

CASE STUDY

HS2

 **Contract Dates**

Oct 2015 – Dec 2017

 **Contract Value**

£400,000

 **Role**

Phase 2a Head of Governance & Assurance – to manage the technical interface across HS2, DfT, Parliament & stakeholder community to deliver the £5.5bn project into Parliament



HS2 Phase 2a Hybrid Bill Deposit

Jo Lucas joined Phase 2a of HS2 Ltd, as an independent consultant just after the Route Announcement (SOBC). She led the technical interface to develop the Hybrid Bill ready for deposit (OBC) until handing over to the bill team, mitigating a 17 week delay in the process delivering the Bill to the ambitious original deposit date.

Services Provided

Jo managed the technical interface across HS2, DfT, Parliament and the stakeholder community as the Head of Governance and Assurance to deliver the £5.5bn project into parliament.

This included adapting Phase One processes to meet the needs of the Phase 2a project and its' ambitious timescales and managing the complex set of inputs into the Outline Business Case, as well as the wider parliamentary process.

Key Risks

Phase 2a was split from Phase 2b to enable Phase 2a to deliver concurrently with Phase One, resulting in a previously never achieved timescale for depositing a hybrid bill into parliament.

The focus in HS2 at the time was the passage of the Phase One Hybrid Bill through parliament and the rapid expansion of the Phase One team as it shifted into the delivery phase. This created a challenge in gaining the rapid turnaround on decision making required to support the programme.

Phase 2a was subjected to intense political pressure to include an additional tunnel challenging the already ambitious timescales by the need to run a parallel Scheme Design for longer than anticipated. This put intense pressure on the Technical Advisers and further complicated the handshakes with modelling aspects.

At the time of Jo's arrival, the team were dealing with the need to mitigate 17-weeks to achieve the programme.

Jo developed and implemented an approach based on adaptive processes, assurance and governance designed to enable rapid design development within tight configuration control and to

build trust in the emerging design across key stakeholders. Phase 2a achieved the first amber/green rating from the Project Assessment Review within HS2 Ltd based on this approach

Jo developed and implemented a three tier programme: Level 0 - a visual representation which gave confidence to decision makers; Level 1 - a P6 programme used to identify risks and run reporting; Level 2 - Day-to-Day spreadsheet cocreated and comanged which ensured efficient use of scarce resources and derisked complicated handshakes and complex governance routes.

The innovative approach to governance and assurance and the tightly controlled approach to programming resulted in the 17 week delay being mitigated and the successful deposit of the Bill with the petitions a quarter of that anticipated due to the highly co-ordinated, stakeholder-focussed approach.

Added Value

- SMART collaboration techniques rapidly built trust in the team and the processes supporting adaptability and resilience.
- The approach was shared with and informed the methodology of the Phase 2b approach
- Tactile and intelligent diagrams were used to gain buy in to an ambitious programme across a wide range of stakeholders

Lessons Learned

When mitigating delay in real-time, attention to detail is crucial, in particular, around document control and how data is transferred between models.

Being willing to adapt the approach to meet rapidly changing circumstances and in response to noise in the system.

The need to protect the team from 'burn out' and the power of bringing decent doughnuts to long meetings.