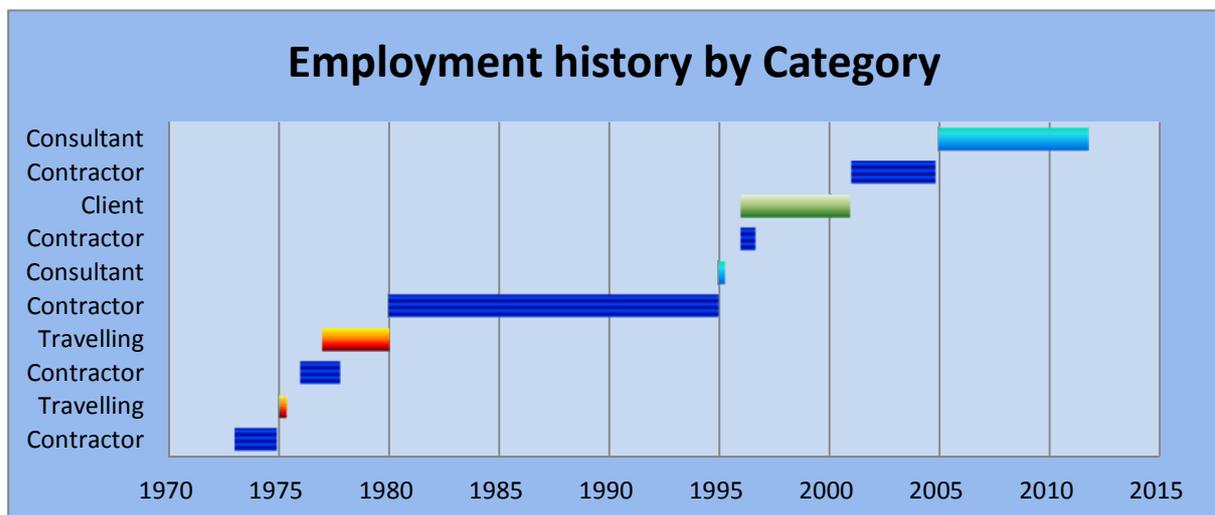
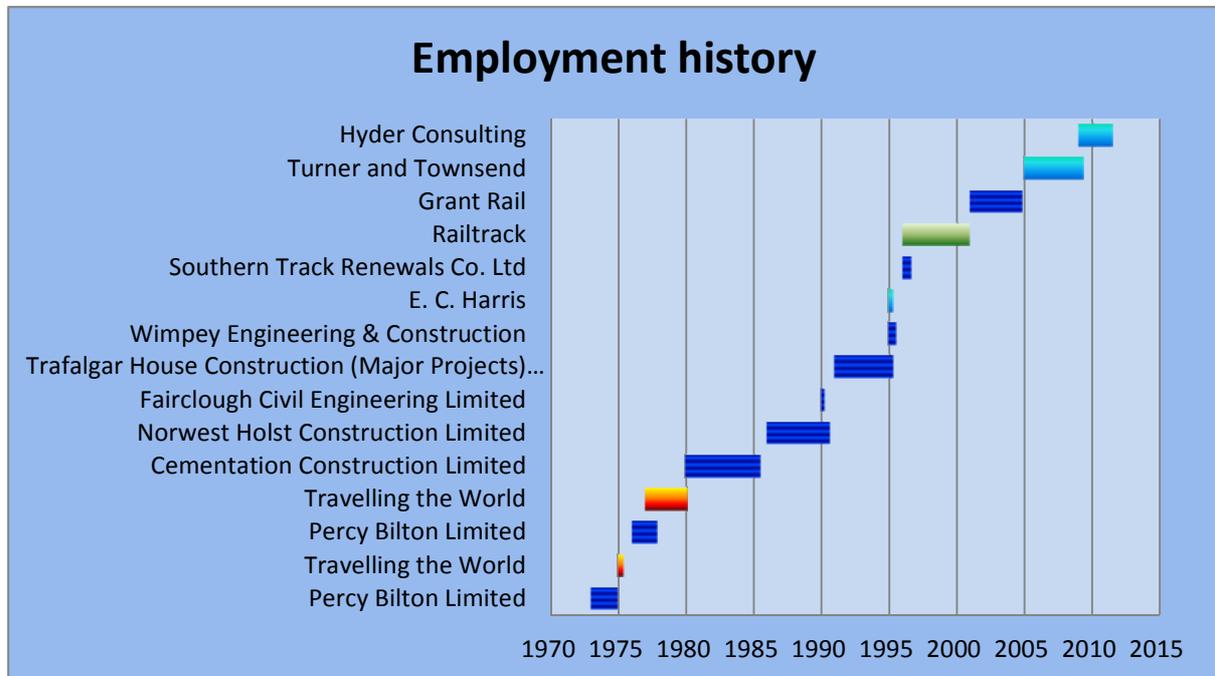


Ivan Hurst MCIInstCES

Summary re Innovation and Change Management

Senior Commercial Manager



Ivan is a Senior Commercial Manager in the Rail / Civil Engineering section of the construction industry with a career spanning 4 decades. Specialties include rail systems, especially P'way, and roads and bridges, in approximately equal proportions with respect to time.

Specialising in cost and commercial management of projects at pre and post contract stages, for the Client, Consultant and Contractor, has given Ivan a holistic and well balanced view of the commercial functions found within the construction industry. Ivan has also been involved with Risk, Value, and Cultural Change Management, Business Improvement and Building Information Management.

Current Position

Available for Permanent,
Freelance, or Contract

Role

Senior Commercial
Manager

Headline Competencies

Technical

- Quantity Surveying
- Estimating
- Contracts and Claims
- Procurement
- Dispute Resolution
- Cost Planning
- Complex Cost Modelling
- Change Management and Evaluation
- Cost Management
- Feasibility Studies
- Planning
- Value Management
- Risk Management
- Business and Cultural Change Management
- External Expert Reports and Opinions
- Strategy Development and Review
- Building Information Modelling (5d)

Benefit of Ivan's Experience to You

Key attributes

Ivan is a highly motivated individual who is equally comfortable dealing with strategy, people or data. Ivan is client focused and dedicated to achieving the required deliverables to time and to high quality standards. Ivan is solutions orientated and frequently adopts lateral thinking in the resolution of the problems inevitably encountered. Ivan particularly enjoys team building, mentoring and training and uses Soft Systems Methodology for both soft and hard problems. Should Ivan encounter a virtual vacuum with respect to systems and process he feels naturally compelled to fill that vacuum with innovative, scalable and practical solutions. Ivan has undertaken management of large and small commercial teams, including estimating and interacting with multidisciplinary teams.

Ivan's first significant involvement with cultural change management and business improvement was during his time at Railtrack in the late 1990s.

Railtrack

October 1996, to September 2001

- Project Controller,
- Project Commercial Manager (Track Renewals)
- Commercial Services Manager
- **Business Implementation Manager**
- **Risk and Change Management Improvement**

Ivan started his employment with Railtrack in Project Delivery at Swindon. Project Delivery was the project management arm of Railtrack involved solely in the management and delivery of all aspects of the projects identified by other parts of Railtrack.

Ivan was employed as Project Controller for the track renewals programme in the Great Western Zone. Ivan was responsible to the Senior Project Manager as professional head within the teams for the commercial, contractual, claims and planning aspects of the programme with the assistance of a team of Commercial Assistants and Planning Engineers.

Ivan was also involved in various national and strategic committees, encompassing change and innovation, including;

- standard contract interpretation, Supplier Management Forum
- national planning initiative,
- reviews of the national track renewals contract,
- selection of databases; 'Business Significant Applications',
- writing and negotiation of new national 'Ballast and Haulage Arrangements',
- development of Railtrack Asset Register, RAR,
- development of national planning P3 template, incorporating cost loading and resourcing,

People Skills

- People Management
- Staff development
- Task management
- Negotiation
- Change Management

Business Leadership

- Department Management
- Networking
- Strategy
- Innovation
- Quality control
- Client interface
- Stakeholder Management

Memberships

MCInstCES Member of
Chartered Institution of Civil
Engineering Surveyors

Member, Institute of Value
Management

Member Railway Study
Association (LSE)

In the course of Ivan's work he made contact with people of all levels, both internal and external, and developed successful working relationships.

Ivan's accomplishments within Track Renewals include;

- fostering and promoting a partnering culture with those contractors that demonstrate a willingness to work with Railtrack,
- developing a strategy for the protection of Railtrack's interests (both short term financial and broader commercial) in respect of a difficult contractor.
- facilitating and promoting the development of systems involving Primavera P3 and MS Access database for the monitoring and control of the programme of work.
- instigating contractor's milestones, thereby improving the probability of achieving the investment programme.
- development of registers of correspondence, claims and counter claims as integrated databases.
- key involvement in the discussions for three negotiated contracts.
- progressive movement towards better use of PMCS and P3 including the integration of the two, together with greater compliance with the processes in place.
- reducing the amount of time spent reporting whilst improving the quality of the information provided.

Ivan is acknowledged as having sought to identify best practice and either adopt it, or improve upon it.

I was selected to be the Zone's representative on the Railtrack Asset Management Programme (RAMP) team, based at Kings Cross. The title of Business Implementation Manager was given for what became a multiple role;

- Representing the Zone and its interests.
- Expressing the Business needs to the programme development teams, in conjunction with the other BIMs.
- Promoting the programme and MIMS,
- Being the sole conduit for communication and change management for RAMP on the Zone.

RAMP was an ambitious programme with a core vision of changing the way Railtrack and its Contractors carried out their respective businesses and how they interacted.

Upon Ivan's return to the Zone he was to take on the challenge of improving Risk Management and RMS (Railtrack's Risk database) usage, Contingency Management and Change Control within both Project Delivery and Business Development, which had a combined annual investment of £150M. To be successful and long lasting this required cultural change using Soft Systems Methodology.

Significant achievements

BIM 5D

Ivan introduced BIM 5D to Hyder and led the team to create a full BIM model for the London Bridge Station tender.

Ivan has also written a paper regarding BIM which is being published by CInstCES.

Running the first Strategic Value Management workshop in Railtrack.

The workshop shaved £500m off of the programme.

One attendee said “I wish we had done one of these for the WCRM before it started.” Robin Gisby

Ivan has been informed that a new classification for the stages of Value Management was created because of this workshop, VM0, Previously there were VM1-4.

Ivan has also been told that the initial VM report has subsequently been used as training material in VM courses.

Grant Rail

September 2001, to June 2005

Commercial Manger

Incorporating;

- **Business Process Improvement Manager** and
- **Business Improvement and Risk Manager**

Ivan was employed as Commercial Manager within the ‘London Network’ division.

Ivan worked within the Alliance Track Programme in the dual role of both Enhanced Track Renewals (ETR) Commercial Manager and as the Business Improvement and Risk Manager for ATP. The ATP was an alliance of a number of Contractors and the Client, InfracoreJNP. Establishing change and innovation within a loose collection of contractors was an interesting challenge.

In addition to project specific work, Ivan was responsible to the divisional director for the implementation of new processes and procedures including enhanced cost collection and valuation software. Ivan was also involved in developing a broader Business Process Improvement Programme. The change requirement was instigated by the Group Chairman. The message had to be briefed to all of the divisional staff, in a way that ensured both their understanding and engagement.

Turner and Townsend

July 2005, to October 2009

- Senior Cost Manager

Ivan was employed as Senior Cost Manager within the Rail team out of the London office.

Ivan’s first commission was for Commercial management of Network Rail’s Track Renewals for the East Anglia Integrated Management Team. The role included general commercial duties together with improving processes and data management, cost reporting and Job Target Cost and Final Account negotiation and agreement. Another part of the role was to improve the integration and collaboration of the project team including the interaction between Contractor and Client.

Effecting standard contact documentation.

As a Main Contractor's QS Ivan managed to identify an opportunity for interpretation the contract in a way probably not intended, which provided the Contractor with additional commercial return. This resulted in two sets of amendments to the method of measurement to close the identified loopholes.

LU Track Renewals Strategy.

Ivan's Track Renewals cost model was done in such a way that it was interactive and flexible. It was based on low level resources.

Two relevant quotes from senior management.

"We have never had this level of compressive cost data."

"This is so innovative, flexible and transferable that we can use it in other directorates."

Other commissions included;

- Assisting London Underground with determining a strategy for future Track Renewals, over the next 30-50 years, across all lines. Blue sky thinking was required, unrestrained by contractual requirements or access arrangements. Innovative solutions were explored and costed including jigsaw P&C and French high output track laying machines.
- A review of Metronet's processes and procedures to form recommendations for Company Re-engineering prior to re-absorption into LU.

Ivan also devised and created a Knowledge Management structure and system.

The LU Track renewals and station modernisation programmes involved the creation of bespoke integrated complex cost models. The latter involved Ivan in devising and building a model which used a small number of station modernisation estimates to extrapolate the total cost of the whole programme based on the relative parameters and complexities of the stations. The model was subject to intense scrutiny by LU and the office of the PPP Arbiter, and his consultants, as part of the extraordinary review called by Metronet. Ivan had to convince those reviewers of the reliability of the model as there was a lot at stake.

On the back of this Ivan was asked to create a Tunnelling Cost Model for the Turner & Townsend to use across the globe.

Hyder Consulting

November 2009, to July 2012

- Principal Commercial Manager
- Associate Director / Head of Commercial Management Services

Hyder is a global engineering consultancy that plans, designs and manages the development of water, property, highways, rail, defence, and telecommunications projects.

Ivan was involved with the Leicester Square project, a redevelopment of the public realm to a world class location. Ivan advised the cost, project and architect teams, and the Client regarding the preparation of notices and tender documentation. Ivan devised and created a procurement suite incorporating a tender question, criteria weighting and tender evaluation scoring matrix tool.

LU Station Cost Model.

“Ivan’s Station Cost model and his unique solution in creating a Station Complexity Index based on relative parameters and complexity’s to provide the whole of the Networks stations’ ‘should cost data’ withstood the rigors of interrogation.”

Ivan has been told that of all of the consultants tasked with providing cost models for the Extraordinary Review, his was the only one used, and submitted to the PPP Arbiter.

Ivan has also become very interested in Building Information Management (BIM), especially where cost and time information is included. It has the potential; to leverage significant savings within the construction and operation phases of a project.

Ivan was instrumental in the introduction of BIM 5D in Hyder’s rail team, initially in a bid for the design of London Bridge Station. This was expanded into a full cost and time loaded 3D BIM model for the subsequent tender, in conjunction with Costain for the Design and Construct phase of London Bridge Station

Ivan was Hyder’s BIM manager on London Bridge Station Redevelopment. The project, valued at about £500m, is part of the £6,000m Thameslink Programme.