

# Network Rail EPMO

Our principal design ethos combined structured yet flexible governance that was aligned to NR corporate standards and underpinned by a breadth of integrated project and programme data sets.



## Services

- integrated project controls
- planning
- leadership
- digital implementation

## the challenge

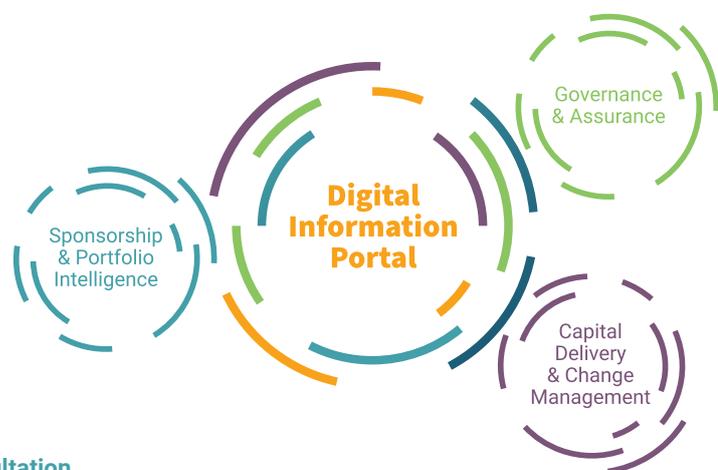
Network Rail's Digital Railway programme is transforming the operational railway by replacing legacy signalling assets with new automatic onboard signalling that will increase train frequency and timetable resilience.

Given the scale of the network and the sheer volume of work needed to undertake this challenge, it was critical that Network Rail aligned itself closely to stakeholders, suppliers and other surrounding programmes to manage delivery

interface risk and to increase certainty. This required a live view of the UK rail delivery and capability portfolio and intelligence around global supply chain utilisation on similar schemes.

### Sponsorship & Portfolio Intelligence

This intelligence is critically underused by client organisations and ultimately where project success is won or lost. We strengthened the alignment between sponsorship and project and programme delivery through governance, increasing the quality of project and programme business cases.



### Assurance, Governance & Stakeholder Consultation

We ran a 'virtual portfolio' team that reached across organisations and into the industry supply chain to look at broader economic and environmental portfolio challenges. This group provided insight and advocacy to increase delivery confidence and mitigate risk beyond internal processes.

### Capital Delivery / Change Management

The Portfolio Management Office (PMO) brought together performance data, forecasts, risks and issues, which feed corporate reporting via dynamic dashboards. The PMO wasn't just gathering data and reporting; it joined the dots and reflected back to decision-makers and the Board the combined impact/ implications of decisions made on the deliverability of the portfolio benefits.

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'Too many times we have seen complex, messy or out-of-date information get in the way of seeing and dealing with the real issues.'

## the solution

These sub committees worked collaboratively with each other and their organisations to provide an integrated view on issues that might affect delivery, help to prioritise schemes for funding and support the NR delivery teams with cross-organisational expertise around planning.

To support this process, the team developed a digital information portal as the single source of truth for rich data around delivery, funding and programme information. This facilitated the virtual team to work efficiently and collaboratively, able to quickly access the most up-to-date information, which in turn made obvious the issues that needed to be discussed and resolved.

The driving ethos behind the design of this critical function was to be simple, collaborative and inclusive. Too many times we have seen complex or messy out-of-date information get in the way of seeing and dealing with the real issues. It is also clear that clients can no longer 'buy certainty' from the supply chain on complex projects and programmes.

It was fundamental that this was not solely a technology solution but that the people and culture factor was at the forefront of the operating model.

Our principal design ethos combined structured yet flexible governance that was aligned to NR corporate standards and underpinned by a breadth of integrated data sets from inside and outside the business.

## the impact

This method of integrated information and governance got everyone 'on the same page' and pulling in the same direction. The teams were able to identify key interfaces and optimise the phasing of discrete programme works around a holistic view of supply chain and partner capacity.

This approach enabled a view of the delivery landscape that was achievable and had buy-in from both internal and external parties, a cross-organisation 'virtual team' using simple, clear, integrated information to revolutionise the railway.

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