

Proposal for PHC Service

Water Industry Development Project

The Water Industry Development Project (WIDP) is an illustrative PHC project record informed by publicly available sector programmes, representative of the kind of regulated infrastructure delivery seen across the sector. The programme reflects a major step-up in water and wastewater infrastructure activity, with investment directed toward improving service resilience, protecting rivers and coastal waters, reducing storm overflow impact, upgrading treatment assets, developing new water resources, and strengthening long-term environmental performance.

This PHC project is a structured example showing how the PHC Service could support a large regulated infrastructure programme by improving visibility of risks, issues, actions, evidence, decisions, and delivery status across multiple projects, contractors, disciplines, and stakeholder groups.

PHC Proposal

This proposal introduces the Project Health Control (PHC) Service as an independent governance and delivery-control tool for the illustrative company programme Major Projects Risk Governance project. The model is based on public-domain understanding of the company's regulated delivery environment and is intended to explore how stronger project control could support a major regulated water and wastewater infrastructure programme. While not based on confidential information or any single live scheme, it reflects the real pressures of regulated programme delivery: high regulatory and environmental scrutiny, major engineering and construction interfaces, external partner dependency, significant schedule and cost exposure, customer and community impact, and the constant need for disciplined control of risks, actions, assumptions, opportunities and decisions.

The PHC Service is offered as a practical means of strengthening visibility, accountability and control across this kind of high-consequence infrastructure environment. Its purpose is not to replace the company's formal PMO, project controls, assurance, risk software, NEC contract processes or regulatory arrangements, but to reinforce them by ensuring that concerns are surfaced early, ownership is clear, mitigation actions are followed through, evidence is visible, and overall project health is reviewed in a structured and disciplined way.

The proposed PHC support would operate across three phases:

- **Phase 1 – Initial Review / Diagnostic:** a short but deliberate governance challenge phase designed to test the true readiness and risk visibility of selected programme major projects before further delivery momentum is assumed. This review would examine the current concern landscape, risk registers, partner inputs, mitigation actions, stakeholder clarity, major control gaps, QSRA/QCRA readiness, and the strength of the project's underlying assumptions, with the explicit possibility of identifying issues serious enough to justify escalation, recovery action, re-planning or a controlled pause.
- **Phase 2 – Setup / Mobilisation:** establishment of PHC data structures, reporting routines, ownership rules, concern/action visibility, evidence trails and practical governance protocols needed to support a controlled and accountable major-project delivery environment. This phase would align with existing company systems and PMO processes, including risk registers, partner updates, planning, cost, change and escalation routes.
- **Phase 3 – Continuation / Embedded Oversight:** ongoing renewable monitoring, escalation, reporting and project health review to help ensure that risks, actions, assumptions, opportunities, partner updates and priorities remain visible, challenged and actively managed throughout the wider programme delivery journey.

Project Summary

Water Industry Development Project (WIDP) Major Projects Risk Governance is an illustrative project created within PHC Port to provide a realistic governance model for a major regulated water and wastewater infrastructure programme. It does not represent an official company project record and contains no confidential or proprietary information. Its purpose is to act as a structured reference point for exploring how the PHC Service could be applied to a complex, high-scrutiny, multi-stakeholder programme delivery environment.

The model reflects the kinds of challenges typically associated with a major water-sector capital programme: regulatory and environmental obligations, construction and engineering uncertainty, multiple delivery partners, NEC contract interfaces, customer and community impact, significant schedule and cost exposure, and the need for disciplined control of risks, actions, assumptions, issues, opportunities and deliverables. Through this project, PHC tools such as concerns lists, 90-day plans, reports, gap plans, questions and risk maturity records can be developed in a way that mirrors the governance needs of a large, high-consequence infrastructure programme.

The aim is not to simulate engineering detail or claim inside knowledge of the company's live project portfolio, but to create a practical governance and assurance framework that helps test visibility, accountability, escalation, mitigation follow-up and monitoring routines. In that sense, the project serves as a shadow model for thinking through how robust project health control could support successful delivery in a regulated major-projects programme context.

Involved Parties

The company programme Major Projects Risk Governance project would involve a wide and demanding mix of parties typical of a major regulated water and wastewater infrastructure programme. These would include the company's client and sponsor leadership, major projects and PMO teams, project managers, engineering and design teams, environmental specialists, construction and commissioning teams, project controls personnel, planners, cost and change managers, commercial and procurement specialists, NEC contract administrators, operational teams, assurance functions, and a broad supply chain of contractors, consultants and specialist technical providers.

Depending on the project stage and delivery model, other important participants could include regulators, local authorities, environmental bodies, customer and community representatives, landowners, highways and utilities stakeholders, and organisations involved in nationally significant infrastructure, water resources, wastewater treatment, network resilience, planning, consenting or environmental compliance. Each of these parties would bring its own priorities, obligations and information flows, making clear governance, visibility and accountability essential.

The PHC Service would not replace the authority of those involved, or the company's existing PMO, risk, assurance, commercial or regulatory arrangements. Instead, it would provide a structured means of helping participants see concerns more clearly, track risks and mitigation actions more reliably, integrate partner inputs more consistently, and maintain stronger overall control across a complex, high-scrutiny and high-consequence regulated delivery environment.

Expected Outcomes

The expected outcomes of applying the PHC Service to the company programme Major Projects Risk Governance project would include:

- Clearer visibility of major concerns, risks, assumptions, actions, opportunities and priorities across the programme major-projects environment.
- Earlier identification of governance weaknesses, control gaps, emerging delivery threats and partner-interface issues before they grow into larger problems.
- Stronger ownership of risks, mitigations, actions, responses and follow-up responsibilities across company teams, delivery partners and project interfaces.
- Improved continuity between formal PMO reviews, partner updates, QSRA/QCRA outputs, NEC processes and day-to-day project activity, reducing the risk of issues falling into gaps.
- Better quality reporting, with more structured presentation of project health, risk movement, mitigation progress, overdue actions, exceptions and matters requiring management attention.
- More disciplined escalation of serious concerns, particularly where environmental, regulatory, safety, schedule, cost, customer, community or operational impacts are significant.
- Greater accountability through clearer evidence of what has been reviewed, decided, progressed, mitigated, escalated and closed.
- A more realistic and current understanding of overall project health as ground conditions, consents, contractor performance, supply-chain pressures and delivery forecasts evolve.
- Stronger support for decision-making by ensuring that quantified risk analysis, mitigation ownership, contingency advice and delivery priorities remain connected.
- In practical terms, increased confidence that programme major projects are progressing under firmer governance and with a more robust basis for cost, schedule, environmental and delivery control.

FINANCIALS & FORECAST

Cost Structure - Overall

Category	Description	Total Cost
IT Services and Tooling	Filemaker, Mindmanager, Conferencing, Development Apps (one off contribution)	£1,900
PHC Start Pack - Hardware (*1)	A set of 5 Single Board Computers, Monitor and UPS	£1,442
PHC 7-Day Review (*2)	PHC Service for Pre-start Review (7 days)	£1,421
PHC Setup (*2)	PHC Service during 2-month Setup Phase	£21,684
PHC Continuation (*2)	PHC Service during 3-month Continuation Phase	£76,230
Miscellaneous	Travel, training, insurance, and other variable costs	£1,000
		£103,677

Cost Breakdown - Hardware

(*1) Hardware Breakdown

Category	Description	Total Cost
Single Board Computer Set x5	Raspberry Pi 500, Mouse, hdmi cable, power cable)	£722
Monitor x5	Mini-Monitor (for RP500)	£480
Site UPS	Uninterruptible Power Supply (UPS) for site computers.	£240
		£1,442

Cost Breakdown - People

(*2) PHC People Costs [Review=M1, Setup=M2,3, Continuation=M4,5,6]

Role	People	Hourly Rate	M1	M2	M3	M4	M5	M6	Total (GBP)
PHC Strategist	David Winter	£69.30	8	40	40	40	40	40	£14,414
PHC Analyst	Abubakr Harakat	£46.20	10	80	80	120	120	120	£24,486
PHC Admin	Victor Williams [name2]	£26.95	15	80	80	360	360	360	£33,822
PHC Trainee	[name1] [name2] [name3]	£9.24	0	240	240	800	800	800	£26,611
Project People	[name1] [name2] [name3]	£46,20	0	0	0	0	0	0	£0
			£1,421	£10,842	£10,842	£25,410	£25,410	£25,410	£99,333

Footnote - People Costs and PICS Eligibility: The people-related costs shown above relate to funded governance, delivery, leadership, and trainee roles agreed at the outset of the project. These paid hours are **not** eligible for PICS (Pro Bono Social Impact Credits). PICS applies only to unpaid or underpaid service contributed outside funded roles. PHC Service maintains a clear, auditable separation between funded work and any pro-bono contribution, preventing double recognition while ensuring transparency to funders.

6-Month Forecast

Category	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Total
IT Tooling	0	0	0	1,900	0	0	1,900
PHC Start Pack	0	0	1,442	0	0	0	1,442
People - Review	1,421	0	0	0	0	0	1,421
People - Setup	0	10,842	10,842	0	0	0	21,684
People - Continuation	0	0	0	25,410	25,410	25,410	76,230
Miscellaneous	0	1,000	0	0	0	0	1,000
TOTAL	1,421	11,842	12,284	27,310	25,410	25,410	103,677

APPENDICES & METHODOLOGY

Appendices

Appendix Highlights:

For supplementary information and supporting documents refer to the links section.