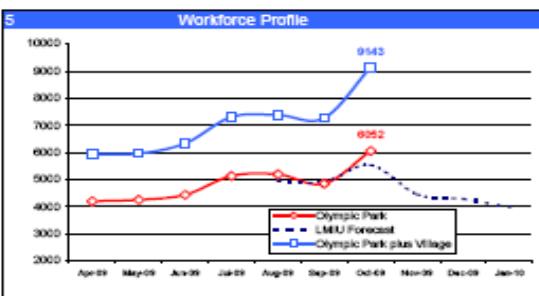
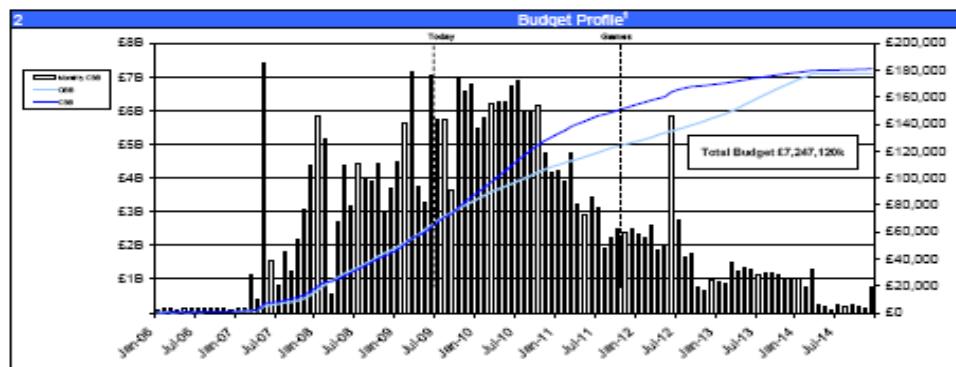
Olympic Programme Dashboard

Status Date: October

Summary Stats						
	% Delays	Total	% Achieved	% Spend	% Planned	Total
Total Olympic Capital Programmes	0.00%	C\$8,480	100.0%	44.3%	5,431,147	47.3%
Venues & Infrastructure	0.00%	3,156,883	99.4%	95.5%	3,965,257	97.3%
Transport	0.00%	408,845	92.3%	42.3%	458,329	46.3%
Athletes' Village	0.00%	1,862,972	29.8%	25.6%	1,965,940	24.8%
Transformation (broken out from legacy OCOG)	0.00%	85,245	2.5%	1.7%	141,356	0.7%
Services	0.00%	1,004,411	41.1%	39.6%	1,023,121	37.1%
Below the line costs	0.00%	556,539	42.3%	42.3%	1,872,241	22.0%
Below the line income	0.00%	444,303	50.0%	50.0%	-1,371,630	23.0%
Total	0.00%	6,827,589	44.5%	44.5%	7,047,120	43.1%



Key Completion Dates			
venues	Planned	Actual	Impact
Main Olympic Beneficial Possession	21-Mar-10	21-Mar-10	0
Reserve venues	21-Oct-10	21-Oct-10	0
Legacy Venues	21-Mar-11	21-Mar-11	0
Residual Beneficial Possession (MTOC)	21-Apr-11	21-Apr-11	0
Residual Beneficial Possession (MTOC)	26-Apr-11	26-Apr-11	0
Aquatics Beneficial Possession (MTOC)	12-Aug-11	21-Aug-11	42
Stadium Handover (MTOC)	26-Aug-11	26-Aug-11	0
SOC Handover	01-Jun-11	01-Jun-11	0
Elite Major Handover	29-May-12	29-May-12	0
Testing	06-Jun-12	06-Jun-12	0
MPC Handover	01-Aug-11	01-Aug-11	0
MOPC Handover	01-Aug-11	01-Aug-11	0
Olympic Village Vertical Build	Planned	Planned	Impact?
Part H15 Road Inspection and completion	23-Nov-10	21-Nov-11	-38
Part H16 Road Inspection and completion	06-Dec-10	21-Dec-10	-15
Part H17 Road Inspection and completion	22-Dec-10	22-Dec-10	0
Part H18 Road Inspection and completion	04-Mar-11	23-Aug-11	-120
Part H19 Road Inspection and completion	18-Mar-11	18-Mar-11	0
Part H20 Road Inspection and completion	19-May-11	19-May-11	0
Part H21 Road Inspection and completion	23-May-11	23-May-11	0
Part H22 Academy Site Impairment and completion	23-May-11	23-May-11	0
Part H23 Academy Site Impairment and completion	23-May-11	23-May-11	0
Part H24 Academy Site Impairment and completion	05-Jun-11	05-Jun-11	0
Part H25 Academy Site Impairment and completion	29-Aug-11	29-Aug-11	0
Transport	Planned	Planned	Impact?
Angel Lane Stage 3 Gate GRIP 30 Complete	05-Dec-10	05-Dec-10	0
Clayford Regional Station works complete	01-Jan-11	01-Jan-11	0
West Rail - Complete construction	24-Jun-11	24-Jun-11	0
Lake Valley Shoring Service - Patterns 11 & 12 - GRIP 30 Completed	21-Jun-11	21-Jun-11	0
Complete all cycling and walking infrastructure works	25-Jun-11	25-Jun-11	0
Leisure Transparency Creative Works Complete	17-Jun-12	17-Jun-12	0



6 Anticipated Final Cost⁵ (£m)

	Implemented	Funders	Delta
Site Platform	2,099	2,095	4
Olympic Park Venues	1,531	1,544	-13
Non-Olympic Park Venues	132	173	-41
Logistics	301	301	0
Security	314	292	22
Stadtbad City	546	554	-8
Subtotal Venues and Infrastructure	4,925	4,869	-54
Transport	696	812	-24
Subtotal Transport	696	812	-24
Reserve	1,000	1,000	0
Reserve	1,000	1,000	0
Reserve	1,000	1,000	0
Reserve	1,000	1,000	0
Subtotal Reserve	3,000	3,000	0
Subtotal Transport	696	812	-24
Subtotal Reserve	3,000	3,000	0
Subtotal Vertical Build Receipts	-789	-789	0
Subtotal Vertical Build	217	326	-109
OCDA Operations and DP Cost	546	545	-1
Other Projects	135	242	-107
Contributions	-559	-558	-1
Other Costs	1,147	910	237
Subtotal Other	1,289	1,140	129
Subtotal	7,267	7,227	10
Remove Headcount on GBA		-38	
Funders Pressures		-40	
TOTAL (incl. Funder Pressures)	7,267	7,281	6

Progresses Dashboard
Total budget including contributions, tax and contingencies.
Funders APC based on OEM Programme, Quarterly Update to Funders September 2009 and includes Funder Pressures.

*Not used
**Not used

***Assess status is based on early start dates. Milestone PMS status is based on Progresses. *Open assessments using the following definitions: Green = Forecast equal to or earlier than baseline date, reported delay is within available lead; significant improvement based on previous forecast date; Amber = Delay against baseline but still recoverable, reported delay exceeding limit of available lead; major negative trend on

forecast or baseline but not affecting delivery delivery is recoverable; Red = Unrecoverable delay to baseline, major negative forecast trend increasing the baseline date but remaining on schedule; Grey = Actual complete / forecast estimated.

****Status describes the assessed Progresses. Trend's assessment of the aspect of any reported delays on delivery status on the wider programme.

REPORTING

London 2012 Olympic Programme – Performance Management (Cost & Time)

Project Overview		Performance Indicators									
Project ID	LOCOG-2012-001	Key Indicator 1	Value 1.1	Value 1.2	Value 1.3	Value 1.4	Value 1.5	Value 1.6	Value 1.7	Value 1.8	Value 1.9
Project Name	London 2012 Olympic Games	Key Indicator 2	Value 2.1	Value 2.2	Value 2.3	Value 2.4	Value 2.5	Value 2.6	Value 2.7	Value 2.8	Value 2.9
Manager	John Doe	Key Indicator 3	Value 3.1	Value 3.2	Value 3.3	Value 3.4	Value 3.5	Value 3.6	Value 3.7	Value 3.8	Value 3.9
Budget	\$100M	Key Indicator 4	Value 4.1	Value 4.2	Value 4.3	Value 4.4	Value 4.5	Value 4.6	Value 4.7	Value 4.8	Value 4.9
Timeline	2012-07-27	Key Indicator 5	Value 5.1	Value 5.2	Value 5.3	Value 5.4	Value 5.5	Value 5.6	Value 5.7	Value 5.8	Value 5.9
Team Size	1000	Key Indicator 6	Value 6.1	Value 6.2	Value 6.3	Value 6.4	Value 6.5	Value 6.6	Value 6.7	Value 6.8	Value 6.9
Completion Status	In Progress	Key Indicator 7	Value 7.1	Value 7.2	Value 7.3	Value 7.4	Value 7.5	Value 7.6	Value 7.7	Value 7.8	Value 7.9
Impact Score	High	Key Indicator 8	Value 8.1	Value 8.2	Value 8.3	Value 8.4	Value 8.5	Value 8.6	Value 8.7	Value 8.8	Value 8.9
Stakeholder Satisfaction	85%	Key Indicator 9	Value 9.1	Value 9.2	Value 9.3	Value 9.4	Value 9.5	Value 9.6	Value 9.7	Value 9.8	Value 9.9
Risk Exposure	Medium	Key Indicator 10	Value 10.1	Value 10.2	Value 10.3	Value 10.4	Value 10.5	Value 10.6	Value 10.7	Value 10.8	Value 10.9
Resource Utilization	75%	Key Indicator 11	Value 11.1	Value 11.2	Value 11.3	Value 11.4	Value 11.5	Value 11.6	Value 11.7	Value 11.8	Value 11.9
Quality Assurance	98%	Key Indicator 12	Value 12.1	Value 12.2	Value 12.3	Value 12.4	Value 12.5	Value 12.6	Value 12.7	Value 12.8	Value 12.9

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Budget	\$100M	Key Indicator 4	Value 4.1	Value 4.2	Value 4.3	Value 4.4	Value 4.5	Value 4.6	Value 4.7	Value 4.8	Value 4.9
Timeline	2012-07-27	Key Indicator 5	Value 5.1	Value 5.2	Value 5.3	Value 5.4	Value 5.5	Value 5.6	Value 5.7	Value 5.8	Value 5.9
Team Size	1000	Key Indicator 6	Value 6.1	Value 6.2	Value 6.3	Value 6.4	Value 6.5	Value 6.6	Value 6.7	Value 6.8	Value 6.9
Completion Status	In Progress	Key Indicator 7	Value 7.1	Value 7.2	Value 7.3	Value 7.4	Value 7.5	Value 7.6	Value 7.7	Value 7.8	Value 7.9
Impact Score	High	Key Indicator 8	Value 8.1	Value 8.2	Value 8.3	Value 8.4	Value 8.5	Value 8.6	Value 8.7	Value 8.8	Value 8.9
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Quality Assurance	98%	Key Indicator 12	Value 12.1	Value 12.2	Value 12.3	Value 12.4	Value 12.5	Value 12.6	Value 12.7	Value 12.8	Value 12.9

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Timeline	2012-07-27	Key Indicator 5	Value 5.1	Value 5.2	Value 5.3	Value 5.4	Value 5.5	Value 5.6	Value 5.7	Value 5.8	Value 5.9
Team Size	1000	Key Indicator 6	Value 6.1	Value 6.2	Value 6.3	Value 6.4	Value 6.5	Value 6.6	Value 6.7	Value 6.8	Value 6.9
Completion Status	In Progress	Key Indicator 7	Value 7.1	Value 7.2	Value 7.3	Value 7.4	Value 7.5	Value 7.6	Value 7.7	Value 7.8	Value 7.9
Impact Score	High	Key Indicator 8	Value 8.1	Value 8.2	Value 8.3	Value 8.4	Value 8.5	Value 8.6	Value 8.7	Value 8.8	Value 8.9
Stakeholder Satisfaction	85%	Key Indicator 9	Value 9.1	Value 9.2	Value 9.3	Value 9.4	Value 9.5	Value 9.6	Value 9.7	Value 9.8	Value 9.9
Risk Exposure	Medium	Key Indicator 10	Value 10.1	Value 10.2	Value 10.3	Value 10.4	Value 10.5	Value 10.6	Value 10.7	Value 10.8	Value 10.9
Resource Utilization	75%	Key Indicator 11	Value 11.1	Value 11.2	Value 11.3	Value 11.4	Value 11.5	Value 11.6	Value 11.7	Value 11.8	Value 11.9
Quality Assurance	98%	Key Indicator 12	Value 12.1	Value 12.2	Value 12.3	Value 12.4	Value 12.5	Value 12.6	Value 12.7	Value 12.8	Value 12.9

TOOLS

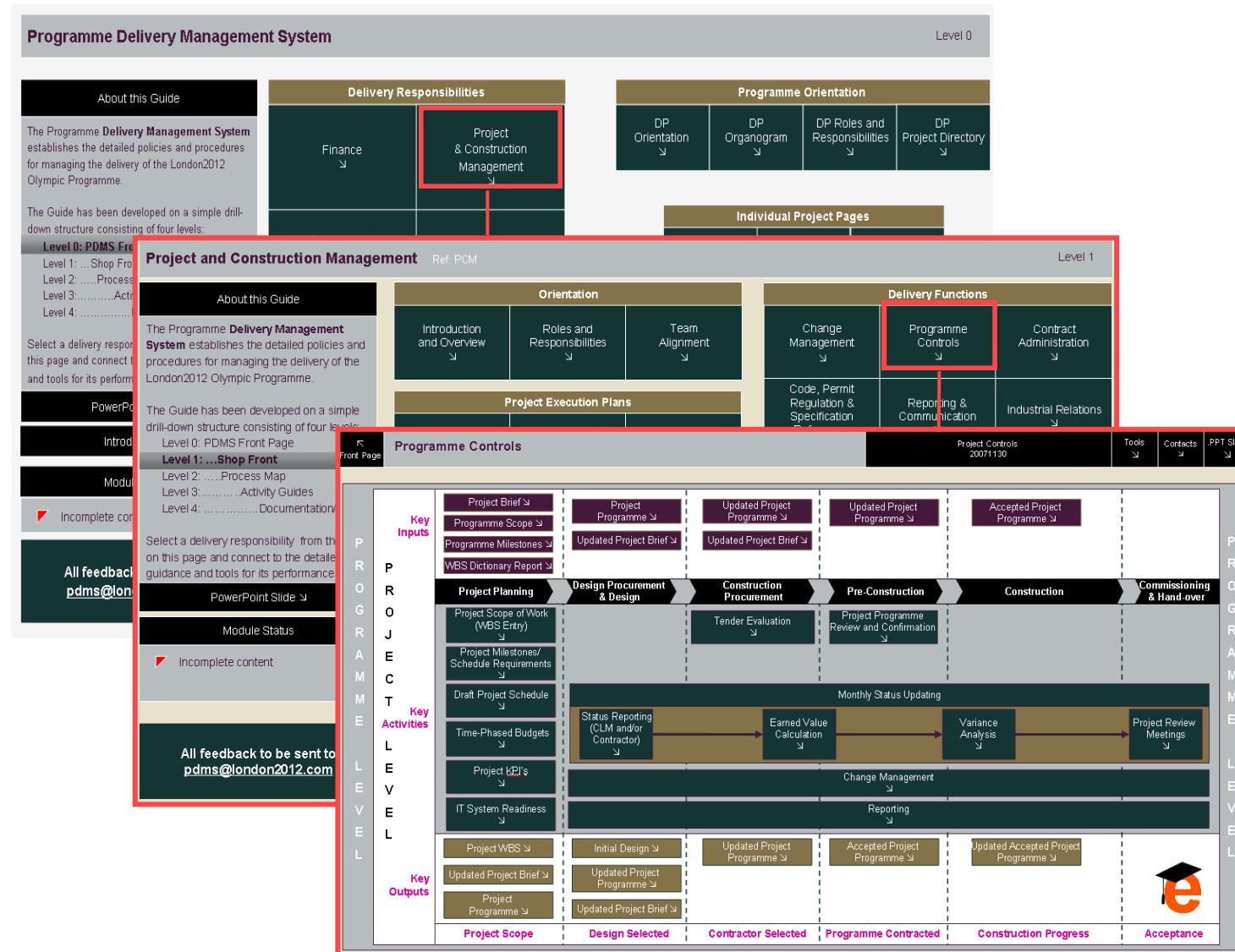


THE TOOLS COMMERCIAL FRAMEWORK

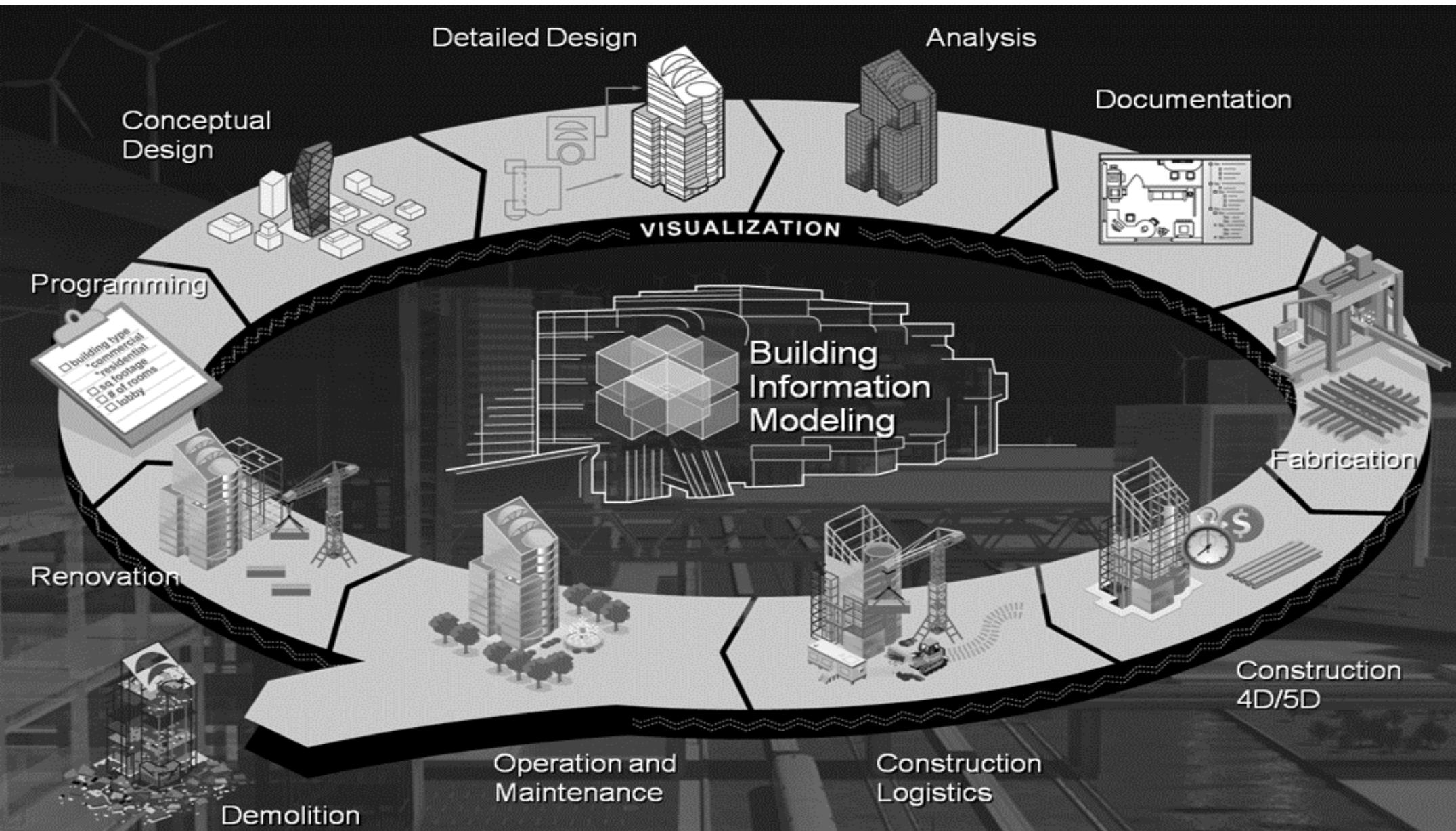
London 2012 Olympic Programme and the Delivery Partner, Commercial Framework – „The Basics“

	Pre Contract	Delivery (Post Contract)	Output	Tools	Reports
Time	<ul style="list-style-type: none"> Master planning Establish project baseline programme Level 2 programme Set key milestones Designer / consultant programmes 	<ul style="list-style-type: none"> Accepted Programme (agree, monitor, update) Schedule variance analysis and recovery plans Time KPIs and success milestones EWNs / CENs evaluation Acceleration plans Integrated schedule (clear logic) <ul style="list-style-type: none"> Earned Value reporting SPI / CPI Cost forecasting (phasing plans) <ul style="list-style-type: none"> Budget management Contingency management Funders' updates Cost Estimating 	<i>Manage the schedule</i>	P6	<ul style="list-style-type: none"> Level 2 Programme Critical Path SV / SPI Report Key milestone status
Cost	<ul style="list-style-type: none"> Cost planning Establish Baseline budget Funders' updates 		<i>Control Cost</i>	PCMS COBRA CATO	<ul style="list-style-type: none"> CPR PSR KPI Report Predictability Report Detailed cost estimate Contract Cost Report Trend Log Cobra cost reports PCMS Cost Reports
Contract	<ul style="list-style-type: none"> Selection of contract form Procurement Delivery Plan Contract negotiations Designer / consultant contract administration 	<ul style="list-style-type: none"> Trends AFC Cost Verification <ul style="list-style-type: none"> Contract deliverable schedule RPIs EWNs CENs / CICE's Payment Applications 2nd Tier approvals (PMU approvals) Final Account Insurance 	<i>Manage the Contract</i>	PCM Newloss.com	<ul style="list-style-type: none"> PCM Reports RPI Log EWN/CEN log PCMS Reports
Risk	<ul style="list-style-type: none"> Key Risks, Issues, Opportunities Mitigation Plans CRA PSD 	<ul style="list-style-type: none"> Key Risks, Issues, Opportunities Mitigation Plans CRA PSD Funders' updates 	<i>Understand and mitigate risks</i>	ARM	<ul style="list-style-type: none"> Project Risk Register Programme Risk Register QRA Report
Changes	<ul style="list-style-type: none"> Project time, cost, schedule changes Funder's changes Changes to Project Briefs 	<ul style="list-style-type: none"> Project time, cost, schedule & scope changes Contingency management (project, Programme & Funder) Funder's changes 	<i>Gain stakeholder approval</i>	Change Control Log	<ul style="list-style-type: none"> Master change control log OBG / CBB Report Contingency Status Report

Project and Process Handbook



BUILDING INFORMATION MODELLING TODAY - THE CONTINUITY OF DATA



PUBLIC INVOLVEMENT STAKEHOLDER MANAGEMENT “Nimbys“



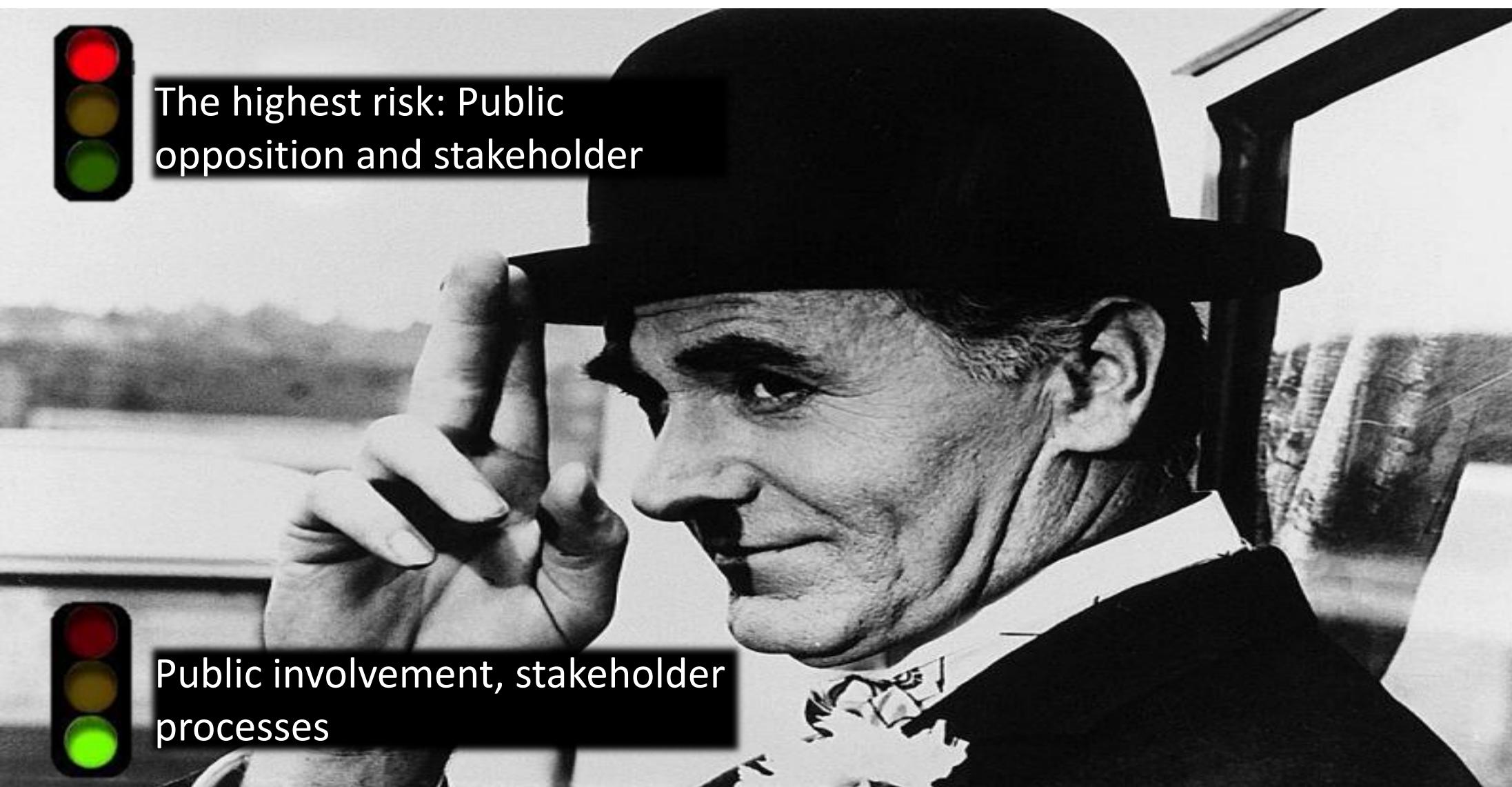
PUBLIC INVOLVEMENT STAKEHOLDER MANAGEMENT “Nimbys”



The highest risk: Public opposition and stakeholder



Public involvement, stakeholder processes



NIMBYS: NO AS A PRINCIPAL?



Our behaviour is a function of both person AND context.

Anger is not cause but effect: A result of frustrated concerns.

People aren't angry because they want to be angry. One common cause is experiencing restrictions.

Misunderstanding 1: the very fact that there exist arguments against a project is taken as proof for its uselessness.

Misunderstanding 2: To listen to somebody means agreeing with him.

To call someone's concern to be reasonless will not quiet him down but provoke his anger.

Dr. Friederike S.Bornträger
Einbindung von Menschen in Großprojekte

The background of the image is a black and white photograph of a very thick book. The pages are fanned out from the center, creating a complex, radiating pattern of lines and shadows. The texture of the paper and the binding are visible.

Learning from London

DESIGN FIRST

LONDON OLYMPIC PARK SOMMER 2004



LONDON OLYMPIC PARK SOMMER 2006



LONDON OLYMPIC PARK SOMMER 2007



LONDON OLYMPIC PARK SOMMER 2008



LONDON OLYMPIC PARK SOMMER 2009



LONDON OLYMPIC PARK SOMMER 2010



LONDON OLYMPIC PARK WINTER 2012



LONDON OLYMPIC Games 2012



LONDON Queen Elizabeth OLYMPIC PARK 2016



THANK YOU VERY MUCH

Any support needed?
Please don't hesitate to contact us

