

# London Network Meeting Programme

18-19<sup>th</sup> April 2016

## Programme “CHALLENGES IN INFRASTRUCTURE”

**Meeting location:** Hilton Doubletree Islington, 60 Pentonville Rd, London N1 9LA  
Phone: +44 207 282 5500. Nearest Tube: Angel (5 Min) and King's Cross/St Pancras (10-12 min)

### Sunday 17<sup>th</sup> April 2016

**Meeting location:** Hilton Doubletree Islington, 60 Pentonville Rd, London N1 9LA

16:00 – 18:00 NETLIPSE Executive Board Meeting (Board members only!)

19:30 Dinner at Hilton Doubletree Islington Restaurant  
**(Optional for all, dinner is at your own cost)**

### Monday 18<sup>th</sup> April 2016

**Meeting location:** Hilton Doubletree Islington, 60 Pentonville Rd, London N1 9LA

08:45 **Coffee and tea**

09:00 **Opening of the meeting**  
Per-Olov Karlsson, Chairman NETLIPSE Executive Board, Trafikverket/Swedish Transport Administration

09:15 **Welcome**  
Brian Etheridge CBE - Director of Network Services, DfT Rail

09:30 **The challenges facing the immense investment programme in UK Rail**  
*The UK is currently in the middle of the largest rail investment programme since the Victorian era in the 19th century! It is over £5 bn. per year. This has brought significant challenges with the market getting overheated, cost escalation and programme delays. In this presentation Stuart Baker will explore the lessons learnt and solutions.*  
Stuart Baker, Deputy Director Major Network Upgrades, UK Department for Transport

10:15 **Presentation and discussion on challenges in The East Link Project – The first step in a new generation of high speed rail in Sweden**  
*A brief introduction and basic facts of the project. The time schedule. What have we learned from others? Challenges we are facing. Q&A and discussion.*  
Ali Sadeghi, Ostlänken Project Director, Trafikverket

11:00 Coffee break

- 11:15      **10 years of NETLIPSE results**  
*Challenges in managing and organising large infrastructure projects in Europe: looking back at the 2006-2008 initial NETLIPSE research results with NETLIPSE representatives: have we learnt anything these past ten years and what are the challenges for large infrastructure project managers in the next ten years?*  
Pau Lian Staal-Ong, NETLIPSE Programme Director  
Tom Kremers, NETLIPSE Programme Manager
- 12:00      Lunch
- 13:00      **Metrolink: A Light Rail Transport System for Greater Manchester**  
*Experiences with the transformation from two worn out suburban rail lines into a new light rail (tram) network serving Greater Manchester covering the phased expansion, funding mechanisms, operations and maintenance arrangements and a vision for the future.*  
Peter Cushing, Metrolink Director, Transport for Greater Manchester (TfGM)
- 13:30      **Delivery Partnerships - Making Collaboration Work**  
*Description of some alternative arrangements for Public Sector Clients when delivering large infrastructure programmes and describing the challenges and lessons learned using the Metrolink Integrated Delivery Team (IDT) approach as an example.*  
Steve Reynolds, Principal-in-Charge for the TfGM's Delivery Partner for Metrolink (WSP|PB)
- 13:50      **Building on Successful Delivery**  
*Using the lessons learned on the £1bn Phase 3 Metrolink Extension Programme (MEP) to improve the approach taken for the new extensions.*  
David Bray, Programme Director, Metrolink Extension Programme (MEP)
- 14:10      **Challenges of Integrating the Whole System**  
*When delivering a Transport System it is important to ensure all the parts are integrated and achieve the desired outcome so the challenge is taking a 'whole systems approach'*  
Alan Knott, Technical Manager, Metrolink Integrated Delivery Team (IDT) & INCOSE Infrastructure Working Group (IWG) Representative
- 14:30      **Challenges in the Milan Airports railway extension programme**  
FERROVIENORD manages over 300 km network and 120 stations situated on five lines in the hinterland north of Milan as well as in the Milan, Varese, Como, Novara, Brescia areas and Monza Brianza, serviced by 800 trains a day (one every three minutes leaving and arriving at Cadorna station, at peak times). FERROVIENORD also provides ordinary and extraordinary maintenance of the network, carries out upgrading work, follows all expansion work and is in charge of opening all new facilities and equipment  
Marco Barra Caracciolo, Managing Director FERROVIENORD
- 15:15      Teabreak
- 16:00      **Delivery of the Vienna Main Station project**  
*The Vienna Main Station rail project, including the new BahnhofCity mall and new residential area, was completed in 2015 and is now in full operation. After 7 years of construction, what were the challenges in documenting the project?*  
Sigi Herzog, Projectcoördinator, ÖBB-Infrastruktur AG

- 16:45      **The £1.4bn transformation of King's Cross St Pancras**  
*King's Cross St Pancras is the biggest interchange station on the London Underground, serving six lines on four pairs of tracks as well as two National Rail stations King's Cross and St Pancras. Currently undergoing a major redevelopment and expansion.*  
Mark Livock, Project Sponsor King's Cross, UK Department for Transport
- 17:30      **King's Cross Project Tour (in 4 groups)**  
*Explanation on the grounds of the two projects and the huge 67-acre land redevelopment project (£371 million) on the former railway lands.*  
Stuart Baker, Paul Fishwick, Mark Livock, Nick Woodbridge and Tony Potter (all Department for Transport)
- 19:45      Dinner at Drake & Morgan, 6, Pancras Square, King's Cross N1C 4AG (London)

**Tuesday 19<sup>th</sup> April 2016**

**Meeting location:** Hilton Doubletree Islington, 60 Pentonville Rd, London N1 9LA

- 08:45      Coffee and tea
- 09:00      **Opening and welcome**  
Per-Olov Karlsson, Chairman NETLIPSE Executive Board, Trafikverket/Swedish Transport Administration
- 09:10      **Interactive session with IPMA 2015 Research Award winner Prof. Dr. Martina Huemann on: Human Resource Management in the Project-Oriented Organisation**  
*Organisations regularly assume that the culture, values, dynamic and organisation of their temporary projects are merely a smaller version of the original parent. Given that projects are made up of people and teams drawn, in most cases, from outside and inside the parent, these assumptions are nonsensical. But they do explain why the HR function finds it difficult to adapt to the project environment. Martina Huemann's research in HRM in the project-oriented organisation, offers insight into an approach that is designed to align HR to the needs of the project organisation, in terms of management structure, reward, recruitment and performance systems. She will share her analyses how the modern HR organisation stacks up alongside temporary organisations, to identify the HR constraints and needs of the project personnel. Martina will engage the audience in an interactive session that will help the audience to reflect on HRM challenges and potentials in their own context.*  
Martina Huemann, WU Vienna University of Economics and Business, Austria
- 10:10      **E4 Sundsvall Highway and Bridge Project**  
*The E4 Sundsvall Project is a 20 km new highway stretch with 35 bridges, including the rather spectacular Sundsvall Bridge. The project was also chosen to test a business concept with design/build contracts including functional requirements and 20 years daily maintenance.*  
Magnus Lundberg, E4 Project Director, Trafikverket

- 10:55 Coffee break
- 11:30 **PPP-projects on Bavaria's motorway network – one idea, different ways**  
*The Motorway Head Office South (Autobahndirektion Südbayern) is responsible for three PPP-Projects on the Bavarian motorway network (each with a volume of about 1.0 to 1.2 Billion EUR). In 2005 the Federal Ministry of Transport launched the first PPP-pilot projects and in Bavaria one of these pilots was the first which was successfully procured by the Motorway Head Office South. Meanwhile two of these projects are under operation (construction works finished) and one is under construction. With the presentation I will try to give an inside view e.g. into the different scope of the projects, the procurement process and the different ways of financing.*  
Gilbert Peiker, Head of the Planning Department, Autobahndirektion Südbayern
- 12:15 **Creating and Developing an Overground Rail Network for London**  
*The London Overground Network started out from the delivery of the East London Line in 2010 and rapidly grew with the acquisition of former Network Rail lines and in response to demand for increased capacity to form a vital part of the integrated transportation system for London: London Overground. This created many challenges; many not just technical but contractual and organisational. Some of the major challenges faced, lessons learned and solutions adopted will be shared.*  
Mike Stubbs, Director London Overground, Transport for London
- 13:00 Lunch
- 14:00 **Findings from a study of the use of relational contracts in large infrastructure projects in Northern European countries, on behalf of the Norwegian E39 project.**  
*In a study undertaken by researchers from NTNY, experiences from different comparable countries with innovative contract and project models for infrastructure projects were investigated. These results, along with findings from benchmarking project performance are to be presented as reflections of state of the art practice and its deviations – with special focus on the Norwegian E39 project.*  
Bjorn Andersen, Professor/Master Program Director Norwegian University of Science and Technology
- 14:45 **An engineering approach to economic development**  
*It is not for economists or engineers to decide whether economic development is good or evil, this is a political matter. However, once it has been defined, economists and technicians have to define conditions and actions to do.*  
Gianluca di Castri, Director – Region 2 ICEC (International Cost Engineering Council)
- 15:30 **Invitation to participate in a Horizon2020 new initiative**  
*The initiative focusses on call 4.3 Horizon 2020: Creating an open source platform to improve the mobility along the TEN-T Network for passengers and freight*  
Giuseppe Pace, Researcher, Ghent University
- Announcement of the next Network Meeting location & end of the meeting**  
Per-Olov Karlsson, Chairman NETLIPSE Board
- 15:45 End of the meeting