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Do project managers of Urban Regeneration projects require a differing core skill set from Project Managers of Larger traditional commercial projects?

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ABSTRACT

This report aims to answer the question of whether project managers employed on Urban Regeneration projects require different key skills from projects working on traditional commercial projects. The paper's hypothesis predicts that there is a continual set of core competencies project managers should possess independent of the type of project they are working on. However project managers working on urban regeneration projects require additional skills in stakeholder management.

The project answers this question by collating literature on the subject of traditional project management skills and comparing these findings with primary data collected from interviewing project managers of urban regeneration projects. By conducting this research the aim is to identify a need for urban regeneration projects to seek out project managers who possess these additional skills with a view to increasing the success of managing urban regeneration projects.

Five Key Words:

Urban Regeneration, Project Management, Competency, Key Skills, Stakeholder Management

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Chapter 1

Hypothesis

I hypothesise that there is a difference in the core skills required by project managers to successfully manage urban regeneration projects compared to the key skills they require to manage larger commercial construction projects. More critically I hypothesise that both project managers of regeneration projects and conventional construction projects will have a core set of similar competencies but the project managers involved in urban regeneration projects should ideally have additional skills in order to manage many different stakeholders and their differing needs.

What is the paper is trying to achieve?

This paper is trying to identify if there is a difference in the core skills required from project managers in larger commercial construction projects and the project managers of urban regeneration projects, with a particular focus on stakeholder management and its differences between the types of projects. With project managers and their skills being considered a factor in project success, Emmitt and Gorse, 2003, describe how project managers influence the success of a project because of how they react in certain situations and decisions that they make, identifying disparity in key skill requirements between the two types of project may lead to a greater understanding of the way forward for the better running of, and a strategy for, urban regeneration project success. One government report, Department of the Environment, (1998) stated “Although by now a great deal of knowledge and experience of good practice has been built up, little attention has been paid to ensuring that it reaches others who could directly benefit from it, or to ways of developing people who can be relied on to manage projects successfully.” This increase in knowledge can help identify how to develop people skills in a way that is beneficial to managing urban regeneration projects.

Context

In order to create a framework in which the question above can be answered it is necessary to establish the context in which the hypothesis will be scrutinised.

The economy is split into sectors that are made of firms that produce the same or similar outputs. The sector of the economy that is of particular relevance to this paper is the construction industry. Ive, 2000, describes the construction industry as “part of the process of producing and maintaining the built environment”(p.7), and “we define the construction sector as all production activities contributing to the production of the built environment.”(p.5). Ive, 2000, then details the construction sector to be an important part of the combined sectors that make up the whole economy. In 1991 it was recored that 5% of the employed population of the UK was working directly within the construction sector. The industry can be grouped into three defining categories, primary, secondary and tertiary. These sectors describe the process that go into the final product i.e the primary sector is concerned with the gathering of natural resources, secondary sector production takes the resultant primary sector resources and applies processes and refinement that enables these resources to then be used in the tertiary sector. The tertiary sector products emerge as services these can be many and varied.

The built environment primary, secondary, and tertiary activities are summarised below:

<i>Sector</i>	<i>Built Environment Component</i>
Primary	Quarrying, Mining
Secondary	Material and component manufacturing, Construction
Tertiary	Plant hire, professional services, property letting

Taken from: Ive, 2000. The economics of the modern construction sector.

For the purpose of this paper the secondary sector firms within the construction sector will be most important to the research as their main activities are the physical production of projects that contribute to the built environment and that is the domain of the project manager.

There are many literary sources that hold the same view that project management is an major factor in the successful completion of a construction project (Morris& Pinto, 2004, Winch, 2002, Meredith

& Mantel, 2003, Robbins & Coutler, 2002, Cleland & Gareis, 1994, Lock, 2000, Handy, 1999, Cooke-Davies, 2000). However within these literary sources there is a differing view about which attributes are the most important to project management success. In particular there is an ongoing debate as to whether softer skills or traditional project management is better for the running of the project and produces best results for the client. For the purpose of this paper both traditional skills and systems approach to project management will be taken into account because as Cleland and Gareis, 1994, describe, over the post world war years there has been a shift away from technically reliant projects towards a softer skills approach in project management.

Two types of project will be looked at for project management differences because there may be a difference in the skills required for each type of project. This could suggest that different training or recruitment needs would be highlighted and enable a project to be run more successfully because of better equipped project managers.

Introduction

In order to investigate the hypothesis the paper will define 'larger commercial construction project' and 'Urban Regeneration Projects'. These definitions will help because they will make clear if there are any differences between the projects. Detail of typical procurement structures of the two project types will be explored, this is important to detail because where the project manager typically sits within the hierarchy is found to be important because if there is a difference in his position this may affect his relationships with stakeholders. Literature on potential key competencies for the project managers in their differing roles will be presented, this will form the basis from which the paper then grows and compares to primary data. It is important to present this literature to see if there is an initial stance scholars have taken and if ideas on the key skill disparities have already been formed. If there are any pre formed ideas relating to key skill disparity between the two project types, these theories will be viewed against real data and professional opinions. The comparison of data reveals a potential thread of key skills required by both types of project manager and some additional skills urban regeneration project managers may need. These findings are then analysed and concluded with ideas for further study and enhancement provided.

Chapter 2

Literature Review

In this literature review theories associated with project success and what really constitutes a successful project will be investigated. This is important to look at to see if the main project drivers have a bearing on the project managers skill requirements. The project setup/hierarchy will also be looked into to see where it is likely that the project manager will sit within the hierarchy and what effect this has on the skill needs of the project manager. In order to build a framework of core competence from which to compare and contrast with urban regeneration projects, literature detailing key traits of project managers in larger commercial projects will be investigated and reviewed. Extra time will then be spent looking at what makes urban regeneration a success, it will be useful to understand this to see if it has the same success drivers as commercial projects and how this effect the project managers skill needs.

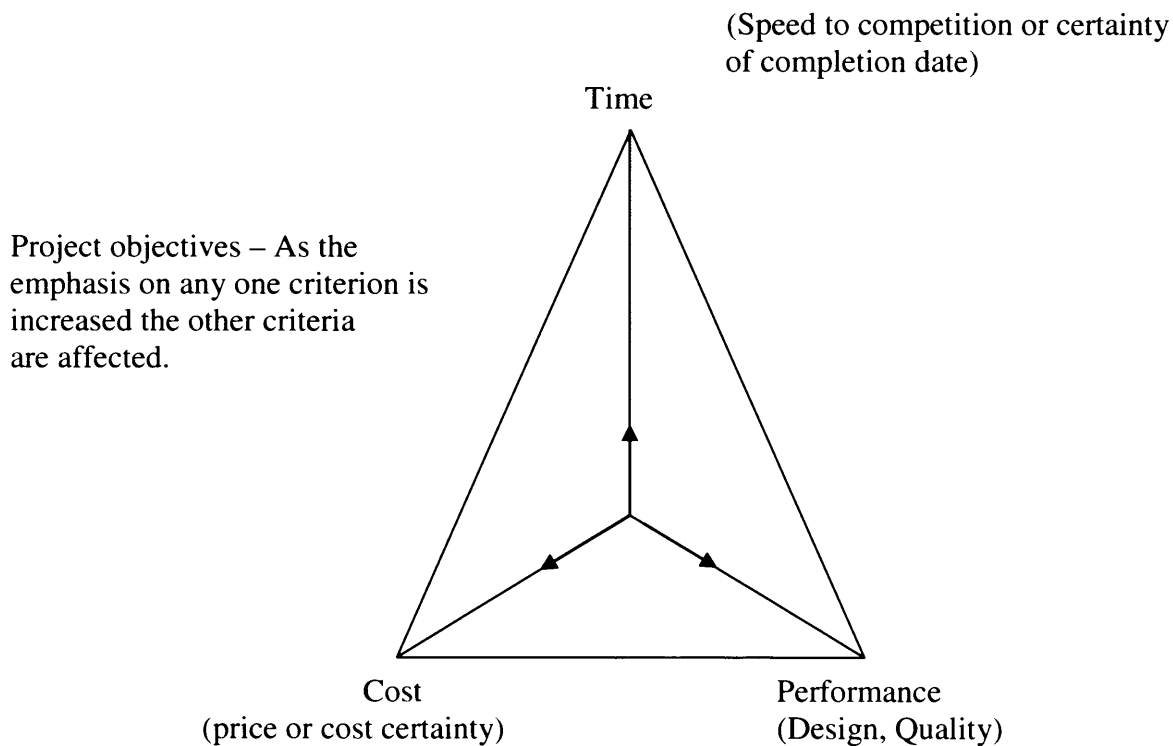
What is meant by a typical larger commercial construction project?

A typical commercial project for the purpose of this paper is one that will make up a large volume of built environment works. It's client and funder will be one and the same and be a private investor/developer with the motive of taking residence or selling the development for commercial gain. Whereas urban regeneration can be seen as a public private coalition, traditional commercial projects are, in the majority, private investments as Winch, 2002, describes "firms invest in shops to provide retail services and houses to provide homes" (p.5). This is a crude view of traditional commercial projects conducted by private firms but it serves to suggest that a project can be any and all activities within the advancement of the built environment that involves a private firm embarking on an investment in a physical asset for personal gain.

What is the structure of typical larger commercial construction projects?

There are a few possible set ups for large commercial projects. Which setup is chosen depends upon which of the 3 main output criteria is most important to the client. The 3 main output criteria are displayed in the golden triangle below:

The relationship between primary criteria



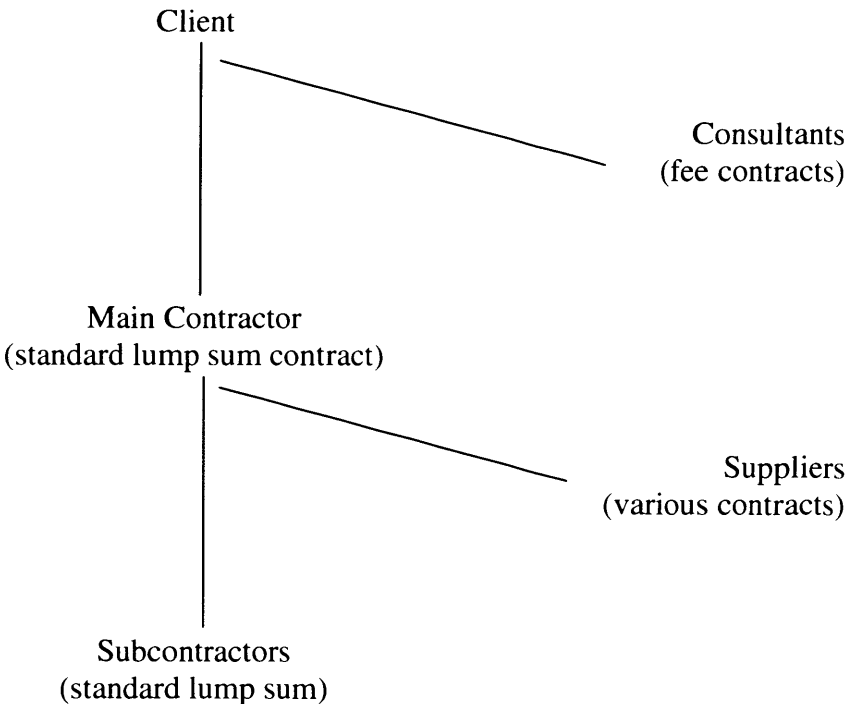
The strategy should also reflect clients technical ability and resources; and the amount of control over the process which he wishes to exert directly or through his project manager (if appointed).

Taken from David Coles lecture notes "Alternative Contractual Arrangements" - 23/02/2006

Cole, 2006, in his lecture notes goes on to describe how the 'golden triangle' dictates the setup of the project. "If costs and quality are the most important objectives to the client, then traditional

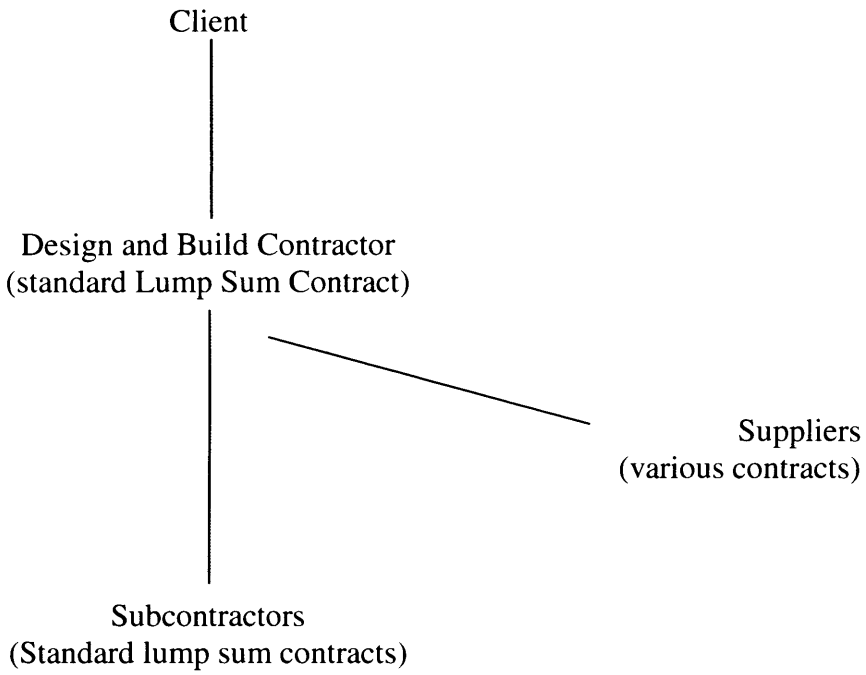
procurement offers the best strategy.” If time and cost are the most important elements to the client then a design and build procurement strategy could hold the most beneficial elements to a client. Alternatively if time and quality are the drivers for the client then Cole reports that management procurement offers the best route for the client.

Traditional Set up



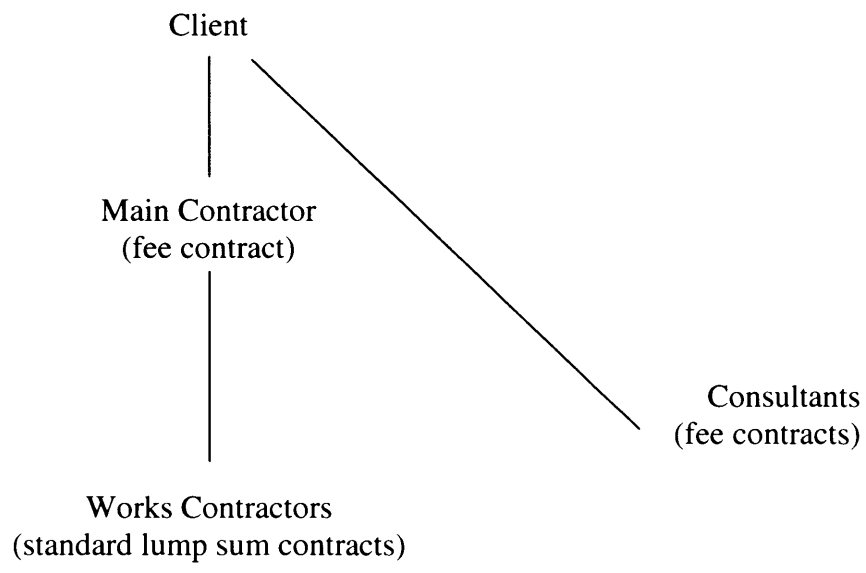
Taken from RICS, 1996, The procurement guide, RICS Business Services Ltd.

Design and Build procurement set up



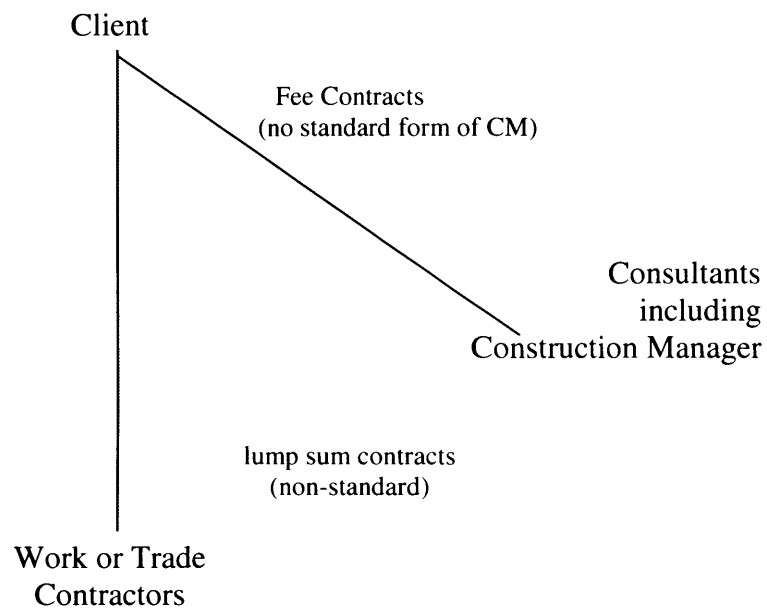
Taken from RICS, 1996, The procurement guide, RICS Business Services Ltd.

Management Contracting Procurement set up



Taken from RICS, 1996, The procurement guide, RICS Business Services Ltd.

Construction Management Procurement set up



Taken from RICS, 1996, The procurement guide, RICS Business Services Ltd.

All these routes for procurement have differing aspects and all have advantages and disadvantages for cost, quality and time. All however have the common trait that a project manager would be employed directly by the client and would sit near the top of the hierarchy. These models also suggest that a project manager would exist within a series of dyadic relationships between parties directly linked by contract. Rowley, 1997, has a differing view to this and suggests that “relationships do not occur in a vacuum of dyadic ties” (p.890), but the relationships form more of a network or matrix structure with parties having links with one another rather than just via a central body. Freeman and Evan, 1990, agree with this point of view and details a more “multilateral” environment of interaction. This, proposed, more complex nature of the procurement set up would have an effect on the skills needed by a project manager as a greater understanding of how stakeholders are managed and listened to may be needed. Where the project manager potentially sits in the project setup is important in relation to this paper and its hypothesis because as literature reviewed further in the paper will further detail, the centrality of the project manager and its relationship within the project web can have a bearing on the project managers ability to manage stakeholders and the project coalition. This as a subject matter is important to look into because stakeholder management has been identified in the hypothesis as a potential area of skill disparity

between the two project types, large commercial and urban regeneration.

Possible Key Competencies for Project Managers in Large Commercial Projects

Emmitt and Gorse (2003) describe how the project manager occupies “a challenging and powerful position” (p.103) within the project set up because they have influence and often final decision on the procurement route as well as the putting together of the project participants. This has the knock on effect of defining project culture and communications. Cooke-Davies (2001) is an advocate of the influence that project management has on the outcome of the project as he suggests that “it is people who deliver projects and not processes and systems”. With this in mind it is understandably important to get the right project manager to improve the likelihood of project success. There are many views in literature on what makes a good project manager, these will be explored but it is worth while conveying the view of Handy (1999) that there is “no secret trick” to gaining the definitive list of perfect project management competencies because like Emmitt and Gorse (2003), and many others explain “all projects are unique, in that each differs from the one preceding it.” (p.102) With that in mind the core competencies of project managers have to be broadly applicable to more conventional projects, it suggests that an advantageous trait of a project manager is adaptability. This uniqueness of projects is the reason why Turner (2003) describes the hiring of project managers within construction companies as “highly organic” (p.3) by which he means that applicants are judged in an informal less structured manner. This is likely because a structured systematic approach that would be appropriate for one project but not the next, as it is likely to be unique. This is important in relation to this paper and its hypothesis because it highlights the fact that each project is different and may require adaptive skills. That said there are competencies that are more applicable to a greater number of projects and therefore can be considered good basis for defining core competencies. These can be taken from a very open starting point as Turner (2003) and Dainty et al. (2002) suggest, competence is generally acknowledged to incorporate knowledge, skills, attitudes and behaviors. It is these attributes that can be used as a starting point for further investigation.

Traditional project management success criteria focuses on the achievement of cost, time and

quality issues as project goals. David Coles lecture notes “Alternative Contractual Arrangements” - 23/02/2006 back this view as well as many other literary sources. Emmitt and Gorse (2003) describe how the early analysis of project management tended to focus on the project tools and techniques in order to improve project success. Turner (2003) backs this view and describes the traditional approach as looking at technical qualifications for finding a competent project manager. Dainty et al (2002) describe how they feel these measures are not detailed enough to truly reflect a project managers ability because the environment of todays construction projects are more complex and the role of the project manager much more involved. Dainty et al (2002) argue that todays project managers should be assessed on the traditional measures of project success but also on additional factors such as knowledge, skills and behavioral inputs as these can lead to a greater degree of project success. Emmitt and Gorse (2003) agree with this view and describe how the focus has switched to include not only the harder tools and techniques but softer issues and now a focus upon the people in the project delivery is common place. This is an issue that will be interesting to look at in the analysis stage of the paper because if urban regeneration project managers are being assessed, to a larger degree, on project success factors that fall outside of the golden, time, cost, quality triangle then this may effect the way they manage and in turn they may require differing skills to manage their projects.

Emmitt and Gorse, 2003, state that the role of the project manager is “to recognize and design the communication networks that are likely to be the most effective for a given project, manage communications during the project (and minimize the effect of communication breakdown) and provide the necessary guidance to the project participants throughout the project” (p.103)

A large amount of literature discusses project management competence, Emmitt And Gorse, 2003, Dainty et al. 2002, Handy, 1999, Turner, 2003. All these sources appear to have the same fundamentals at heart but each takes a slightly differing view point which results in small variations of the same theme.

Dainty et al. (2003) first points out the problems of just looking at the cost, time and quality as guiding success factors of a project. It is important to know how a project is judged a success as this helps to determine competence needs of a project manager. He states three reasons to look beyond the traditional 3 success criteria:

- 1) Financial and programme estimates are often made at the project outset when the least amount of information is at hand to forecast these figures, whilst “quality is an emergent

property of different peoples attitudes and beliefs which can change over the project life-cycle”.

- 2) Demand placed upon project managers are more complex and effect more stakeholders, both internally and externally to the project than in the past.
- 3) The three aspects of cost, time and quality are at the mercy a multitude of outside factors that are beyond the control of the project manager. He suggests “poor estimated costs, problematic clients, frequent design changes or poorly selected project team members” (p.210), as possible factors outside the project managers control.

The aspect of the project assessment factors being out of the control of the project manager is an interesting point because where this may be true for both project types, it may have a greater bearing on the urban regeneration project because often the project duration is longer, some over 25/30 years. This links back to the hypothesis because with greater outside influence, success factors will require a degree of management and may produce a need for further skill of the project manager.

Dainty et al., 2003, progresses to suggest a broader range of success criteria that should possibly include, health and safety adherence, owner satisfaction, value and customer needs, project team satisfaction, environment (friendliness). They relate these success factors back to project management by suggesting “that project managers should be selected to have traits associated with project success” (p.201).

Dainty et al. (2003) in their conclusions highlighted the below 9 attributes as being essential for a project manager:

A brief description of why they considered them important can be found in the appendix 2a

Team building

Leadership

Decision-making

Mutuality and approachability

Honesty and Integrity

Communication

Learning, Understanding and Application

Self-efficacy

External Relations

Dainty et al.'s 2003, discussions were conducted with a particular emphasis on leadership skills because they found that construction projects in particular benefit from a single minded approach from their project managers. Another important competence drawn out for comment was flexibility, in the subset of leadership, because in construction projects it was concluded that a need to adapt to changing circumstances was needed from a project manager and not rigidity . Suikki et al, 2006, summarised Jalava and Virtanen, 2000, views that also “stress the project managers role in project leadership”(p.729).

Hauschildt et al, 2003, identified seven attributes a project manager needs: organising under conflict, experience, decision making, productive creativity, organising with cooperation, cooperation leadership, and integrative thinking. Brusoe and Hannah, 1997, also identified leadership as an important attribute for a project manager as well as setting a good example, ability to motivate, communication skills, public/customer relations, delegation, ability to instruct, goal setting, budget control and negotiation skills.

Turner (2003) agrees with the need for adaptability and flexibility as being one of the most important traits of a project manager as he elevates it above all other competencies when he says “specific skills and knowledge sets are not as important as the adaptability of people to the changing environment within project based firms and with willingness of organizational members to adapt as projects change and the clients demand new approaches.” (p.3). This is interesting because if urban regeneration projects operate in a heightened state of unpredictability then perhaps this adaptability attribute of a project manager could become more important.

Turner progresses to detail 3 major schools of thought on the subject of construction project management professionals competence. These are the traditional approach, the competency model or attribute based approach, and an integrated model of project management competence.

The traditional approach to competence:

The traditional approach as eluded to earlier in the paper was more focused on the “right technical qualifications” and “a proven track record” i.e working on similar projects previously within the same company structure and using the same procedures. Turner, 2000, argues that this is flawed because very few people have the right qualifications in project management because there were

few courses that catered for the project management professional in the past. So demand for this type of person would be a lot greater than the available supply. Secondly the new project may not have been covered in the past by this or another company making it difficult for an applicant to have “a proven track record”. Thirdly the project environment is very hard to recreate exactly and is likely to be different from previous projects where an applicant has proven his ability or gained success. The final point applies more to the applying project manager, it is possible that their personal circumstances have changed which could affect their ability to manage the new project. These points are important to look at within this papers context because urban regeneration projects potentially have an even lower academic backing.

The competency model or attribute based approachability:

This approach is similar to Dainty et al (2003) as it highlights 5 main characteristics but then splits them into knowledge and skill and core personality traits. This method of competency can be highlighted from the formula below:

Competence =

Knowledge (Qualifications)

Skills (Ability to do a task)

Core personality characteristics (Motives + Traits + Self Concept)

This approach argues that all of the 3 parts will add to the overall competence, it may be questionable that all core personality characteristics will increase a project managers competence but as we have seen from previous literature, personality attributes are considered a valuable addition to the basic knowledge and skills even if they are harder to quantify. “Professional standards and qualifications can provide baselines for knowledge and practice but it is the responsibility of each individual to reflect on their practice and actively seek opportunities to develop competence, raise benchmarks, and improve performance.” Turner (2003) (p.22). This point is interesting because in the hypothesis it suggests that there may be a core set of project skills for both types of project, with urban regeneration project potentially needing additional skills, it perhaps could be argued that these additional skills could be developed from the “core personality characteristics”.

The competency standards or performance based approachability:

This method “assumes that competence can be inferred from demonstrated performance at a predefined acceptable standard.” (p.16) This method asks for demonstrable performance in conjunction with a predefined check list that Turner (2003) suggests contains occupational, professional and organisational competency standards.

Turner (2003) proposes an amalgamation of the three approaches. In this approach he suggests that project management competence should consist of 3 aspects:

- Project management skills and knowledge (input competencies)
- The enabling behavioral characteristics (personal competencies)
- The demonstrated ability to perform at the required organisational level (output competence)

This approach fundamentally takes the competency model or attribute based approachability formula and adds the competency standards or performance based approachability aspect of demonstrable competence. The result is as below:

Competence =

- Knowledge (Qualifications)
- Skills (Ability to do a task)
- Core personality characteristics (Motives + Traits + Self Concept)
- Demonstrable performance in accordance with occupational/professional/organisational competency standards

Expanding upon the statement made earlier that maybe the extra skills potentially required from urban regeneration projects could come from core personality characteristics, it looks more likely that if there is a need for additional skills these could be highlighted from 'demonstrable performance' and after a degree of time and practice they could then become part of the 'skills' section. Other literature agrees with the idea that ideal competence consists of a mix of theoretical and experience, Hamal and Prahalad, 1994, Westra, 2001, Sydanmaanlakka, 2003. Westra, 2001, specifically agrees with the theory detailed in his paper that confers the necessity to adapt to complex and unpredictable situations.

Fraser (2000) details the problem of project definition and differing perceptions and expectations of

projects that will be held from the different stakeholders directly and indirectly involved with the project. This is an interesting point in relation to the papers hypothesis because if there is a difference in the way the project brief is set or written between the two project types, this could have an affect on stakeholder interpretation which could have an affect on the project managers stakeholder management policy.

One area of project management competence that this paper wishes to focus upon is stakeholder management. It was touched upon earlier that the traditional procurement structures display a limited picture of the project relationships. This view is reflected by Pryke, 2005, when he details how these procurement methods “had a limiting effect upon innovation within the project management systems”. He progresses to site the 'Latham report' as a key step towards innovation in procurement and as an advocate of proactive management through the supply chain for providing added value for clients this placed an increased emphasis on stakeholder management. Pryke, 2005, then describes three main concepts as being the main moves from traditional procurement methods to the new integrated approach that involves, partnering, supply chain management and work clusters.

Contractual conditions – The dyadic relationships that existed in the traditional procurement styles, now there is a potential for these relationships to have grown in number and complexity with the management reaching further down the chain and with greater influence.

Performance incentives – The use of partnering may have an influence on the stakeholder model because the use of partnering may place a greater emphasis on non contractual relationships.

Information exchange networks – With a greater number of interacting parties in the project coalition there is a potential for vastly increased information flows and information interpretation.

Pryke, 2005, then moves to comment on the importance on the network characteristics he states centralisation and concentration as factors that will effect stakeholder influence and therefore the way in which the project parties are managed. This point is covered in more detail by Rowley, 1997, he suggests that it is important to look at the coalition environment because where they sit has a direct effect on the influence and behavior that stakeholders wield over the organisation and in turn how the organisation responds to others in the network. He suggests the degree of centrality and the density of the network are the determinant factors in this power and behavior concept. Rowley, 1997, suggests that in a sparsely connected network information flow suffers and this may

result in poor communication and eventual project failure. While conversely the greater degree of network density can result in “efficient communication and the establishment of shared behavioral expectations” (p.897). Oliver, 1991, details other benefits of a greater network density, he says “because highly interconnected environments provide relational channels through which institutional norms can be diffused, this tends to create a more implicit coordination and collectivisation in a given environment” (p.171). This shows density can be advantageous to the project manager not only in terms of increased information flow but it may aid the project manager with creating a common norm among project professionals. Handy, 1999, details how important the group norm is and how by the project manager selecting the correct group of project actors and establishing of an appropriate group norm from the outset the project manager will gain the results he wants which will be in turn beneficial for the client and the project as a whole. However a network can become too densely populated with information flow which can result in a constraint on the focal organisation by its stakeholders. Rowley, 1997, details how the more dense the stakeholder network the greater the possibility for differing project objectives, therefore “satisfying one set of stakeholders requires defying the expectations of other stakeholders” (p.898) Stake, 1975, confirms this view of the ambiguous interpretation of the project brief sometimes creating conflict. The danger of stakeholder constriction can be combined with the firms centrality in the network the higher degree of centrality the greater the ability of the firm to resist stakeholder pressure. However the centrality and density are usually proportional; the greater centrality the greater the density of organisations. Therefore these theories balance each other out as density increases so does stakeholder influence over the firm however this increased density comes with a more central position in the network and therefore the ability to resist stakeholder pressure. Rowley, 1997, summarises this theory in the model below:

Density of the stakeholder network

Centrality of focal organisation

	<i>High</i>	<i>Low</i>
<i>High</i>	<i>Compromiser</i>	<i>Subordinate</i>
<i>Low</i>	<i>Commander</i>	<i>Solitarian</i>

Olander and Landin, 2005, highlight the fact that the environment is dynamic, in a constant state of change. This has the effect that stakeholders have to be viewed as dynamic entities and the coalition model is not a static picture. Johnson and Scholes, 2002, took this view on board and created two questions that can question the static stakeholder to see how things may change in the future:

- How interested is each stakeholder group to impress its expectations on the project decisions?

- Do they mean to do so? Do they have the power to do so?

This suggests the project manager needs the skill to look at and interpret a dynamic stakeholder model. However Johnson and Scholes, 2002, questions do suggest that if a stakeholder doesn't have a high degree of power than its group can be taken less seriously. This may not always be the case and it may be seen later in the paper that a good project manager would have the ability to assess the stakeholder power not only on its degree of influence but on its degree of knowledge and how the degree of project outputs effects the party. This is important to the hypothesis because how the project manager deals with stakeholders will be a key indicator if there is any difference in his skills/abilities as a project manager between the two project types.

A useful tool in the understanding of project management competency theory is a table found in Suikki et al, 2006, it summarises a multitude of management theories on project management competence in the one table. This table can be found in Appendix 1. It shows graphically how different literature places emphasis on the same competencies. It is this table that I will use as a base of comparison to urban regeneration projects because it links many theories in a clear defined manner that can be directly contrasted by working urban project managers without an academic understanding of their own project skills and attributes. This is useful when investigating the papers hypothesis because it can give a project managers qualitative opinion a solid position for comparison with quantitative commercial project management skills.

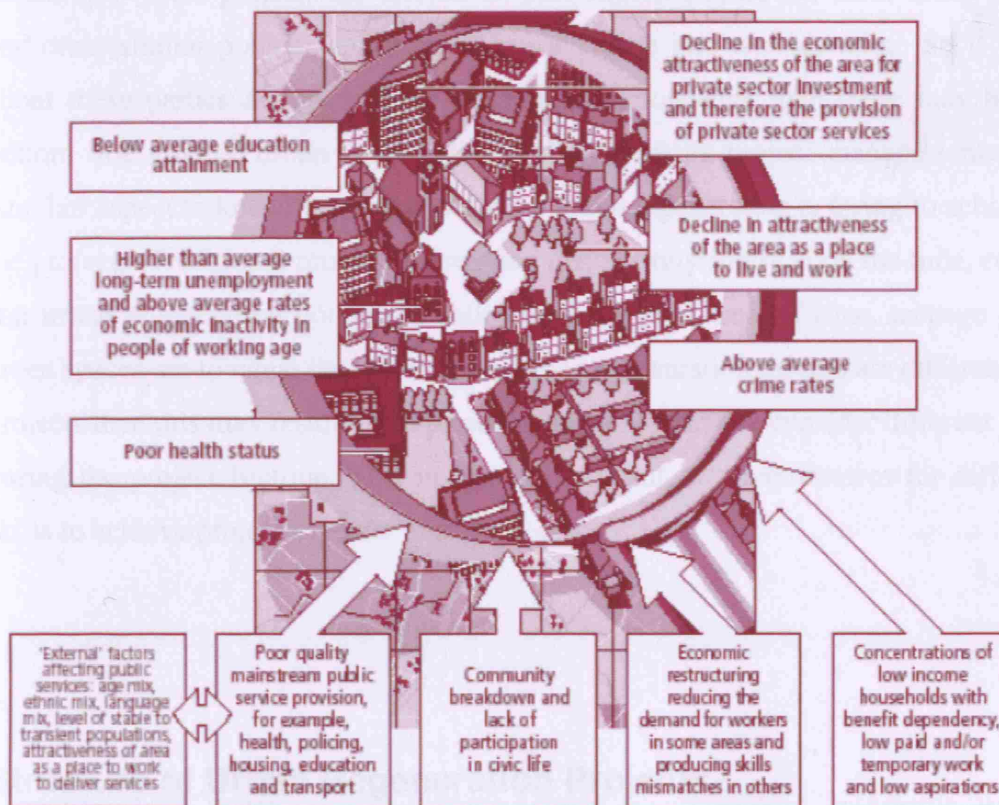
This section has identified, stakeholder management, communications management, how the brief is written and adaptability as potential key skills for which further discussion on their applicability with in urban regeneration project management is needed.

What is Urban Regeneration?

Urban Regeneration as described by Adair et al, 1999, is “the process of reversing economic, social and physical decay having reached the point where market forces alone will not suffice.”(p.2031)

Tyler, 2005, describes forces of urban decay and groups them into economic and social impacts as seen below in Figure 1.

Figure 1 Drivers of decline and their consequences in 'deprived' neighbourhoods



Urban regeneration will then look at each of these potential areas of urban shortfall and determine what issues the project wishes to address and how to remedy them.

What is Urban Regeneration trying to achieve?

The obvious answer to this question would be to combat the forces and effects detailed in Tyler's diagram. However De Magalhaes, 2004, thinks there is a lack of knowledge within the industry to

fully understand what it is that needs to be done to improve cities, in short, a lack of understanding of what makes a successful urban regeneration project. He argues that “knowledge about what to do with cities and how to do it should be further developed and spread to a wide range of players and their networks.” (p.34). Therefore it is understandable to assume that urban regeneration is not only about the fundamentals of regenerating housing, the local economy and infrastructure, it is also about generating new and harvesting existing knowledge, skills and innovative ideas and dissemination of this knowledge to better understand what is needed from the outputs of urban regeneration for the longer sustainability of urban areas. Smyth, 1994, highlights the need for greater understanding of output requirements, he details how policies are still largely utilising 'top down' mechanisms to dictate the aims and objectives for the project and although these decisions are monitored they are still in essence “imposed upon the area, city and population.” (p.45) He then details how these policies are arrived at, past experience, advice from users, the local population and other similar policies and projects are all taken into consideration. So if more is understood about these parties and their goals via retained knowledge then more may be known about the bottom line goal of urban regeneration and what skills project managers may need to succeed. Another aspect to knowing more about what urban regeneration is trying to achieve is the drivers of the projects. Traditional projects more often than not rely solely upon the time, cost, quality triangle. But urban regeneration potentially relies on more than these. Crime, teenage pregnancy rates, or green spaces are to name but a few. If the urban regeneration drivers are different to those of normal projects then this may result in the project manager to have to consider different and new challenges during the project lifetime. This in turn could result in a requirement for different hard and soft skills to achieve project success.

Structure of Urban Regeneration Projects

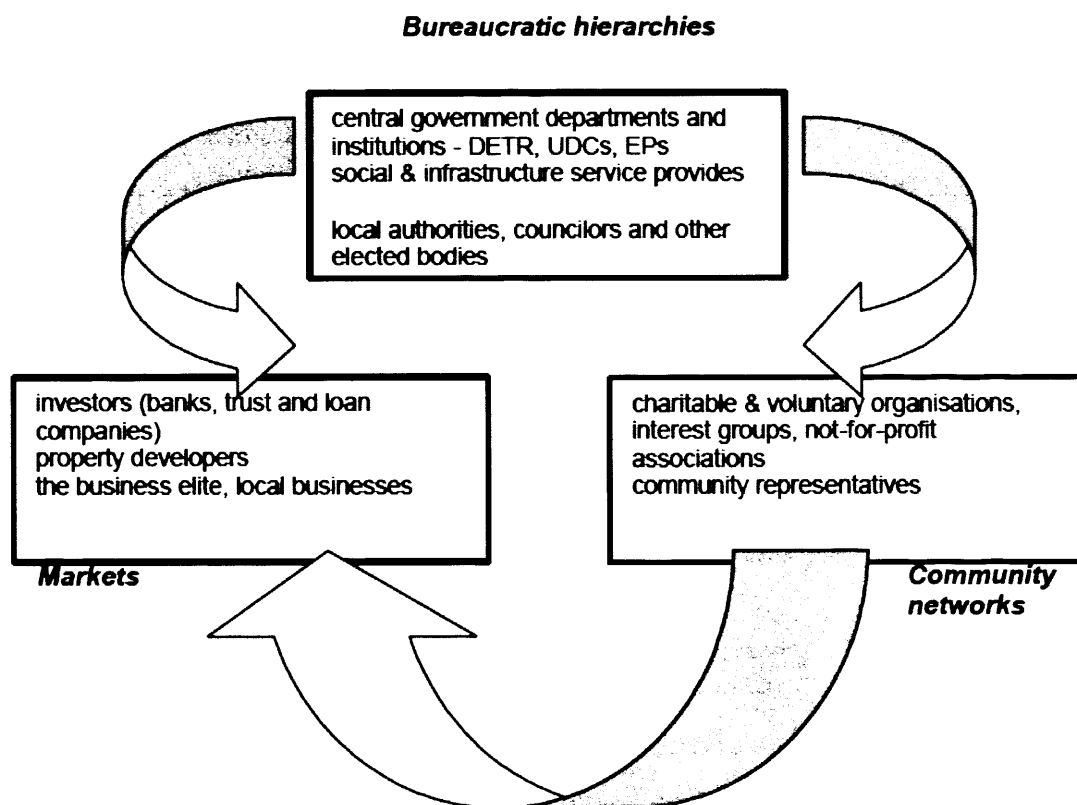
De Magalhaes, 2004, describes how the setup of Urban Regeneration has changed over time, originally he describes how the regeneration process was being addressed by using “a succession of self contained regeneration policies and initiatives and the unconnected activities of sector based government departments.” (p.34) He progresses to suggest that it was this silo setup that was failing to enable urban regeneration to produce sustainable long term results. Clarke and Stewart, 1997, describes how the “fragmented and often ad hoc” approach to urban regeneration schemes were ineffective when dealing with the unique project environment that urban regeneration conjures.

They site issues requiring multifaceted solutions, activities and communication crossing governmental levels and organisations. These issues combined with issues outside of the project managers control such as on-going state restructuring and constant changes in the economy and society to highlight that a change in the urban regeneration project set up was needed to produce the desired long term changes. De Magalhaes, 2004, agrees with Clarke and Stewart, 1997, view but from Clarke's stance fragmentation observation was having an effect on knowledge and experience. The fragmentation was leaving gaps in the gathering of professional and organisational knowledge and experience gathering. As well as the gaps in knowledge and experience the quality of the existing knowledge and experience was not sufficient to deal with the "multi faceted and complex challenges of regenerating cities."(p.34). These issues are interesting in terms of the papers hypothesis because one obvious difference between the two project types is the length of urban regeneration projects, it is not unheard of for some to last 20 – 30 years. This difference may increase the chance of the wider social and macro economic environment to change giving the project manager an extra consideration when running the project. This increase in project length also gives rise to the possibility that one single project manager will not be running the project for its duration. If this is the case, consideration should be given to hand over and retaining knowledge as skills of the project manager. The shift in feeling regarding the regeneration outcomes from basic short term goals to longer, more sustainable innovative solutions built on further understanding of the urban needs set up as De Magalhaes, 2004, describes a structure with "a greater emphasis on process-related and 'soft' issues of stakeholder engagement partnership formation, leadership development, institutional capacity development, knowledge creation and learning"(p.33) The need to understand and deal with a wide array of social actors when understanding the output requirements may have been a potential driving factor for a greater focus on 'soft' issues, it is these 'soft' issues that have been reported in modern times as being the main tools of a project manager.

As the structure of urban regeneration projects often has differing financiers and clients involved, project managers are potentially not as central to the set up as in traditional large scale commercial projects. The diagram below, Figure 7.1, from Tsenkova, 2002, illustrates the three main bodies and their relationship to each other but it doesn't show the interaction of departments and companies within each of the three categories. This again can be a complex network that the project manager has to navigate to gain the best results for the project. The information referenced in appendix 2f as Bradford information details how an urban regeneration company is used to coordinate the project financiers and other information flows. This case study suggests that when the project investigates the physical work stage the project manager could in effect become the equivalent of a commercial programme manger because of the multifaceted nature of urban regeneration schemes.

Returning to the centrality issue of the project managers position in the projects hierarchy, if the project managers client is just one of the 'central government departments' it is conceivable that all these departments and bodies within this band will have their own hierarchy and the within this second hierarchy the project manager may find himself an offshoot. This may mean the project manager could find himself sat on the periphery of one of the three categories shown below, this may create a situation with the project manager in a position of low centrality but still in a very dense complex structure. This could have the effect of generating an important web of stakeholders to manage, due to the density, but with the project manager having lower power to manage the web because of his position on the periphery, as Rowley, 1997, suggests in his theory of stakeholder management. This may require the project manager of urban regeneration projects requiring additional key skills that enable him to manage stakeholder relationships given his reduced power/influence.

Figure 7.1 Institutional Clusters in the Regeneration Process



Taken from Tsenkova, 2002.

Tsenkova, 2002, identifies the importance of tight project coalition within urban regeneration and comments that public and private partnerships is a “quintessential vehicle to implement and deliver

urban regeneration.” (p.73) Tsenkova identifies 9 advantages and disadvantages of a tight project coalition. These 9 can be found in appendix 2d. Tsenkova's research may help with this paper's aims because the disadvantages identified maybe challenges a typical project manager must identify when successfully completing a project. It is for this reason that possible project management characteristics may be drawn from these potential disadvantages. An example is management of diverse partners and relationships, identifying and managing power differentials among project players and the awareness of different parties expectations and objectives.

Possible skill requirement for Project Managers in Urban Regeneration Projects

There is a limited amount of literature concerning core competencies of project managers in urban regeneration projects. As detailed in my hypothesis a prediction has been made that there will be a greater requirement for a higher degree of stakeholder management within urban regeneration projects. This view that project managers have an important role in the successful outcome of an urban regeneration project and its stakeholder management is held by Berrini and Melome ,2002:

“The creation of centralised bodies for the coordination of the project has been important for its implementation and determining the quality of the results and the involvement of all the stakeholders in discussions.” (p.2)

From the literature presented thus far there is an argument developing that traditional construction projects as well as urban regeneration projects contain complex models of stakeholder management. However from exploring how important the construction brief is in the management of stakeholder expectations an argument is emerging that suggests because the output specification maybe difficult to produce and is open to a higher degree of interpretation, different groups of urban regeneration stakeholders may have a greater variety of expectations from the project and therefore the project manager may indeed have to possess an increased stakeholder managerial ability.

Chapter 3

Methodology

In order to look further into the hypothesis key project management skills of the two project types, the core competencies of project managers undertaking urban regeneration projects, will be analysed to see if they concur with the published literature on the key skills understood to be in the possession of a project manager on a large commercial project. A particular focus on stakeholder management will be taken as this has been identified as potentially having a varying factor of importance among the project managers of the different project types.

In order to gather information on the necessary project management skills within urban regeneration projects, interviews with project managers involved with urban regeneration projects will be conducted. These project managers will be asked to describe the typical skills they utilised within the urban regeneration projects.

The subjects

Variables that could effect the results are detailed and discussed below:

Company of employment

All of the subjects have been taken from the same project management company, this eliminates the potential for differing company views and opinions towards managing urban regeneration projects which could affect results. By choosing research candidates from the same company fewer variables will have a potentially corrosive effect on the results.

Urban regeneration experience.

This variable will obviously have an effect on how the subject tackles problems and views the industry. For the purpose of this paper different levels of experience will be embraced. This view was taken so newer members to the industry and urban regeneration projects could give their views and any possible differences with more established project managers with greater years of service

could be highlighted and analysed.

Number of projects worked on

The difference in the number of projects worked upon could be similar to the years of experience. However it is not an exact science because an urban regeneration project manager with 10 years of experience could potentially have worked on the same project for the past 10 years and therefore could have a blinkered view of the industry due to his lack of other projects and how they operate. For this reason it is the intention to interview subjects with a greater number of project backgrounds to get a more rounded view of their analysis/ideas.

Candidates

4 Candidates were chosen and interviewed as part of the study into project management skills. These candidates had varying levels of skills and experience but all were from the same company. All were performing the role of project manager within the urban regeneration set up, but because of the varying experience levels these candidates day to day roles varied. This gave the study a broad range of roles to consider which again enhanced the potential skills required to do the role effectively.

The questions asked.

A copy of the questions asked can be found in the appendix 2b

Why these questions were chosen?

Questions 1, 2 and 3 were asked to get a brief background of the subject so a comparison can be made as to levels of experience and types of project worked upon. This is necessary because it wouldn't be appropriate to directly compare the experience of a director with 10 years of urban regeneration project management experience to that of an assistant project manager with a limited experience or urban regeneration project management. It is necessary to get a variety of experience levels though because a director will often be working with different aspects of the project and have a more high level view of activities and roles, whereas a project manager or assistant project

manager may see differing views and perceptions or their and others roles because of working at a lower level and dealing with differing project parties/stakeholders.

Questions 4 and 5 were asked to interviewees to see if any prior knowledge or project management in commercial projects had been gained. This knowledge will help with the study because if the subjects have any prior commercial project management knowledge they will be better placed to highlight and understand the differences between the two areas.

Question 6 was arrived at because in the literature Pryke, 2006, and Oliver, 1991 identify the centrality of the project manager as an important indicator to how the project manager interacted and was effected by the various stakeholders. This is, therefore, an important questions to see if the position of the project manager varies between the two project types and if it has an effect on the relationships with stakeholder groups.

Question 7 has been asked to identify if the drivers of urban regeneration projects are different from traditional commercial projects. This is an important question and is relevant to the hypothesis because, as Emmitt and Gorse, 2003 detailed, if urban regeneration projects have different drivers then this is likely to have an effect on how the project manager operates and if additional skills are utilised.

Questions 8, 9 and 10 all relate to stakeholder issues that can be related directly back to the hypothesis. The results from these questions will help to compare the theories of Pryke, 2006, Oliver, 1991, and Stake, 1975, and see if there is a difference in primary data that suggests the urban regeneration project managers have to utilize additional skills to successfully manage their projects.

Questions 11 and 12 have been asked to gain a project managers view about the projects success factors. The answers to these questions will enable a comparison of who the project manager feels responsible to within the project and therefore, if there is different interpretation of project success, who's definition of project success the project manager will move the project towards. This is important when addressing the hypothesis because as Turner, 2003, and Dainty et al. 2003, point out, if the project manager is working to different success criteria this could have a bearing on the skills needed to achieve success. This will also identify how tight the project coalition is, if it has a singular vision, as Berriniand Melome, 2002, identifies this as an important project factor and if the project manager feels a responsibility to contribute to strengthening the coalition bond.

Question 13 will be asked so a direct comparison of project management attributes and key skills can be made between the project types. This is a useful question for investigating the hypothesis because it will enable the project managers to clearly and directly state where they feel differences can be found between the two project types.

Question 14 is asked purely so that any additional information, which the project manager feels pertinent to the study, can be added. This will enable an issue, which has not been picked up in the literature review, to be brought up by the project manager.

The results of these questions will be analysed against each of the participants to see if there is any consistent traits that would suggest that a particular core competency is needed more than another or if the results are in line with the literature that was reviewed previously.

Chapter 4

The Results

A complete transcript of the results can be found in the appendix. Below is a summary of each candidate's response to the questions and how each response relates to the literature and the hypothesis.

Questions 4 & 5

Candidate 2 was the only participant with some project experience in a traditional commercial project. He felt the difference in project management skills were managing unfocused client deliverables, politically managing stakeholders and expectations and there was a less quantitative management style due to funding and monetary use issues. He also identified that as a project manager it was common within urban regeneration projects to have to work with a "lower grade" of co-worker. By this he meant that the staff employed by the local boroughs and governmental departments were often not as dynamic and focused as their private sector counterparts. This had the effect of slowing the project process and forcing the project manager to make all communication very structured. As other parties tended to be more more reactive to potential problems the project manager had to be focused on pushing through resolutions. This view that poor governmental bodies slowed the process backs Cooke-Davies, 2001, view that people have a major influence on the outcome of projects. Also when relating his views back to the literature it can be seen that unfocused client deliverables were creating more of a need to manage the stakeholders and their expectations.

Question 6

This question drew mixed responses among the candidates. This may have been due to the fact that their personal project roles were different. For example Candidate 1 was a high level project coordinator that had been on the project for a number of years. He and Candidate 4 felt their roles were central to the project. They saw their role as the center of all information flows and essential to getting parties/departments to talk with each other and coordinate activities. This view of their centrality would mean using Rowley, 1997, and Pryke's, 2006, view that candidates 1 and 4 will have a stronger effect on the other stakeholders and communication flows will be enhanced.

Contrary to this view Candidate 2 felt that his role was more on the periphery of the project

set up because fundamentally he as a project manager was assessed on hard traditional project management techniques. Therefore he felt his role in the information flow was just to provide costs, figures and statistics when asked and his role as a project coordinator was limited. This view again backs the literature by Rowley, 1997, and Pryke, 2006, as they suggest as a body moves away from the center of the stakeholder network their influence is reduced. This is backed by Candidate 2 who felt that his influence over other project parties was limited to explaining the project management techniques and results rather than guiding/steering the project for the client.

Candidate 3 had a mixed view of her centrality and influence within her project. She felt that her role was central to the project and there was a lot of communication and stakeholder management. However she observed that although she was essential to the running of the project she had little influence over the key players, they used her as an integral source of information and coordination however when it came to important project decisions and influential actions her input was not considered, she in effect was used to push policies and reactively manage stakeholder expectations rather than being proactive in decisions and vision. This could be down to either the client having a strong personal vision for the project or a personality trait of the project manager, as Dainty et al, 2003, identified as an important component of a project managers competence.

The views from the candidates who felt they lost power when communicating with clients and funders concurs with the views given in the literature that suggested a loss of centrality equates to a lower sphere of influence among stakeholders groups. Also because all the candidates still listed stakeholder management as a skill requirement this may suggest that an additional skill need of urban regeneration project managers is to manage complex multiple stakeholder environments with reduced power and influence.

Question 7

All the candidates identified time, cost, quality as the fundamental drivers that a project is measured on. However all candidates in a differing manner eluded to other, more social, elements having varying effects as project drivers. Candidate 1's response regarding alternative drivers was that there was a definite consideration towards social aspects such as crime and green areas. However his perception was that these were considered important at the pre procurement stage and to voice as considerations to stakeholder groups and funders in the construction phase. However, a project that is completed within budget, on time and to an agreed quality would ultimately be considered a success by the funders and client regardless of the social elements of project achievement.

Candidate 3 responded in a similar vein to Candidate 1 with a stance that the three traditional project drivers took president over other social indicators because they were easier to

measure and quantify. Candidate 2 expanded upon this point, that the social urban regeneration project drivers were less important to the client and funder because the affect that the urban regeneration project has on social factors such as teenage pregnancy or crime statistics are too hard to measure. He expanded to say that these statistics take too long to measure and are subject to too many outside macro economic and social factors. This view counters that of De Magalhaes, 2004, that suggests there has been a shift away from the short term views of project success creating more emphasis on soft skills, whereas Candidate 2 views the success factors as more traditional and therefore he is suggesting potentially more reliance on traditional systems type project management. This was a point supported by Olander and Landin, 2005, that the project is operating in a dynamic environment and that the project and the project manager is subject to changes in the micro as well as macro project environment. The candidates, by raising the longevity issue, also seem to concur with Dainty et al. 2003, when he suggested that there are other project indicators for success but these may be out side the control of the project manager because of the macro environment. One important point is in the fact that all of the candidates did suggest that by considering other project drivers, even if they finally came to the conclusions that these were not held by the client or funder, they had to consider these social issues when speaking and interacting with stakeholders. It was this suggestion of social project considerations that gave rise to more of a 'soft' skills project management approach. De Magalhaes, 2004, was one such advocate that confirmed, in the literature reviewed earlier, that the need to understand with a wide variety of social factors when understanding and interpreting output requirements will lend itself to a skill requirement of stakeholder management and general softer project management skills. So by the candidates suggesting they consider social factors as project drivers in some earlier stages of the project or at project analysis stage they are in fact to a degree managing the aspirations of the stakeholders, even if those social factors are then disregarded for traditional quantitative methods.

These views from the candidates show that they are aware of the dynamic environment in which they operate and therefore they have to utilise the skill proposed by Emmitt and Gorse, 2003, adaptability.

Questions 8 & 9

This question was interesting because Candidates 2 and 3 stated that they thought the local population and the potential public, who would move to the area, were not key stakeholders. They both shared the view that because the final decision on how the project would move forward and what it would involve were conducted by the client and funders, the public in effect had no power on the decision and therefore were not to be considered valid stakeholders. They went on to suggest

that if the public were to be considered stakeholders then they would more often than not have a differing view of what they wanted out of the project than other parties such as councils and government agencies. Both candidates did feel however even though they didn't consider the public a valid stakeholder it was political tactic to keep them informed of progress and an aspect of their job was to manage their expectations. All of the candidates remarked that it was unlikely that all of the parties would have a shared, focused, singular vision for the project, they would all have their own agendas, what they felt was most important and they would like to see the project produce.

This data backs the papers literature and hypothesis by suggesting stakeholder management is a very important aspect of the role of an urban regeneration project manager.

Question 10

Candidate 1 suggested that he thought the project brief was open to interpretation. However he gave rise to the point that it was potentially advantageous to have an open project brief particularly where the funder and the client were different bodies. His reasons for a looser brief perhaps being an advantage was that if the client and the funder were different parties then a precise and closed brief from the client may make it harder for potential funders and investors to see what they wanted to get out of the project. For example private housing developers/investors may wish to see opportunities for a variety of housing options where they could generate profit. Another government funding body may like to see an increase in health facilities or green spaces. If then the client found it necessary to attract private investment then he would have to deliver a project brief that allowed both the government funder and the private investors to see potential in the project. The view that the project brief if loosely written can give rise to ambiguity has been detailed earlier by Stake, 1975, and Fraser, 2000, both of these sources only identified a loose brief as giving the stakeholders an ability to interpret the project in different ways, making it harder to manage their expectations. Neither of them explored the idea of purposefully exploiting a loose brief. This approach may however cause problems later in the project with parties feeling their needs are not being managed in the project after sign up, or upon project completion not all parties would feel completely satisfied. This area was covered by Rowley, 1997, when he said "satisfying one set of stakeholders requires defying the expectations of other stakeholders" (p.898). This approach to get investors interested may give rise to a greater need to manage stakeholder needs and make sure that all parties felt they were being listened to and they were getting what they required from the project. This idea can be related back to the hypotheses because it suggests that urban projects may actively produce an environment which requires additional stakeholder management. This approach of loose project brief, may be less likely to happen with a traditional commercial project as it is less likely

that the project will have disparate client and funders giving less of a need to appeal for outside parties to invest in the project. Candidate 3 viewed the brief in a different light, she felt the project brief was fairly tight because it would state what was going to be built and where it was going to be positioned in an attempt to regenerate the area. However she felt that the reasons why things were being built or initiatives attempted was open to different interpretation by stakeholders. This view maybe due to different experiences with project brief style. Candidate 4 made the point that if the project brief was still open enough to misinterpretation after the contractual agreements were signed then the project manager maybe at fault for “miss selling” the project. This view implies that he agrees with Candidate 1 that the project manager was 'selling' the project but he didn't agree that it was an advantageous position to have an open brief.

Question 11

This question links in with question 10 because it enables the candidates to first think what others may see as the project success factors and then consider what they feel constitutes a successful project outcome. Candidates 2, 3 and 4 shared the view that social indicators of urban regeneration success were mainly used in the pre-procurement stage to sell the project to investors or funders. When it came to the real analysis to see if the project had achieved its social indicators the process fell down because either the after effects were not measured accurately or they were measured too soon after the physical completion of the regeneration. They detailed how the potential social change may not be felt until a substantial period of years after the traditional time, cost, quality achievements could be measured. They concluded these observations by saying that a personal view is that project success should be considered more along the lines of social change, however in reality their client needs the bottom line traditional, time, cost, quality figures and therefore they have to operate to these success factors. Again these feelings echo Dainty et al. 2003, when they said the other social success factors are out of the control of the project manager and therefore traditional factors become more prevalent to the client. This relates back to the hypothesis because it suggests that within the urban regeneration project a project manager is working to the same bottom line success factors as a traditional commercial project. Although there is the added dimension that has been picked up in other questions that other social success factors do feature at some stage, whether it is just to sell the project at feasibility stage or if these factors are measured, albeit incorrectly, at completion stage. With these social project attributes registering importance within the project managers they may have an effect on how they operate and decisions that they make.

Question 12

The key issues Candidate 1 felt most likely to stop him achieving a successful project were issues at the pre contract stages such as lack of focus from the client/funders, not getting all the parties to agree and sign up to the same agreed project brief and time frames, getting a quality project brief to win funding and award bursaries, outlining and managing the project risks for the client, project tracking and oversight, and setting up of a comprehensive and successful communication management structure. Candidate 3 identified too many stakeholders wanting their own ideas and goals to be carried out over and above other project parties, macro political changes and the client and funder being overly risk adverse. By combining all the candidates responses to this question a fairly comprehensive list has been obtained. When comparing these responses to literature, again Dainty et al's. 2003, view on the macro environment having an effect on project success can be seen. Also the view that Tsenkova, 2002, proposed that a tight project coalition is essential to completing the project is backed by the candidates view when they suggest the lack of focus between client and funder, and stakeholders wanting their views adhered to before others, is likely to prohibit project success.

To link these answers back to the hypothesis it is necessary to see if there are any factors which the candidates feel would stop them achieving project success that may not have the same effect on a traditional large scale commercial project. A large proportion of candidate 1's reasons seem to be loaded towards the pre-contract stage. This could be because all the post contract stages are grouped under the heading of 'project tracking'. However the fact that more detail was entered into the pre contract stage suggests the project manager considers there to be more critical factors at this stage of the works. These pre-contract activities revolve around the project manager passing communication, getting parties involved in talks and finding potential solutions to design and planning issues. These are all activities that a project manager of a traditional commercial project would have to undertake, however the main differentiating factor again seems to be that more parties would be involved and it would almost be more of a 'selling of the project' to potential funders and backers. This may still happen to a lesser extent in commercial projects because the client may need planning permission or buy in from a council team. However in urban regeneration a large proportion of funds is spent at this pre-procurement stage this is a risk that the project manager has to help the client manage because if other parties choose to walk away or if the eventual project funder decides the project isn't right for them, then a lot of time and money will have been lost before any contractual agreement has been signed, and the project manager will be viewed as failing at his job before the project has even got started. In effect although this pre-

contract stage is not unique to urban regeneration, requirements management does appear in Suikki et al's 2006, overview of project management skills. But there appears to be more parties involved within urban regeneration with varying desires and needs from the eventual project. This then may lead to a greater need for an urban regeneration project manager to possess increased stakeholder management skills. Candidate 3 appears to agree with this view as one of her answers was that there were too many stakeholders each wanting their goals to be adhered to. This view was not constrained to the pre-contract stage but it amounts to the same project managers responsibility/skill requirement, to manage their expectations.

Candidate 3 also highlighted an obstacle of project success is the public body being overly risk adverse and therefore an original city center redevelopment or similarly unique urban regeneration project would have all the risk taken out and in effect the end project would be a typical urban project that would have failed in its original goal of being grandiose and individual. Candidate 3 described that she felt it was the project managers job to manage these risks for the client and help for them to identify the real risks and how they could be overcome without chipping away at the project specifications. Again this is not a unique project management attribute to urban regeneration projects as 'project risk management' has been identified in Suikki et al's 2006, model. But within the urban regeneration context it seem to be more of a risk associated with obtaining the right type of project for the client while still coordinating the 'sign up' or buy in from other governmental departments and funders.

Interestingly candidate 4 responded to this question along the same lines as the others with the point of view that the main problems they saw as stopping the project were mostly at the pre-contract stage. This would suggest they considered this stage as containing the most risk to the project. But it is also possible that this is the same for traditional commercial projects as when finance is required for these projects it is often at a higher borrowing rate for pre-contract works with refinancing agreements coming when the construction phase is underway. This suggests that when relating this to the hypothesis both types of projects have higher risks associated at the early phases of works and that the urban regeneration project managers identifying this area as high risk to them could be suggesting that their roles are similar to traditional project managers.

Question 13

When asked which of Suikki et al's 2006, list of project management attributes, found in appendix 1, were applicable to urban regeneration project management Candidate 1 found the most pertinent differences in relation to this papers hypothesis within communications management. This may be a crucial difference between project types because setting up of the communication strategy and

templates could in effect be creating the communications template for the project over the next 25 years. This is a big responsibility and could have a major impact on the successfulness of the project. Another difference Candidate 1 picked out was the fact that staffing as an offshoot of human resource management was less important in urban regeneration projects because for a large part of project set up the main function of the project manager is to coordinate the parties and the actual staffing of the project isn't important as the project hasn't started its construction phase. Candidate 1 did back this view with the detail that once the project does move into the construction phases then the project manager does take on all the attributes of a project manager of a traditional commercial project, this would then mean staffing was of importance. With that as a view Candidate 1 summarised and suggested that all additional skills required of an urban regeneration project manager come in the pre-contract stages and include communications strategies, as Emmitt and Gorse, 2003, suggests, stakeholder management, and risk management.

Candidate 3's responses backed the other candidates in so far as communication management, risk and procurement management were considered of high importance. Other identified differences included a reduction in importance of time management. This was identified because of the bureaucratic nature of project setup, all the differing parties, especially the public bodies, needing information in their individual format in order to help with processing. This, she said, took time and often deadlines and project targets were allowed to slip because of the bureaucratic nature accepted by the project team. This coupled with the fact that projects could last over 20 years, smaller time management issues were not considered essential. Another interesting change highlighted by Candidate 3 was a perception she had that 'project changes' was an increased skill requirement of an urban regeneration project manager. She felt that it wasn't the changes to the overall project but smaller changes to subsets of the programme often came about and because these works are so closely linked, a small change in one aspect of the project can potentially have a knock on effect and they could be of potential escalating consequence.

Candidate 4 responded interestingly by note highlighting any of the attributes as less important in urban regeneration projects. This suggests the hypothesis that both projects have a core set of skills running through is correct as Candidate 4 has implied no skill from traditional project management is less important in urban regeneration.

Question 14

When asked if there was any other information the candidates felt relevant to the topic Candidate 1

brought up an interesting point about the potential for differing project key skills being required by urban regeneration project managers in the pre-contract stage, but when the project reached construction stages the project manager took on the role more commonly associated with a traditional commercial project manager. He felt that the pre-contract stage needed heightened stakeholder and communication management as it was more about selling the project and gaining buy in from other parties while all at their own risk as there was no contractual agreement yet signed meaning any party could walk away leaving the client with sunk unrecoverable costs.

Candidate 2 raised a point about funding restraints being placed on the client, restricting the time they have to spend the money they may have been awarded by governmental departments. These restraints will be placed by the lending department with a view to making sure a project is focused on delivering within timescales. However Candidate 2 points out that these time scales are often yearly and when the money is received there is often a shortened period of time left in which to spend it. This then changes the original scope in order to make the project run smoothly, avoid risk and reduce procurement and build times. This may have the effect of creating a lot of scope change and producing minimum compliance works that have originality designed out to avoid risk. As a project manager additional skills are required in then managing changing scope, managing communications and stakeholder expectations.

This results section has shown that potentially there is a continuity of key skills between the project types because of a feeling among the candidates that the construction phase of the works require similar skills from a project manager. Further to this the project manager in urban regeneration may require additional skills because of a differing pre contract era of the project.

Chapter 5

Conclusion and Recommendations

This section will aim to conclude the analysis and formulate a set of recommendations that have a bearing on the papers hypothesis and aims.

When summarising the data collected in the interviews it becomes clear that all of the candidates at one stage or another of the interview sited the concept of stakeholder management as a need of theirs. However, to say that there is a difference between this requirement and that of a project manager in a traditional commercial project may not be accurate because Pryke, 2006, and Rowley, 1997, had previously identified a need for this area to be looked at for traditional project managers. Therefore just stating that stakeholder management is a unique trait to an urban regeneration project manager wouldn't be accurate without interviewing project managers within that traditional context. This to a small degree was done when Candidate 2 was interviewed, he had some degree of experience with traditional commercial projects and he identified politically managing stakeholders and expectations as a key difference for project managers within the project types. This suggests that he finds this an additional feature that an urban regeneration project manager should possess and it it perhaps even more pertinent because this analysis was made after he suggested that the project manager was not of a central key position to the project. Where previous literature reviewed suggested that a move away from the centrality of the project suggested a move away from the needs to manage stakeholders because they are more likely to manage you as you become more reactive to their needs.

Another point to emerge from the analysis was a continuing theme that suggests communications management is an additional skill or a key skill that is more utilised within urban regeneration projects. This was a point brought up by all of the candidates at one point or another. Although it is very closely linked with stakeholder management, candidates often referred to it as the process by which communications were channeled between parties. This would suggest it is an additional or heightened skill for urban regeneration project managers because the way it is used within the project may take on a greater responsibility because the project duration is often longer in urban regeneration projects, although Emmitt and Gorse, 2003, suggests this is also important for project managers within traditional projects. Interestingly Candidate 2 did not identify this when discussing the differences between the two project types. Although he did mention that the project staff infrastructure was weaker within urban regeneration projects because of the public and

governmental body involvement. This weaker human infrastructure could stand to benefit from improved communications management therefore it may be appropriate to suggest that a project manager with this trait would be beneficial to the role of urban regeneration project manager. Another point that Candidate 1 raised was the fact that he thought that the urban regeneration project could be split into a 2 stage programme that required different features from the project manager, he suggested that pre-contract stage required a project manager with unique stakeholder management ability and communication management skills, but when the project progressed to post contract works the project manager would fit the role more commonly associated with a traditional commercial project. This attitude fits with the papers hypotheses as it suggested there would be a core set of skills required by project managers no matter what project they were employed on but on urban regeneration projects there would be extra skill requirements possibly in the field of stakeholder management, candidates feelings reciprocate this hypothesis. This theory is also backed by the Bradford Center Regeneration Information gathered and referenced in appendix 2f as this project hierarchy where once the works is at the construction phase a programme management approach is taken and traditional project management techniques are identified. This is also the case with the Stevenage Borough Council Project Detail referenced in appendix 2e where it lists the project managers roles as involving “stakeholder consultations/Media and PR” with a view of successful management of that to hand over the project to a post contract administration team. This again reflects the two distinct phases of the project and suggests urban regeneration project management unique skills lay within the pre-contract stages. There is also the theme of 'selling' and 'PR' among the primary data results this seems to identify the project manager requiring an additional trait in this field for him to succeed within urban regeneration project management.

To summarise the differences in skill requirements are likely to come from the differences between the two project types. The paper has found these most likely to be:

Project management position in the hierarchy

Project duration

Pre-contract works

Client/funder issues

These 4 main issues have shown a possibility for a project manager with enhanced skills in stakeholder management, communications management and adaptability. There wasn't a specific skill that was unanimously highlighted by the candidates as not needed for an urban regeneration project manager and because of this it is reasonable to conclude that all other project management

skills remain a key competency of a project manager within an urban regeneration context.

In recommendation I would suggest that more research is conducted in comparing the pre-contract fields of the two project types to gain a more specialised analysis of differing skills required at this stage of the project. It seems however that there is an initial claim that urban regeneration project managers should possess advanced stakeholder management and communications management skills because of the more complex project coalition at pre-contract stage of the works. It would also be an advantage to understand and utilise the potential strengths of public relations when at a pre-contract stage. I would also recommend that interviewing current project managers of traditional projects as literature has shown a move towards softer skills increasing their role within these projects. If this is the case then perhaps when asked about the pre-contract stakeholder management there may be case for suggesting this is a growing need for traditional project managers and therefore not a unique need to urban regeneration.

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Appendix

Appendix 1

Suikki et al's, 2006, table of project management competencies

Table 1
Overview of different definitions of knowledge areas

	PMI, 2000	McConnell, 1998	Shub et al., 1994	Buttrick, 1997	Kerzner, 1995	Lientz and Rea, 1999	Goldberg and Rubin, 1995	Meredith and Mantel, 2000	Forsberg et al., 2000
Project Integration Management									
Project Planning									
Configuration Management									
Organizing									
Project Scope Management									
Requirements Management									
Strategic Alignment									
Project Time Management									
Project Tracking and Oversight									
Controlling									
Project Cost Management									
Fund Management									
Project Quality Management									
Project Human Resource Management									
Directing									
Motivating									
Leading									
Staffing									
Resource Management									
Project Communications Management									
Project Risk Management									
Project Procurement Management									
Decision Making									
Business Planning									
Release Management									

Areas have been roughly structured according PMI (2000) knowledge areas (in bold).

certain knowledge area may involve effort from one or more individuals or groups of individuals based on the needs of the project. Each process generally occurs at least once in every project phase. Each knowledge area is also required in the planning process. Even when these are knowledge areas they clearly describe the needed competences and also management focus on project-oriented business.

Jalava and Virtanen (2000) stress the project manager's role in project leadership. They explain the different roles the project manager may have: visionary, integrator,

organiser, and agent, and their meaning to project management. They consider that the main problem is the leadership problem and they try to figure out how to cope with it. They present 10 core elements in project management: developing a clear vision, seeing the whole project, co-operating continuously together with the project participants, intervening in deviations, preventing personal interests interrupting the project, being careful with recruiting, and developing competence, taking care of project atmosphere, taking care of information needed, evaluating, and taking a leader's role. The most important elements in

Appendix 2a

Dainty et al. (2003) highlighted the below 9 attributes as being essential for a project manager:

Team building

The forming and cohesion of the team to produce a suitable and productive project environment. The main traditional management function within this competence would be *people management*.

Leadership

The allocation of tasks and guidance/direction are the main aspects attributable to this category. With the traditional management attributes of *forward thinking*, flexibility, *monitoring and evaluation* and *assertiveness*.

Decision-making

the project manager is required to take the lead in key management decisions needing to be made within the project. Traditional theories included are, *risk management*, *co-ordination skills*, *safety management*.

Mutuality and approachability

The creation and upkeep of good trust and open communication networks.

Honesty and Integrity

This category is closely linked to approachability but it is more concerned with the “self Portrayal” of the project manager.

Communication

This includes the need for effective open and clear communications both internal to the the project team and externally to other project stakeholders. Traditional attributes can include *knowledge transfer*.

Learning, Understanding and Application

The assimilation of information into their working day to day knowledge as well as into the process and actions of the project team. Classic attributes included *rapid understanding of situations and issues*, *learning from mistakes and problem identification*. This category also contains the most classic project management trait that of technical project management ability related to the production function and traditional 'hard' project management skills.

Self-efficacy

This category was broadly concerned with the self management and regulation of the project manager. Its sub divisions include, *task motivation*, *dedication*, *self-discipline and time management*.

External Relations

Managing and understanding factors outside of the project team. Sub headings can include, *managing client relations*, *presentation skills*, *business acumen*, and *understanding organisational objectives*.

Appendix 2b

The questions asked:

1. How long have you been involved in urban regeneration project management?
2. How many urban regeneration projects have you been involved in?
3. What do you consider your current day to day roles as an urban regeneration project manager?
4. Have you been involved as a project manager within a typical commercial project?
5. If yes, How do you feel the roles vary/differ?
6. Do you feel your role within the urban regeneration hierarchy is central or a more periphery role?
7. What do you consider the main drivers of your urban regeneration project? i.e. Different to the time, cost, quality triangle?
8. Who do you consider the key stakeholders? Why do you consider them key to the project?
9. Do you feel all the the stakeholders share the same view for project success/outcome/desires?
10. Can different groups of stakeholders interpret the project brief in different ways?
11. What do you consider project success?
12. What are the key issues you feel most likely to to stop you achieving project success?
13. Take a look at the project management key skill list, do you feel urban regeneration projects require differing skills or are some more or less prominent within urban regeneration projects?
14. Any other points?

Appendix2c

Primary Data

Transcript of Interviews

Candidate 1

Associate Director

Question 1

1. How long have you been involved in urban regeneration project management?

2 years in current company and role
4 years with a local authority

Question 2

2. How many urban regeneration projects have you been involved in?

1 large regeneration project with current company
Many small projects with previous employer, est. 7 projects

Question 3

3. What do you consider your current day to day roles as an urban regeneration project manager?

General project management activities:

- Budget control
- Managing team
- Attending/contributing progress and other project meetings
- Spearheading milestones
- Stakeholder management

Stakeholder management was highlighted as a major component of the day to day role

Question 4

4. Have you been involved as a project manager within a typical commercial project?

No

Because question 4 was answered as "no" question 5 was taken as how would you imagine there to be a difference between the two project types.

Question 5

5. If yes, How do you feel the roles vary/differ?

He imagines urban regen to contain more front end work, less of a contractual nature – cant use weight of a contract to negotiate and correspond, more pulling people together, more stakeholder management, looking at solutions to lots of complex interrelating problems, increased communication structure work, potentially longer start up times and project management activities related to this.

A difference could be the problem of keeping client happy but realising funder may be different

body therefore creating balancing act of priorities and information flows.

Question 6

6. Do you feel your role within the urban regeneration hierarchy is central or a more periphery role?

He still feels very central in involvement and position in the hierarchy due to his involvement and important role with information flows and correspondence.

Question 7

7. What do you consider the main drivers of your urban regeneration project? i.e. Different to the time, cost, quality triangle?

main drivers are Time, cost, quality.

If there is a difference in opinion on the project drivers between project parties, i.e. Client and funder, then situation is managed and differing views are discussed and the project manager tries to balance decisions to make sure the project is driven forward. The power relationship is important to how he as a project manager manages the situation.

Question 8

8. Who do you consider the key stakeholders? Why do you consider them key to the project?

Local people

Client local authority - Because they only exist because of the local population

English partnership

Developers

Regional population that may come to area after regeneration

Question 9

9. Do you feel all the the stakeholders share the same view for project success/outcome/desires?

Not all stakeholders have the same view this is because they want differing things, this could be because of project brief being interpreted in different ways but also may be due to wants and needs being different from the word go.

Question 10

10. Can different groups of stakeholders interpret the project brief in different ways?

The brief could be interpreted in different ways because:

Differing needs

Multiple criteria being input into brief

Multiple risks being managed/ managed out

Local inputs

He feels there may be more of a "PR" element to the project brief in urban regen projects

Question 11

11. What do you consider project success?

Achieving the clients goals – be they golden triangle or longer social issues, probably outwardly social issues but still a reliance on the main 3, time, cost, quality

Question 12

12. What are the key issues you feel most likely to stop you achieving project success?

Not getting funding, sign up at the initial outset

Lack of focus among project members – client group, government bodies, rather than at an individual level

Pre contract risks and procurement issues

obtaining public funds through winning bid

Project planning – has to be tight because of winning funding

Communication management – has to be create reliable network without slowing processes

Question 13

13. Take a look at the project management key skill list, do you feel urban regeneration projects require differing skills or are some more or less prominent within urban regeneration projects?

Reduction in the importance of:

Project tracking and oversight because project more critical and open to failing with clients money at pre contract stage

Less staffing and HR issues for reasons above

Increase in the importance of:

Motivating – lots of project players, and long term project and long non contractual stage need motivating and pressing

Leading – for reasons above

Communications management – for previous reasons

Stakeholder management – because more parties with more objectives over a longer period with maybe no contractual ties.

Question 14

14. Any other points

The project manager in urban regen projects is more likely to be unique in the pre contract stages where it is all about communications and stakeholder management. When the project gets into the construction phase then job could be run by project/programme manager and is more traditional in approach.

Candidate 2

Project Manager

Question 1

1. How long have you been involved in urban regeneration project management?

4.5 years with various companies

Question 2

2. How many urban regeneration projects have you been involved in?

11 regeneration projects of various sizes including works involving, master planning, education, community, health care, housing estates, markets.

Question 3

3. What do you consider your current day to day roles as an urban regeneration project manager?

General project management activities:

- Budget control
- Attending/contributing progress and other project meetings
- Spearheading milestones
- Stakeholder management
- Information exchange
- Record keeping

Information exchange and record keeping were highlighted as major components of the day to day role

Question 4

4. Have you been involved as a project manager within a typical commercial project?

Yes

Question 5

5. If yes, How do you feel the roles vary/differ?

He detailed project infrastructure – people being of a lower grade, as a difference between the project types.

Deliverables he said were more “woolly” and unfocused and involved politically managing stakeholders and their expectations

He suggested the processes in urban regen were less quantitative because of funding issues where money needed to be spent within time constraints, often within a financial year.

A difference could be the problem of keeping client happy but realising funder may be different

body therefore creating balancing act of priorities and information flows.

Question 6

6. Do you feel your role within the urban regeneration hierarchy is central or a more periphery role?

He feels his role is on the periphery because he is only asked to produce hard factual information like forecasts and figures and these are only produced and handed over with little discussion and steering from him as a project manager.

Question 7

7. What do you consider the main drivers of your urban regeneration project? i.e. Different to the time, cost, quality triangle?

The client and funder like to think the project will be judged more on a quality of life aspect (social aspects). But in reality it is all about the golden triangle that is quantifiable and measureable within the project life.

Question 8

8. Who do you consider the key stakeholders? Why do you consider them key to the project?

Local borough (or regional)

Client

Funder

Not the local population because their views are not taken into account because the funder has the final say on what money is to be spent on

Question 9

9. Do you feel all the the stakeholders share the same view for project success/outcome/desires?

Not all stakeholders have the same view the differine views are caused by:

Locals: desires/wants

Funder/Client: “Early win” - instant physical change
 “long win” - Decrease in crime
 Decrease in housing turnover
 Increase in health facililites
 Other social improvements

Question 10

10. Can different groups of stakeholders interpret the project brief in different ways?

He thought it was dependent upon the project and how the brief was written. Generally project he had been on there was a small degree that was open to misinterpretation but generally a brief was written tightly and aimed at selling the project.

Question 11

11. What do you consider project success?

Keeping the client/boss happy

Achieving social regeneration benefits – i.e Achieving the local targets – health care, crime, etc.

Question 12

12. What are the key issues you feel most likely to stop you achieving project success?

Problems achieving – keeping the client/boss happy

Client brief - if unfocused

Project change – macro environmental changes

Problems achieving – social benefits

Money

Time

Focused team

Question 13

13. Take a look at the project management key skill list, do you feel urban regeneration projects require differing skills or are some more or less prominent within urban regeneration projects?

Reduction in the importance of:

Motivating – because as a project manager he feels more on the periphery

Strategic alignment – this is out of his hands in his project management role

Increase in the importance of:

Controlling project time management – Because time constraints are important when spending funders money

Communications management – for previous reasons

Stakeholder management – because more parties rely upon your figures, forecasts.

Question 14

14. Any other points

He feels urban regeneration is let down by time constraints on the spending of money. These restraints limit the ability to procure and construct innovative and desirable projects because the easiest projects to procure and design often replace the initial innovative solutions because there is a need to spend money before deadlines.

Candidate 3

Assistant Project Manager

Question 1

1. How long have you been involved in urban regeneration project management?

4 years – with current company

Question 2

2. How many urban regeneration projects have you been involved in?

4 large project with varying roles

Question 3

3. What do you consider your current day to day roles as an urban regeneration project manager?

General project management activities: Traditional PM skills (post procurement)
Final account work
Attending/contributing progress and other project meetings
Client management
Stakeholder management

Stakeholder and client management were highlighted as major components of the day to day role

Question 4

4. Have you been involved as a project manager within a typical commercial project?

No

Because question 4 was answered as “no” question 5 was taken as how would yo imagine there to be a difference between the two project types.

Question 5

5. If yes, How do you feel the roles vary/differ?

She imagines there is more pre contract and start up work involved in urban regeneration as there are a lot of governmental bodies ad “red tape” involved that mean a lot of governance to adhere to.

Question 6

6. Do you feel your role within the urban regeneration hierarchy is central or a more periphery role?

She feels that perception among the project coalition is that the project manager is on the periphery. However she feels that she is performing an essential role to the project and without the effective project management service the project would cease to function, making the project management role central to the project success.

Question 7

7. What do you consider the main drivers of your urban regeneration project? i.e. Different to the time, cost, quality triangle?

The 3 main drivers, time, cost, quality are considered but there are other drivers too:
Creating a difference making changes - "brand"
keeping standards of living in keeping with other areas – not necessarily improving them in relative terms but without intervention they would fall further behind
political drivers – to be seen to be doing something

Question 8

8. Who do you consider the key stakeholders? Why do you consider them key to the project?

Borough council
English partnerships , or other government regeneration vehicle
Developers
Planners – no planning permission = no project
Project manager – if scheme doesnt succeed them bad for reputation of project manager
Local population – although their thoughts not often incorporated into works

Question 9

9. Do you feel all the the stakeholders share the same view for project success/outcome/desires?

They don't all have the same view because they want/require different things and they are not necessarily fully dependent on the project outcome. They also have differing powers, and the project brief can sometimes change meaning ambiguity.

Question 10

10. Can different groups of stakeholders interpret the project brief in different ways?

As above, sometimes the brief will change because of funding time or requirement constraints.

Question 11

11. What do you consider project success?

Meeting the 3 traditional goals, time, cost, quality. Social benefits – these may be built into the scope, i.e if the works are completed on time, in budget and to the desired quality then the social goals will have been met automatically.

Question 12

12. What are the key issues you feel most likely to to stop you achieving project success?

Too many stakeholders wanting different project outcomes and their needs serviced.
Macro environmental changes, such as governmental changes.
Being overly risk adverse and therefore constraining project uniquenesses and ability.

Question 13

13. Take a look at the project management key skill list, do you feel urban regeneration projects require differing skills or are some more or less prominent within urban regeneration projects?

Reduction in the importance of:
Project HR – because the client takes care of that by reviewing CV's and pushing directives down
Controlling project scope – changes are decided upon by client and funders and knock on effects are more reactively controlled by the project manager
Time management – too many bureaucratic "hoops" to jump through make project team reluctant to set tight deadlines

Increase in the importance of:

Project changes – as above scope changes are made at high level and these have many knock on effects to the programme of projects.

Communications management

Procurement management

Risk Management – Because of the risk adverse client “chipping” away at the project

Question 14

14. Any other points

Candidate 4

Project Manager

Question 1

1. How long have you been involved in urban regeneration project management?

1.5 years – in total with current company

Question 2

2. How many urban regeneration projects have you been involved in?

2 large projects with varying roles

Question 3

3. What do you consider your current day to day roles as an urban regeneration project manager?

General project management activities: Traditional PM skills
 Attending/contributing progress and other project meetings
 Client management
 Stakeholder management

Stakeholder and client management were highlighted as major components of the day to day role

Question 4

4. Have you been involved as a project manager within a typical commercial project?

No

Because question 4 was answered as "no" question 5 was taken as how would you imagine there to be a difference between the two project types.

Question 5

5. If yes, How do you feel the roles vary/differ?

He imagines there are more communications to manage and more processes to adhere to because of the varying legal implications and planning permissions because of the varied nature of the works all involved in one urban regeneration project.

Question 6

6. Do you feel your role within the urban regeneration hierarchy is central or a more periphery role?

He feels that among the project players the project manager is central because all information flows come through him and the parties take on board his views on situations and what other parties have relayed to him.

Question 7

7. What do you consider the main drivers of your urban regeneration project? i.e. Different to the time, cost, quality triangle?

He considers the three main drivers of, cost, time and quality to be important to the project but with his limited experience also thinks there are political and social drivers, on his project health care provision is of importance

Question 8

8. Who do you consider the key stakeholders? Why do you consider them key to the project?

Local council
The regeneration company/ government vehicle
Private investors
Local population

Question 9

9. Do you feel all the the stakeholders share the same view for project success/outcome/desires?

No, they often seek differing goals from the project at the outset but if we as project managers are to complete our job properly they will all have a uniform view of the project when it gets signed up to. If there are any differing views after sign up it could be at fault of the project manager for "miss selling" the project.

Question 10

10. Can different groups of stakeholders interpret the project brief in different ways?

As above, sometimes happens but should not occur after contracts are signed

Question 11

11. What do you consider project success?

Meeting the 3 traditional goals, time, cost, quality. Plus social benefits, but these often get pushed to the background when construction phase has been running for a period of time.

Question 12

12. What are the key issues you feel most likely to stop you achieving project success?

Confusion from stakeholders about what they want from the project, maybe from mis understanding the brief, or from the brief changing.
The client and the funder having too different a vision at pre contract stage.

Question 13

13. Take a look at the project management key skill list, do you feel urban regeneration projects require differing skills or are some more or less prominent within urban regeneration projects?
Reduction in the importance of:

All as important

Increase in the importance of:

Strategic alignment – project scope management – The scope has to be very carefully managed, a small change in one area can have potentially big changes on other aspects of the scope.

Fund management – the funder can be very particular about what their money is to be spent on on how items or work are procured.

Communications/stakeholder management – Lots of parties need to be kept in the loop and informed of progress and have their queries answered.

Question 14

14. Any other points

Appendix 2d

Tsenkova's advantages and disadvantages of a tight project coalition;

- Ensure more efficient mobilization of resources
- Leverage additional support based on the strengths of different partners
- Address the nexus of urban problems in a more comprehensive manner
- Ensure more equitable representation of different interests and stakeholders
- Achieve coordination of different fragmented programs/projects.

And these are proposed disadvantages of the set up.

- The diversity of partnerships makes them difficult to manage and coordinate
- The power and the capacity of different partners can be uneven
- The legitimacy of partnerships is often challenged by lack of adequate representation of community groups
- The multiplicity of interests can lead to *divergent objectives and priorities for action.*

Appendix 2e

Stevenage Town Center Regeneration Information

STEVENAGE TOWN CENTRE REGENERATION

Brief for the recruitment of the Project Manager

Consultants receiving this brief are invited to submit CV's of Project Management staff who they consider will have the appropriate experience and skills necessary to undertake this complex and high profile project management role.

The appointment is for an initial period of 9 months with an option to renew for a further 3 months, by agreement.

1.0 Introduction to the Project

Stevenage is a new town with a population of 80,000. It is well located on J7 & J8 of the A1M, 15 miles north of J23 of the M25. It is well connected by rail to London's King Cross Station (20 minutes) and is within 45 minutes of both Luton and Stansted airports. The town has developed a successful economy with an unemployment rate of 2.9% (below the national average of 3.4%) but has pockets of deprivation, particularly in the Bedwell Ward, which includes the town centre.

Stevenage Borough Council and English Partnerships (the Client Partners) have developed a close working relationship aimed at bringing forward comprehensive redevelopment of the town centre. This work has comprised production of a Regeneration Strategy in January 2002; adoption of Supplementary Planning Guidance (SPG) for the town centre in July 2002 and conducting a competitive developer procurement process during 2003. In February 2004 the Client Partners approved selection of a development consortium comprising ING Real Estate UK Ltd and Stanhope plc (the Preferred Developer) to be granted an exclusivity period of up to 9 months from June 2004 to work up detailed redevelopment proposals.

The Client Partners' objectives for the town centre were set out in the Development Brief (July 2003) and are summarised as follows:-

- Encourage a greater mix and diversity of uses in the town centre including: retail; leisure; restaurants; transport; residential and public facilities
- Expand the town's shopping facilities in order to enhance the quality of retail provision and secure the vitality and viability of the town centre
- Secure a new retail development which adds value to the existing retail core
- Provide new housing to provide a greater choice and a better balance of uses
- Enhance the environment through the provision of good quality, well managed and maintained public realm
- Provide a range of new community facilities and an improved civic presence (including a 'Discovery Centre' housing a new museum and library)
- Improve access for pedestrians and cyclists to and from the town centre
- Integrate public transport facilities through the provision of a multi-modal transport interchange
- Secure the relocation of a number of current uses and the reprovision of the public facilities e.g. Council for Voluntary Services, Age Concern, and Shop Mobility
- Secure a development form that will respect and reinforce the locally distinctive

The Client Partners are satisfied that the proposals put forward by the Preferred Developer best satisfy these objectives and that the Preferred Developer's team provides the best range of skills and resources to deliver on their proposals. However,

the Preferred Developer's proposals go beyond the expectations of the brief in terms of the quantum of development proposed and there is much detailed work to be undertaken to establish a detailed delivery plan. The Client Partners and Preferred Developer will initially enter into a Co-operation Agreement setting the context for working towards comprehensive redevelopment of the town centre and granting an exclusivity period of 6 months (with a possible extension of 3 months subject to performance against agreed milestones).

The Cooperation Agreement will set a programme for joint working and delivery of the following key milestones:-

Cooperation Agreement	- June 2004
Adoption of revised SPG	- Dec 2004
Outline scheme agreed	- Dec 2004
Development Agreement	- June 2005
Submit Planning Application	- June 2005

A Project Implementation Structure has been agreed (copy attached). The principal role of the Project Manager will be to manage the Client Partners' input and activities within this structure to ensure delivery of these milestones.

2.0 Land Ownership in the town centre

The Client Partners have a range of land interests in the town centre. Principally, Stevenage Council own the freehold interest to the town centre car parks and the public highways in the town centre. English Partnerships interests comprise the sub-soils to the ring road and a verge adjacent to Stevenage Arts and Leisure building; various restrictive covenants and clawbacks in the town centre and the freehold interest to two retail units on Queensway. In addition a number of key third party land interests will need to be assembled in order to deliver the redevelopment proposals. Agreements will need to be reached with the owners of some key third party interests in or adjacent to the proposed development area (Morley's Fund Management owners of Westgate Shopping Centre and various properties around the town square; Tesco's and Trillium, owners of Brickdale House occupied by the Land Registry).

The Preferred Developer will be responsible for assembly of the whole site. Stevenage Borough Council are also in principle willing to use their compulsory purchase powers should this be necessary to support delivery of the project. The Client Partners will need to be satisfied that a robust land assembly strategy is in place with respective roles and responsibilities clearly defined.

3.0 Planning Context

Stevenage is an important part of the London-Stansted-Cambridge-Peterborough growth area and is seeking to fulfil its full regional role as a growth point.

Stevenage is classified as a Major Sub-Regional Centre in the adopted Hertfordshire Structure Plan, along with Watford. The Stevenage Local Plan, likely to be adopted in the Autumn, supports regeneration and an increase in floorspace in order for Stevenage to maintain its regional role.

The Local Plan policy is taken forward in Supplementary Planning Guidance for the Town Centre (adopted 2002). It is now time to update the guidance following the selection of the preferred developer and this will be carried out over the summer in the

context of an overarching planning strategy. The revised SPG will more fully address the need for a comprehensive approach to development.

One of the key aims of the planning strategy will be to liaise with the Government Office for the East of England. The client partners want to ensure that the emerging regional guidance reflects the town's regeneration ambitions and also to satisfy GO-East that the scheme is consistent with their policy objectives. In particular, the client partners and preferred developers are keen to avoid a call-in.

4.0 Funding

The scheme is large in scale with expected costs in the region of £375m over the delivery period of 5 to 10 years. It is anticipated that the majority of this funding will be from the private sector and the Preferred Developer will be responsible for putting this in place. However, there are component parts of the project, such as the Transport Interchange, the Discovery Centre and Affordable housing where further public funding will be required.

The Preferred Developer intends to 'de-risk' the project before securing long term development funding. However, in the pre-development phase the Preferred Developer will finance its own costs from internal resources. The Preferred Developer will also be expected to indemnify the Client Partners' costs in negotiating and completing the development agreement and in addition will be required to indemnify against any costs arising from implementation of a compulsory purchase order (should this be required).

A funding strategy setting funding requirements and a strategy for procuring these will be established during the exclusivity period.

5.0 Partners

The Stevenage town centre regeneration project is considered a strategic project for English Partnerships and has full Member support within Stevenage Borough Council. These two organisations are the principal partners concerned with delivery of the project and have worked closely together since 2000 on enabling its delivery.

The Client Partners signed a Memorandum of Understanding (April 2003) to provide a context for their joint working and now propose to work up a more detailed Collaboration Agreement to regulate the dealing of their interests in the context of the proposed Development Agreement.

Hertfordshire County Council (HCC) is seen as a key stakeholder in the delivery process. Principally, HCC have played a significant role in establishing requirements for the Transport Interchange. HCC is represented on the Project Team with regard to the transportation and highways issues and in addition HCC will play an instrumental role in delivery of the Discovery Centre.

In addition the Client Partners have consulted extensively with a range of key stakeholders throughout the process including:-

East of England Development Agency
Third party landowners
Town Centre Management Company
Voluntary Sector Organisations

Local residents
GO East
Stevenage Leisure Limited
Primary Care Trust

6.0 Consultant Team

In addition to their own internal human resources the Client Partners have appointed a multi-disciplinary professional consultancy team to provide expert support in delivery of the project, as follows:-

Consultant	Role
EDAW Ltd	Planning consultants
Greaves Project Management Ltd	Negotiation of Development Agreement Advising SBC on the EP/SBC Collaboration Agreement Advice to SBC on best consideration issues
King Sturge	Retail advice
Pinsents	Legal advisers
Lambert Smith Hampton	General support and property advice Advising EP on the EP/SBC Collaboration Agreement Advice to EP on best consideration issues

A skilled Project Management professional is now sought to co-ordinate and compliment the above team.

7.0 Budget

To date the Client Partners have funded delivery of the project from their own resources on a 50:50 basis and it is expected that both English Partnerships and Stevenage Borough Council will continue to make joint contributions towards overall project delivery and the procedural costs of land assembly. Whilst there will be negotiation with the Preferred Developer for a cost indemnity agreement on project delivery and land assembly costs the extent and timing of any contributions has yet to be established. A key role of the Project Manager will be to oversee the budget and ensure that both EP and SBC's internal budget management systems and regulations are fully met. In addition the Project Manager will be required to the budgeting aspects of instructions to consultants.

8.0 Timetable

The overall project programme will be established over the forthcoming period of detailed negotiations on the scheme content and development agreement. However, it is reasonable to assume that overall delivery of the project will take place over a period of 5 to 10 years. In the mean time the Client Partners will be concerned to see that there is delivery on those key milestones as set out in the proposed Cooperation Agreement summarized in section 1 above.

9.0 Recruitment of Project Manager

English Partnerships and Stevenage Borough Council wish to recruit a Project Manager to work on their behalf to lead and support as appropriate progression of the development proposals. The period of recruitment is expected to run from November 2004 until July 2005 (with provision to extend for up to a further 3 months if required). The principal role of the Project Manager will be to ensure delivery of the key milestones.

The Client Partners are also keen to recruit a suitable person to the post for the following reasons:

- ◆ This is a large scale, complex, long-term project. It is essential that the early stages of the project are adequately managed in order to ensure focus on key areas of uncertainty and risk.
- ◆ The Client Partners are concerned that the work in the early stages of the project supports a comprehensive rather than piecemeal approach to the town centre redevelopment.
- ◆ Negotiations with the Preferred Developer through to the signing of the Development Agreement and submission of a scheme for planning consent are likely to be complex as well as rigorous. The Client Partners will need external support to manage the disparate elements of this process.
- ◆ Intensive work is needed to ensure that the non-commercial element of the scheme are adequately addressed in the developer's final scheme. Much needs to be done to ensure that the Discovery Centre and Transport Interchange are properly articulated.
- ◆ There are some challenging issues around the delivery of the residential element of the scheme – particularly affordable/key worker housing
- ◆ There will be a major and extensive programme of public consultation on the Preferred Developer's scheme which will need careful management.
- ◆ Much work needs to be undertaken on site assembly and in preparing for potential CPO action. Though much of this work will fall on the regeneration partners' legal & property advisors and the Preferred Developer the Project Manager is likely to be a useful resource in bringing forward this element of the programme

Successful recruitment will take a considerable burden off the regeneration partners through the Project Manager leading on a range of key tasks over the coming months, freeing up the partners to focus on more strategic matters.

10.0 Summary of Roles, Responsibilities and Person Specification

As set out above the primary role of the Project Manager will be to ensure delivery of a number of key milestones as set out in the Cooperation Agreement relating to:

- Legal agreements
- Planning

- Land acquisition
- Highways/ public transport
- Stakeholder consultation/ Media and PR
- Masterplan development

In addition the Project Manager will be expected to:-

- Establish handover arrangements to a post-contract administration regime
- Implement budget management controls (orders/ invoices/ Best Value targets)
- Foster a team working culture and encourage open book working
- Administer the project (including meeting arrangements and minutes)
- Provide appropriate Project Management IT support

A more detailed job description for the Project Manager is attached.

The post would be suitable for a professional with considerable experience in the development process. The appointed project manager must:-

- Have a proven track record in the project management of comprehensive high quality mixed use town centre developments;
- Have an established background acting on behalf of strategic public sector organisations in the area of regeneration with multiple stakeholder interests;
- Be professionally qualified and be a Corporate Member of an appropriate professional body;
- Be competent in the use of management software and systems such as Microsoft Project, collaboration portals / project extranets;
- Have exemplary interpersonal skills.

11.0 Working arrangements

It is recognised that the PM will need to become familiar with the complexity and scope of works required at the start of the appointment. As an indicative guide it is suggested that this will require a time commitment of 3 days per week initially, but in the expectation that this will vary depending on the stage of the development programme.

It is proposed to award the commission initially on a time basis, however as the scope of the works becomes clearer a fixed fee proposal will be sought.

It is proposed that the Project Manager is recruited by English Partnerships but answerable to both of the Client Partners. English Partnership's standard contract terms will apply. The Project Manager will work from SBC offices and shall have a duty of care to both EP and SBC. The Project Manager will report to the joint EP/SBC Directors' meeting. Day-to-day liaison will be with the Client Partners' respective Regeneration Managers.

12.0 Tender Process

Consultants are invited to submit the CV's of suitably qualified staff, together with their daily rates, inclusive of all disbursements, and confirmation of their availability to support this commission. The Consultant should also indicate the Office from which the designated PM will be resourced.

EP and Stevenage Borough Council shall establish a short list of candidates for

interview. It is anticipated that no more than 5 PM's shall be invited for interview.

The PM shall be invited to give a short presentation followed by a Q&A session.

The appointed PM will be expected to demonstrate an understanding of the aims and objectives of EP and Stevenage Borough Council.

Subject to a suitable candidate being chosen an appointment shall be expediently made and the PM will be required to commence within a reasonable time period.

CV's are to be returned no later than	- 15 th October 2004
Shortlist candidates to be advised by	- 22 nd October 2004
Interviews to be held	- by 29th October 2004
Project Manager starts	- mid November

13.0 Contacts

Recruitment process:

David Odgen,
Assistant Director Project Management
English Partnerships
Tel:
Email:

Scheme details:

Jonathan Entwistle
Regeneration Manager
Stevenage Borough Council
Tel:
Email:

Julian Frost
Regeneration Manager
English Partnerships
Tel: ()
Email:

Job Description

Project Manager, Stevenage Town Centre

Responsible to: English Partnerships Area Director East of England and Stevenage Borough Council Director of Environmental Services.

Line Manager: Stevenage Regeneration Manager

Location: Stevenage Borough Council Offices, Stevenage.

Duration of appointment: 9 months from date of appointment with option to extend by a further 3 months.

Time requirements: average 3 days a week (although variable in intensity depending on stage in the development programme)

Main duties:

- Establish a Project Execution Plan, Project Programme and Project Manual
- To prepare and maintain a detailed programme of activities (Gantt Chart), and use all reasonable endeavours and authorities as provided by the Client Partners in ensuring that identified activities / tasks are carried out within the allotted period
- Identify and advise the Client Partners on the management of risks to project delivery
- To act as the main point of contact on the scheme with third party interests
- To respond to the Preferred Developer's requests for further information within agreed timescales, using such authorities as provided by the Client Partners to gather and collate information provided by third parties
- To co-ordinate and lead as required public consultations, publicity and stakeholder engagement as the Client Partners may deem appropriate

- To manage the progression of the development proposals on behalf of the Client Partners. This will encompass liaising with stakeholders and ensuring that the Client Partners' interests are adequately represented in the Preferred Developer's final scheme
- To provide assistance on site assembly and Compulsory Purchase Order issues as directed by the Client Partners
- To attend and provide support to the EP/SBC Principals' and Project Team meetings. Regular Client Partner feedback sessions with EP and SBC Project Coordinators.
- Hold and record regular project delivery meetings with partners and stakeholders as appropriate; liaise with relevant stakeholders and manage the distribution of information between all parties;
- Financial monitoring and control including the management of the Project Delivery Budget and the Client Partners contribution to the Land Assembly budget.
- Coordinate input and actions of the Client Partners' consultant team.
- Review Client Partners' requirements for and set up post contract administration / Employer's representative arrangements
- To coordinate the work of the project groups in order to support and facilitate the Client Partners' development consultant negotiating the development agreement
- Any other duties as so requested by the Client Partners

General Duties:

The duties of the PM should also include, but not be limited to;

- The early identification and resolution of problems,
- Instigate a change control procedure and advise on effect of changes
- Provide clear leadership, including chairing of meeting where appropriate and dissemination of minutes
- Develop a team working and open book culture
- Manage conflict

Appendix 2f

Bradford Center Regeneration Information

Extract from Bradford Centre Regeneration Programme Management Framework

History and Background

Bradford Centre Regeneration (BCR) is an urban regeneration company (URC), which was established in 2003 by the national government and by its partners, (Yorkshire Forward, English Partnerships and Bradford Metropolitan District Council (BMDC)). A URC is 'a regeneration vehicle which has been assembled to co-ordinate physical investment plans from both the public and the private sectors, and attract new investment through the purposeful and imaginative promotion and regeneration of their areas.'

BCR was established as a response to the particular challenges facing Bradford including:

- An underperforming property market;
- Competition from other centres;
- No substantial commercial core;
- A poor retail offer; and
- Little or no speculative development.

BCR is responsible for a clearly defined two square kilometre area in Bradford city centre. The Company has been tasked with tackling the challenges listed above and therefore creating a prosperous and successful future for Bradford. To achieve this broad objective BCR's role encompasses:

- Co-ordinating the physical regeneration of the city centre;
- Raising private sector confidence and therefore investment in Bradford;
- Improving perceptions of Bradford; and
- Integrating the city centre into the wider regional economy

BCR has a limited lifespan, however no agreed date for the termination of BCR exists. The pre-conditions necessary for BCR to cease to exist would be when market failure has been addressed, arrangements have been put in place to fund and implement the full programme of projects and progress had been made on the key public realm aspects of the Masterplan.

The Masterplan

In March 2004 the Alsop Masterplan was completed and provides a strategic framework for BCR's vision for Bradford. The Masterplan envisages a reinvented, coherent city centre based on a significant degree of high quality new public open space. The Masterplan acts as a catalyst, initiating a process of change and raising the underlying value of the city property portfolio. The Masterplan is based on four city centre neighbourhoods:

1. **The Bowl**; the gateway to the city incorporating the key civic buildings and major public open space;
2. **The Channel**; incorporating the new Broadway retail centre and Forster Square station;
3. **The Market**; incorporating the existing retail core; and
4. **The Valley**; linking the University and College with the city centre.

BCR – The Challenge

The detailed work performed in the Masterplan and subsequent feasibility phases has enabled BCR to develop a detailed programme of 37 projects which fall within the defined two square kilometre area within the city centre. The feasibility work has also enabled BCR to gather technical information about the city centre. This information includes:

- Detailed knowledge of land ownership in the city in a GIS format.
- A updated transport model.
- Technical assessment of utilities infrastructure.
- Information about best practice in public realm.
- Ownership of the intellectual property associated with Bradford's "B" brand.

The key to City Centre Regeneration is leveraging private sector investment using public sector funds and this now occurring in Bradford. The relationship with a number of key developers is starting to evolve and this interest must be translated into high quality developments, consistent with the overall Bradford vision. BCR must work closely with the private sector to not only achieve the above but to ensure its is delivered in a timely manner along with other private and public sector projects; a programme management framework will enable this to take place.

As it moves into the Implementation phase it is also essential that BCR and its partners have cognisance of the following issues:

- Communication
- Delivery on time
- Delivery to a budget
- Quality of service
- Managing stakeholder expectations
- Ensuring the City Centre does not grind to a halt
- Utilities – Diversions and Capacity
- Consultations
- Ensuring businesses can keep trading during construction operations

- Local Labour
- Events

A robust programme management framework will assist BCR and BMDC in the management of the above items.

Why is programme management is necessary?

Since the completion of the Masterplan, BCR has been developing the feasibility phases and carrying out technical work to develop a programme of projects to deliver the Masterplan. As the company now moves into the delivery phase, a framework of control should be established to ensure that each project is delivered in a coordinated, consistent and logical manner. In essence the framework will provide BCR with the tools to ensure each project is delivered logically on time and on budget within the masterplan context.

What is a programme management framework

A programme management framework is a control mechanism that provides a clearly defined process and structure enabling each project to be reviewed and managed to a consistent format. In essence it provides a short cut to direction and control. The framework is documented as a delivery plan or Implementation plan and encompasses, a communication plan, reporting mechanisms, programme, budgets, risk management plan, resources, change / cost management and funding plan. It should be noted that whilst the framework provides structure and direction to the management of projects it not entirely prescriptive. The detail is an evolving process which will be defined to suit the projects and BCR business operation.

Implementing the Programme Management Framework

To manage the challenges faced by BCR a two staged bottom up approach is recommended. The diagram overleaf explains how this approach works and feeds into the business plan.

Stage 1 – Identify all the 37 projects and define the project delivery detail, including programme, risks, budget, roles & responsibilities, communication and change management . This information needs to be formulated in a consistent approach by each of the regeneration managers. A sample of the proforma and required information is included within appendix 1. Some of the required information for a number of the projects will not yet be available, however it is necessary that the project sheets are completed to an extent before the stage 2 process can be completed.

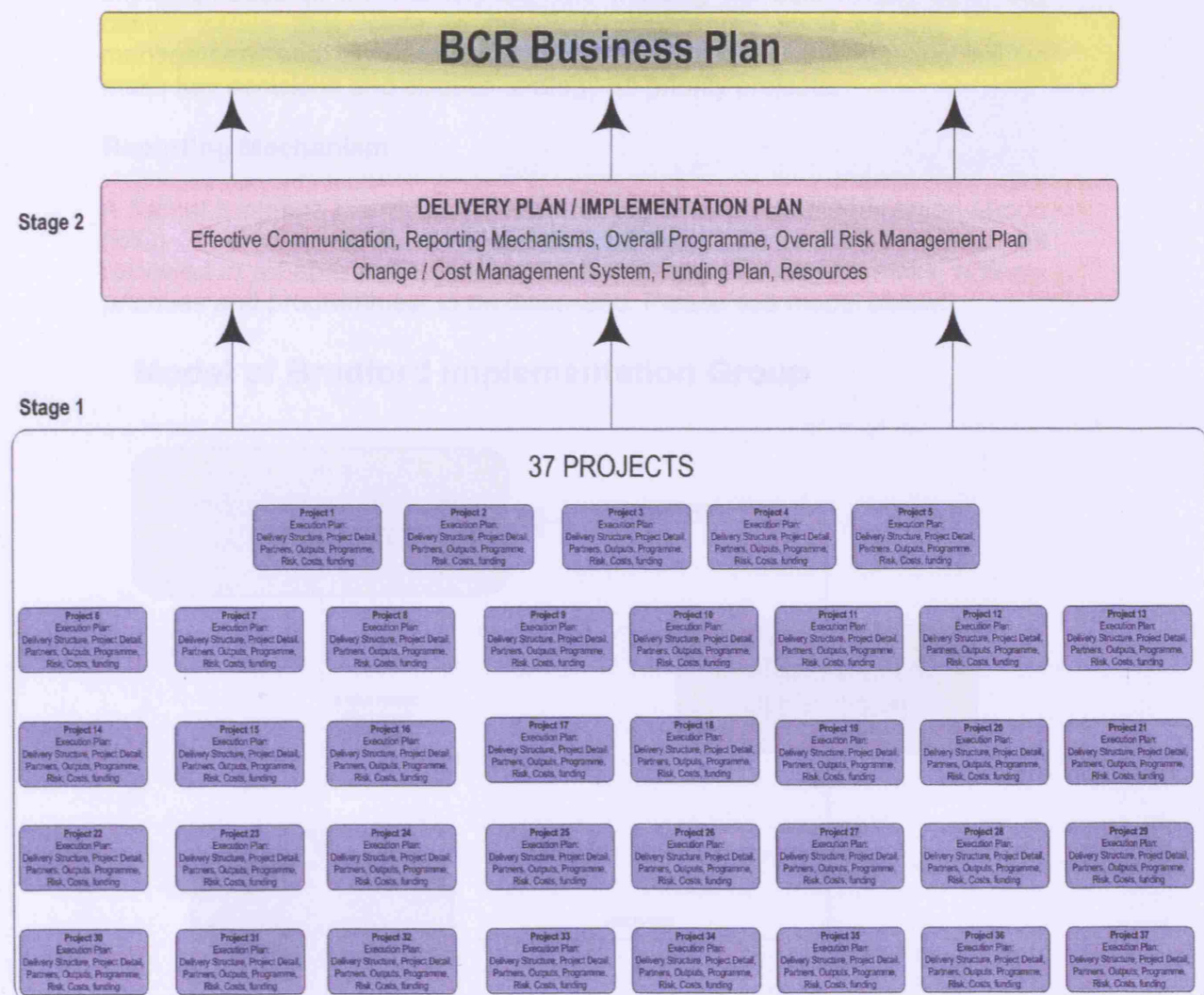
The benefits in collating this key project information are summarized below:

- Gives the project clarity and definition.
- It compels the regeneration manager to gather and determine key project information such as the value, priorities, partners and roles, funding cocktail and outcomes.
- The programme, if regularly monitored, enables the regeneration manager to identify programme slippage, constraints and issues in order that they can be correctly managed and mitigated.
- By reviewing the project risks, the regeneration manager can forecast potential project issues and put in place mitigating action to prevent project failure.

- The phasing plan enables the reader to graphically understand the construction programme and key phasing constraints.

Stage 2 – Collate all the project sheets together and prepare a delivery plan / Implementation plan. This document sets out how the projects will be delivered and consists of:

- Effective Meeting Regime
- Reporting Mechanisms
- Programme
- Budgets
- Risk Management Plan
- Resources
- Cost / Change Management
- Roles & Responsibilities



Before stage 2 can be developed stage 1 elements must be predominantly completed (mentioned above) and the exiting BCR operation procedures must be reviewed and considered.

Bradford Implementation Group (BIG)

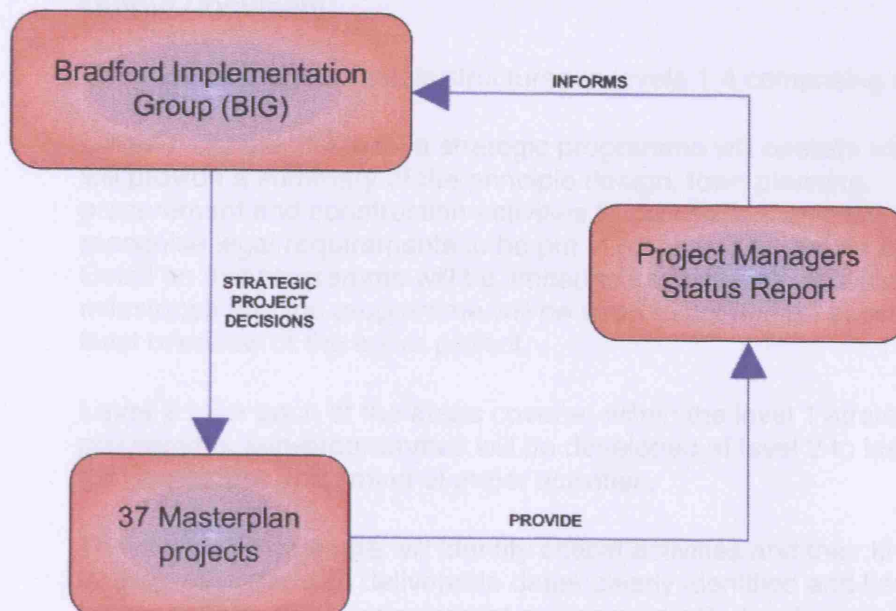
The purpose of this meeting is to pull together all the key partners associated with the regeneration of Bradford city centre to form a cohesive and common approach to the implementation of the Masterplan (see diagram overleaf). The meeting should be established to tackle operational issues associated with the delivery of the programme and should not take the form of merely a reporting group. The meeting will provide a clearly defined process, management structure and mechanism for the delivery of each masterplan project. It is essential that the key persons attend this meeting to ensure complete “buy in” by all key partners involved with the regeneration programme. This will enable all parties to be kept informed including City Council officers of the regeneration priorities and strategy.

The meeting will be held on a monthly basis and will review the implementation of the masterplan. The meeting will also review other city centre issues that relate to the BCR programme such as City Centre management and highway issues. The main focus of the meeting will be make key decisions and discuss strategy on priority projects.

Reporting Mechanism

A formal progress report is proposed for the Bradford Implementation Group (BIG). This will provide a mechanism for each masterplan project to be reviewed in an agreed and consistent format and key projects risks, actions, priorities and programmes, to be discussed. Please see model below.

Model of Bradford Implementation Group



Regeneration managers will be responsible for completing the reports for their projects. The reports will then be coordinated and challenged (if necessary) by Project Management support and pulled together in one document. A status summary and key event schedule will be added to

overall report prior to issue to BCR Regeneration Director. Any changes will be made before report is circulated to the Bradford Implementation Group a week prior to the meeting.

During the meeting each of the projects will be discussed in order of priority and will be identified as High, Medium or Low on the project reporting sheets.

Programme

To effectively manage the delivery of the 37 projects throughout the masterplan an integrated and hierarchical suite of programmes is required enable the appropriate details be reviewed by the relevant parties at each stage. Currently BCR has no overall structured programme other than milestone dates within the business plan.

The key to success in any programming exercise is that the programme demonstrates the key activities of the full project process, these activities are linked together in a logical manner, and provide enough time for that activity to be carried out safely.

In order to achieve the above, the full involvement of all parties is required and must be actively encouraged at each stage of the process. Programmes must be jointly developed and endorsed by the whole team with sufficient detail of milestones and deliverables to provide confidence in the timescale and the ability to measure progress.

The flow of work must optimise levels of efficiency, speed and performance.

Output Document:

The suite of programmes is structured in levels 1-4 comprising of:

Level 1 - At the first level a strategic programme will operate which will provide a summary of the principle design, town planning, procurement and construction activities to occupation, and will recognise legal requirements to be put in place and key client sign off. Detail on this programme will be limited to key strategic activities and milestones and the programme will be used to provide an executive level overview of the entire project.

Level 2 - For each of the areas covered within the level 1 strategic programme, sub-programmes will be developed at level 2 to identify the sequences and timing of major activities.

The design programme will identify critical activities and their timing targets, together with deliverable dates clearly identified and key approval dates. The procurement programme will identify procurement strings to manage, monitor and control the procurement process, whilst the construction programme will outline measurable construction sequences and identify the contractor(s) associated with these main works activities.

Level 3 - Underpinning the level 1 & 2 programmes, activities related to design and construction will be planned in the level 3 programme, identifying resource requirements to meet the objective identified in level 1 and 2 programme and, constraints permitting, balanced to achieve the most economical and safety conscious sequence and timing.

Level 4 - These detailed construction programmes will be undertaken by the contractor(s) in response to the constraints set out in the bid programmes.

All the regeneration managers and officers now have access to Asta Powerproject; an industry wide integrated enterprise project programme software solution. BCR now need to populate all the project programmes onto an interlinked file.

Once the programme has been established, it may prove beneficial to produce an overall phasing plan to challenge the suggested programming dates. This will take the form of a phasing plan showing the construction activity within 3 monthly time slices. This will identify where there are programme clashes and enable an assessment of the construction logic. It will also provide a useful consultation tool to inform those who are not used to reading gantt charts of the programmed construction activity.

Risk Management Plan

Operational risks are managed within BCR via a quarterly risk management forum meeting chaired by the Regeneration director and attended by the Chief Executive and the Finance Director. Currently risks on each project are not managed and controlled. This will now be managed by each regeneration manager as part of the project sheets (mentioned above).

The objectives of risk management are:

- To identify risks to the project before they occur.
- Eliminate risks wherever possible
- Develop management plans and contingencies to deal with risk if they occur.
- Mitigate the impact of a risk occurring.

Risk management has three key stages:

- Identify
- Analyse
- Eliminate or manage

Identifying the risks

A risk review workshop is undertaken at the outset of the project. A risk analysis proforma is then created (sample in appendix 3). This is reviewed and updated on a monthly basis or at key stages in the projects.

Evaluation of the Risks

The risks will be evaluated for the likelihood of their occurrence together with their degree of impact in terms of cost, programme and

quality. When costs have a financial or programme impact, the value will be more specifically assessed.

Managing the Risk

Strategies for minimizing and managing each risk are identified. When contingencies are required, are indicated on the cost plan. When time contingency is required, they are included in the programme.

It is recommended that the key risk within each project is incorporated within a BCR project wide register which is reviewed by the Regeneration Director and the regeneration managers.

Resources

BCR has resourced its team accordingly to deliver the implementation of the 37 projects. There is a team of four regeneration managers in place managed by the regeneration director. This team will be reviewed periodically to ensure that it has the capacity and the necessary skill sets to deliver the programme of work.