



# Integrated Project Services

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# Who we are

HKA is one of the world's leading privately owned, independent providers of consulting, advisory and expert services to law firms, corporate clients and government agencies.

This profile document highlights a representative selection of our Integrated Project Services experience advising clients on complex infrastructure projects across all industries.

For almost 50 years, HKA has been a global leader providing dispute resolution services to our clients, initially through a parent entity and since 2017 as a privately owned organisation.

We have a proud record of delivering excellent service with high achievements for our clients. Our clients also have access to industry leading experts and problem-solvers who decode complexity through collaborative working and innovative thinking.

We work collaboratively with our clients and our success revolves around building trusted relationships with them. We believe in offering a steady hand to our clients through careful thinking and analysis of any given situation.

We strive to deliver a responsive service which allows us to bring our knowledge to bear in any situation. Innovation and inventive thinking underpins our service offering. We seek to provide superior solutions by asking the right questions to support our clients.

# HK > A

people



**1,000+**  
people

including

**500+**

consultants & advisors  
(Including Project  
Service Specialists)

**500+**

quantum, engineering,  
architecture and  
technical, delay,  
disruption, damages  
and government  
contracts experts

**40+** years'  
experience

# in numbers

reach



**40+**  
offices

across  
**18**  
countries

experience in  
**100+**  
countries on all  
**7**  
continents

clients



**6,500+**  
clients  
worldwide

including government agencies, local authorities, investors, developers, owners, operators, architects, engineers, project & construction managers, contractors, specialist suppliers, manufacturers, banks, lawyers and insurers

Instructed by  
**100%**  
of the world's  
**top 20**  
law firms (by revenue)

impact



**100k+**  
project disputes  
resolved

valued in excess of  
**\$250bn**  
**2,000+**  
engagements per year

**30+** of the world's most spoken languages

**250+** first-of-a-kind global megaprojects

# Advisory services

## Prevention is better than cure

The best strategic advice is informed by real experience. Having worked with clients on establishing, procuring, and delivering some of the world's largest infrastructure projects, in line with best practice, we know how to set up investment and asset-intensive organisations for success.

HKA provides end-to-end services across the entire infrastructure lifecycle – from strategic planning, development, and delivery to claims and disputes.

This unique 360° insight means that we understand better than anyone the causes of project overruns and disputes, so we know how to make sure that projects go right from the outset.

Our role is to provide incisive and timely support at critical stages in your asset's development or investment lifecycle. We do this through our integrated services, working as your partner on portfolios, programmes and complex projects, or we can provide discrete elements of these services as a specialist advisor.

HKA provides advisory services at every level, from project to enterprise, to help clients achieve desired

outcomes with more clarity and certainty.

Our people in Advisory services are creative and analytical problem-solvers with many years of practical experience in their areas of specialism. We provide data-driven insights coupled with a holistic perspective giving us a track record of achievement, solving the complex challenges faced by our clients.

These insights are underpinned by CRUX, our integrated research program that tracks common causes of claims and disputes on engineering and construction projects worldwide. HKA colleagues have analysed and resolved these problems on live projects.

Drawing on our unmatched knowledge of the critical factors in projects' distress or success, we can help steer your project to the best possible outcome.



# Integrated Project Services

## Eliminate uncertainty with effective performance controls

Large and complex programmes face many risks that can frustrate their objectives. Effective controls, administered either discreetly or as part of a Project Management Office (PMO), are essential to ensure that these risks are both recognised and properly managed.

We understand the steps required to optimise project data and systems to provide insights that will inform programme-critical decisions. Our team helps you manage the information value chain and eliminate uncertainty so you remain in control of project and programme performance.

HKA has operated PMOs and provided project controls on some of the world's most complex projects. No two projects are identical. We can rapidly tailor and implement our proven best-practice PMO and project controls toolkit. This means that, as soon as the initial discovery phase is complete, we can mobilise immediately and commence PMO operations.

Our Project Controls team members don't hide behind a screen – we are known for being proactive and highly visible across organisations, for being responsive to the needs of our customers, for presenting information and data clearly and succinctly, and

maintaining excellent relationships across the programme.

Our core products include:

- Review, development, establishment and implementation of P3M controls
- Project management office start-up (PMO) and operations
- Risk management
- Scheduling and planning management
- Management of information and reporting
- Cost management
- Document control
- Change control and baseline management
- Focus on your organisation's business imperatives
- Focus on your organisation's business



# Selected project experience



## PROJECT MANAGEMENT OFFICE SUPPORT (PMOS) SERVICES Sydney Metro City & Southwest, West and Western Sydney Airport

### **Sydney Metro City & Southwest (C&SW)**

A 30km rapid transit railway line extending Sydney Metro Northwest from Chatswood to Bankstown via the Sydney CBD.

### **Sydney Metro West**

A 24km metro line connecting Sydney City to the Western Sydney, with stations confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and Hunter Street in the Sydney CBD.

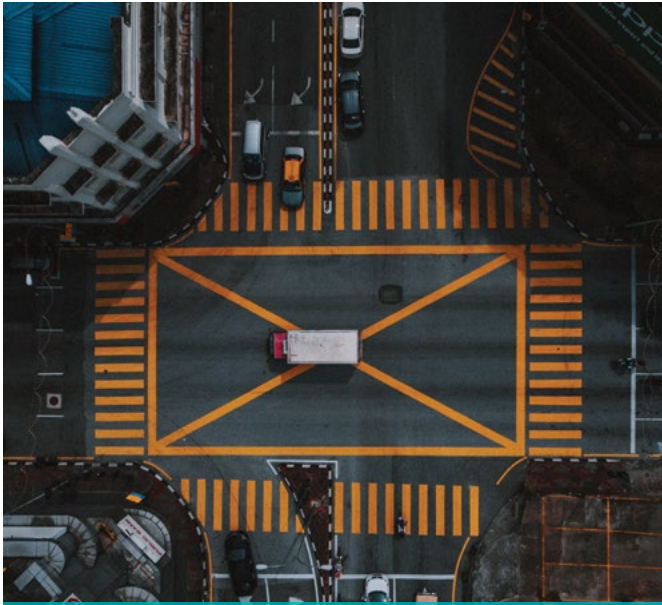
### **Sydney Metro Western Sydney Airport (WSA)**

A 23km metro line that will connect travellers within the Greater Western Sydney region and link travellers from new Western Sydney International (Nancy-Bird Walton) Airport to the rest of Sydney's public transport system.

Transport for NSW engaged HKA and partners, as Project Management Office Support (PMOS) services. This engagement enhanced HKA's involvement with C&SW as the Managed Services Partner (MSP) to that of PMOS services, in addition to broadening the scope to include Sydney Metro West and WSA. HKA is embedded within Transport for NSW's Sydney Metro project office to operate within an integrated team through the entire project office and project lifecycle.

Our team is established and operates the PMOS services to support delivery of Sydney Metro's vision to 'transform Sydney with a world class metro'. In particular, our responsibilities and capabilities on this project include:

- **Integrated across the project ecosystem:** A PMO which fosters automated collaboration and integration between project environments, unlocking the inherent strengths and perspectives brought by each of the participants within the Sydney Metro
- **Core capabilities:** Having deep expertise and experience across the foundational capabilities of a PMO – Cost, Program & Schedule, Commercial, Risk, Document & Quality Controls, Reporting, and Governance
- **Capability development:** Working together to grow the capabilities and skills across the enterprise – Iterative delivery of digital enhancements, Corporate capability enhancement programs, Stakeholder uplift and consistency of systems, Training and career pathways, Accelerators, and Diversity and Inclusion
- Digitally enable project delivery, co-creating and embedding world class PMO capability
- Advising and supporting the delivery digital tools (incl. 5D BIM), standards and processes to support successful delivery.



**MAJOR PROGRAMS MANAGEMENT OFFICE**  
QLD Department of Transport & Main Roads

Our team was engaged to undertake a review of the Transport and Main Roads (TMR) Program Management frameworks on its \$8 billion p.a. program, to identify key issues and recommend improvements.

Our review identified a number of improvements that could be made. These included:

- Developing a new program management governance framework
- Enhancing existing and developing new KPIs to strengthen early indication of issues

Our team subsequently engaged further to:

- Develop a Program Management Framework to provide a structured approach to the development and ongoing management of programs
- Implement Program Governance Framework to establish control points and reporting mechanisms to enable more informed decisions making
- Implement a Strategic Development Plan for the TMR Capital Program.



**NORTHERN BEACHES B-LINE**  
TRANSPORT FOR NSW

Our team was engaged in the planning phase of the Northern Beaches B-Line program. Our expertise provided program management through the business case development extensively supporting them to:

- Frame the scope of works
- Setup the necessary delivery activities
- Funding management
- Assurance of their investment management
- Reporting both internally and externally on progress.

Our team was further engaged in the delivery phase. Our responsibilities and capabilities included:

- Assisting with planning the program and overseeing the program schedule
- Advising on schedule optimisation opportunities
- Controlling the baseline through regular schedule updates
- Developing the integrated master schedule
- Owning the integrated program scope, and managing the interfaces with the construction program
- Reducing mid-term risks to the program
- Providing interface management and coordinating with all external stakeholders
- Reviewing the claims submissions
- Reporting on performance and progress to plan, identifying risks and issues to the successful delivery of the programme.

# Selected project experience



**PROJECT CONTROLS DEVELOPMENT**  
ESSENTIAL ENERGY

Our team was engaged to help Endeavour Energy double its delivery capability to \$2.4b CAPEX/OPEX in accordance with its 5-year Strategic Asset Management Plan. They recognised that significant business reform was required to build the organisational capability and capacity to deliver their plan.

Our strategic review of the business, focused on the organisational structure to deliver the portfolio and its current performance.

We established a Program management office and our responsibilities included:

- Implementing innovative tools to enable effective work planning including a Strategic Delivery Plan
- Embedding the necessary controls to enable the management of the new tools
- Implementing a Resource Planning Model
- Implementing reporting and governance frameworks to enable the effective monitoring of performance.



**PROJECT MANAGEMENT OFFICE**  
LAND AND HOUSING CORPORATION

Communities Plus is the largest integrated social housing program undertaken in Australia. The program is at the forefront of encouraging people in social housing to be aspirational, not generational and deliver world-class integrated communities.

Our team was engaged to assist LAHC to establish Communities Plus. Our responsibilities included: -

- Carrying out the market engagement and procurement
- Designing the Program management office and how it would operate across the program
- Establishing the master schedule
- Establishing the governance and risk and issues frameworks
- Establishing the delivery teams assigned to the LAHC projects
- Managing the flagship projects including the Telopea and Ivanhoe Estates.





**MANAGED SERVICES PARTNER (MSP)**  
SYDNEY METRO CITY & SOUTHWEST

In addition to the PMO team, HKA is established as one of the partners delivering managed services within Sydney Metro. This utilises our capabilities in a different capacity with roles covering:

- Providing SME's to support the Centre of Excellence
- Providing risk services across the implementation groups
- Complete quarterly CRA/QSRA
- Ensuring consistent application of IMS standards and procedures across the implementation groups
- Coaching and mentoring internal Project Controls resources embedded with the implementation groups
- Undertaking specialist planning, scheduling and cost estimating activities prior to main contract award
- Specialist Project controls services as required.



**EASING SYDNEY'S CONGESTION**  
TRANSPORT FOR NSW

Easing Sydney's Congestion Program Office (ESCPO) is delivering a program of small and medium sized projects that will upgrade Sydney's existing road network. Easing Sydney's Congestion by delivering low cost, high impact and smart solutions to better manage congestion to get the most out of the roads that already exist.

In partnership with AECOM we were engaged to be the Consultant Partners for the Roads and Maritime Services. The aspiration was to establish and operate integrated teams, embedded within ESCPO to help deliver \$100m to \$120m per annum, of small to medium sized projects.

Within this partnership our responsibilities included:

- Project and program planning
- Project and program development and delivery
- Program assurance and project reviews
- Business case development
- Constructibility reviews and assessment
- Risk management
- Master schedule development and review
- Contract management
- Project controls
- Construction management and surveillance
- Providing Strategic advice.

# Selected project experience



## RISK MANAGEMENT SERVICES HS2, UNITED KINGDOM

HS2 is the proposed high-speed rail service between London and Birmingham (Phase 1) and on to connect Manchester and the East Midlands (Phase 2). The HS2 rail network will bring the United Kingdom's Victorian railway infrastructure dramatically into the 21st century, releasing space on crowded lines and bringing the country closer together. The proximity of risks is a particular challenge taking account of the program as whole, which will run for several years.

Our team reported directly to the HS2 Board making recommendations in terms of raising the risk maturity of the organisation, ensuring that risk was used to inform and underpin key decision-making. They also helped with the development of and management of contingency, mirroring the model developed by HKA's risk advisors at London 2012.

Our responsibilities included:-

- Recommending how program risk management could be reinvigorated and the risk maturity of the team improved.
- Undertaking risk management for the Phase 2 scheme including modelling risks to inform the contingency process linked to contract change.
- Establishing risk knowledge and sharing governance between Phase 1 and 2 to cover specific risk, mitigations that had been effective in approach to assessment (particularly cost)
- Producing risk documentation to raise the risk maturity across the program
- Re-establishing the program risk register from first principals to produce a robust and honest reflection of the risk picture, which included key risks that are relevant to the program
- Undertaking a risk-based cost-modelling analysis similar to more accurately define the level of contingency required for the scheme.



HKA's Fifth Annual CRUX Insight Report reveals how global headwinds threaten further damaging overruns in costs and delivery of construction and engineering projects.

Claims and disputes on 1,602 projects in 100 countries were investigated by expert consultants for the latest CRUX Insight report, published by HKA, the world's leading risk mitigation and dispute resolution consultancy. The combined CAPEX of these projects amounted to more than US\$2.13 trillion.

The analysis reveals that major capital projects are facing significant overruns in costs and delivery. Total claims analysed exceeded \$80 billion in value, while the cumulative overruns total a staggering 840 years.

Please feel free to contact a member of the CRUX team should you be interested in collaborating with us.

Find out more about our CRUX research



[www.hka.com/crux](http://www.hka.com/crux)





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