



British Overseas Territories Post-Hurricane Regeneration

Tim Brent

Director of Logistics – Jacobs UK Ltd.

Lt. Colonel – Engineering & Logistics Staff Corps, Royal Engineers, 77 Brigade

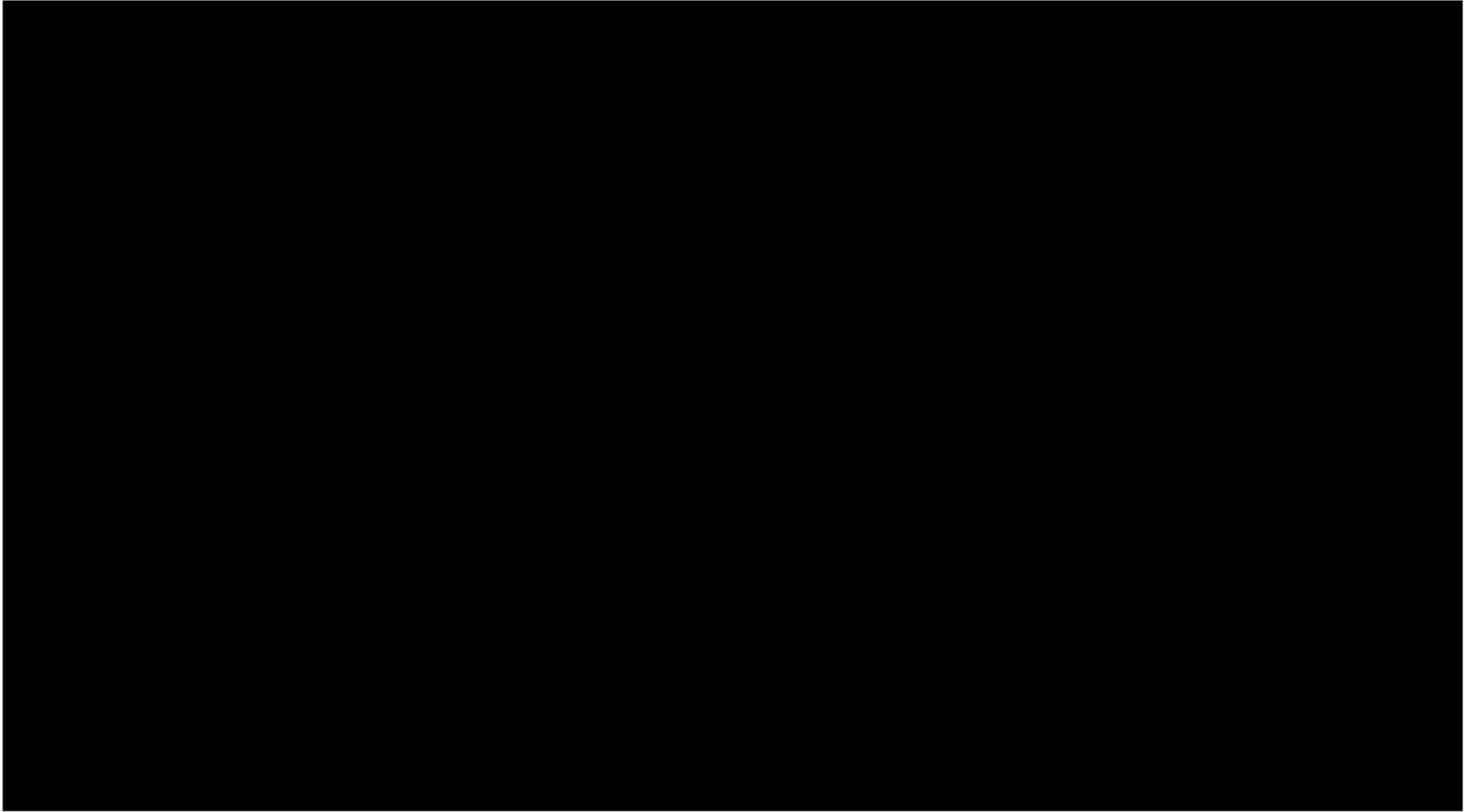
JACOBS[®]

www.jacobs.com | worldwide

Background

- During 6/7 September 2017, Hurricane Irma ripped through the Caribbean North East islands, en route for Florida in the US
- Once in a generation wind speeds of up to 200 mph were recorded
- Directly in the path of Irma lay the British Overseas Territories of Anguilla, the British Virgin Islands and the Turks & Caicos Islands spread over a distance of 1000 nautical miles. Other islands in the area were also severely affected
- Irma left a trail of complete devastation, injury, trauma and death, particularly on Anguilla and the BVI
- To compound the situation, Hurricane Maria struck ten days later, skirting Anguilla and BVI but hitting TCI as well as other Caribbean Islands

Devastation



Response

- Royal Fleet Auxiliary Mounts Bay, deployed to the Caribbean every year to provide assistance during the Hurricane season, had been tracking the progress of Irma and followed it. The RFA delivered immediate aid to Anguilla on the 7th September, before moving on to the BVI.

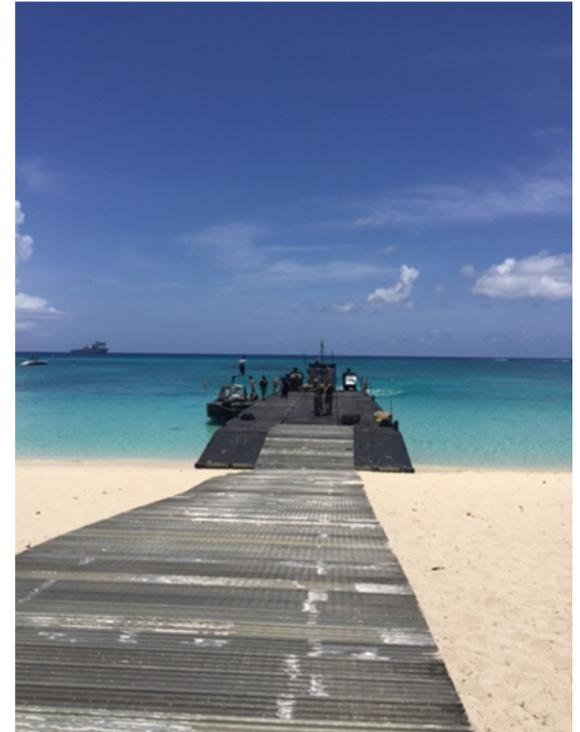


Response

- RFA Mounts Bay had on board a number of key assets. A helicopter, a combined detachment of Royal Logistics Corps & Royal Engineers personnel, landing craft and mexeflote. In her hold she had numerous vehicles, plant assets and many tons of equipment, materials and aid. In addition the ship has a medical facility on board.



Response



Response

- 7 Sept - UK Government announced the deployment of the military Joint Task Force (UKJTF). The military name for the deployment was Operation Ruman
- 8 Sept - First elements of the JTF arrive in Barbados, which will serve as the main hub for ongoing operations. Various specialist teams immediately began deploying to the most affected islands, sometimes landing on severely damaged airfields. I received a call to stand by to deploy!
- Over 2000 military personnel, plus Government officials from DFID, FCO, BEIS, British Police officers, several NGO's & Aid experts and private companies such as Aggreko, Vodaphone, BT, Aecom & Serco deploy to form a truly Joint Task Force

Barbados Airport, a mini Brize Norton



Camp Paragon, Barbados. JTF hub base



HMS Ocean arrives – 22 September



HMS Ocean arrives – 22 September



Response – short to mid to long term

- Specialist Task Royal Engineers (STRE) and other specialists deployed to all three British Overseas Territories, repairing CNI, including:
 - Power supply (virtually all distribution by overhead lines, and virtually all destroyed)
 - Water and sewage systems
 - Hospitals
 - Airport operations (initially daytime and restricted to military aircraft)
 - Port clearance



Response – short to mid to long term

- I was mobilised as the Chief Infrastructure Advisor to the Task Force Commander. My role was to:
 - Understand the immediate needs where British Industry could aid the Military effort
 - Act as Liaison Officer between the Task Force and reach back into wider Industry
 - Co-ordinate the utilisation of current resources and budget
 - Advise the Task Force Commander on post military intervention requirements



Mid term

- A Programme Board, with clear Terms of Reference, was set up at the British High Commission to co-ordinate the response after the initial emergency effort
- Multiple projects within each of the three Overseas Territories, some island specific and some cross O/T
- Critical Path approach
- Multiple stakeholders
- Immediate humanitarian needs
- Crucial Environment issues
- Politically sensitive
- Limited budget agreed by UK Government
- Robust governance required



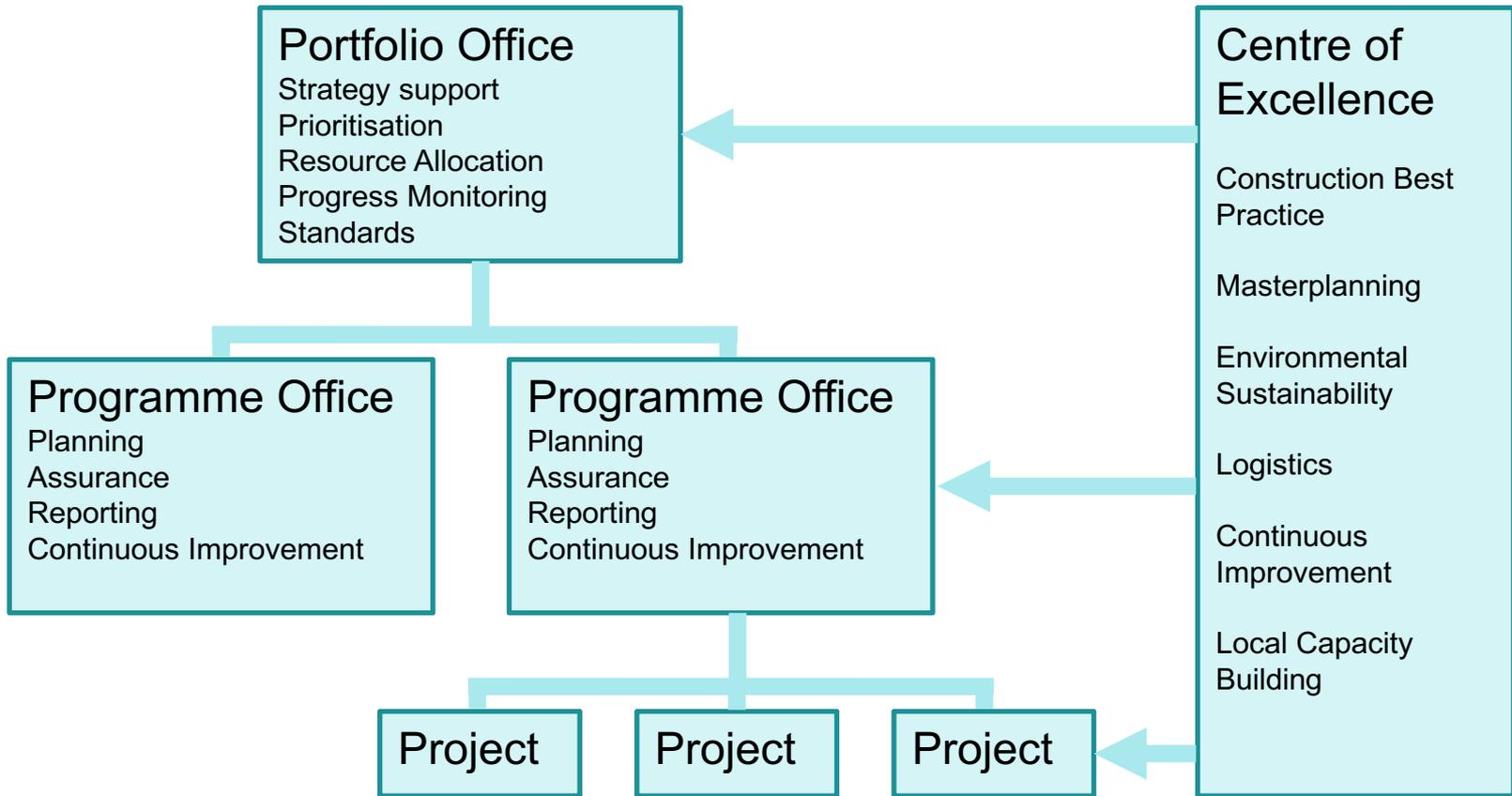
Long term

- Full recovery of BVI alone estimated at £1bn plus
- Existing on island Project management capability insufficient to meet the forthcoming redevelopment programme
- Funding being sourced from World Bank, Caribbean Fund and others
- Advice was to form an autonomous reconstruction agency
- BVI Government to be the Client
- Programme management office approach to be adopted
- Robust Programme governance required
- BVIG require understanding of Programme approach and benefits

What a solution will need to deliver

- A strong delivery function with proper oversight and assurance.
- A robust process to ensure that investment is going into the right strategic mix of projects.
- Increased programme and project management capacity that works with local governments
- Technical expertise that can maximise the benefits of foreign contractors / supply chain
- Demonstrable good governance.
- Capacity building for the local population.
- Sustainable programmes long term.

Portfolio and Programme Structure



Defining the Programme

1. Understand

- Set strategic objectives
- Identify what will need to be delivered
- Review existing projects and project pipeline

2. Categorise

- Organise projects into groups based on strategic objectives
- Improves visibility of portfolio

3. Prioritise

- Rank projects based on combination of financial and strategic criteria
- Maximises value for investment

4. Balance

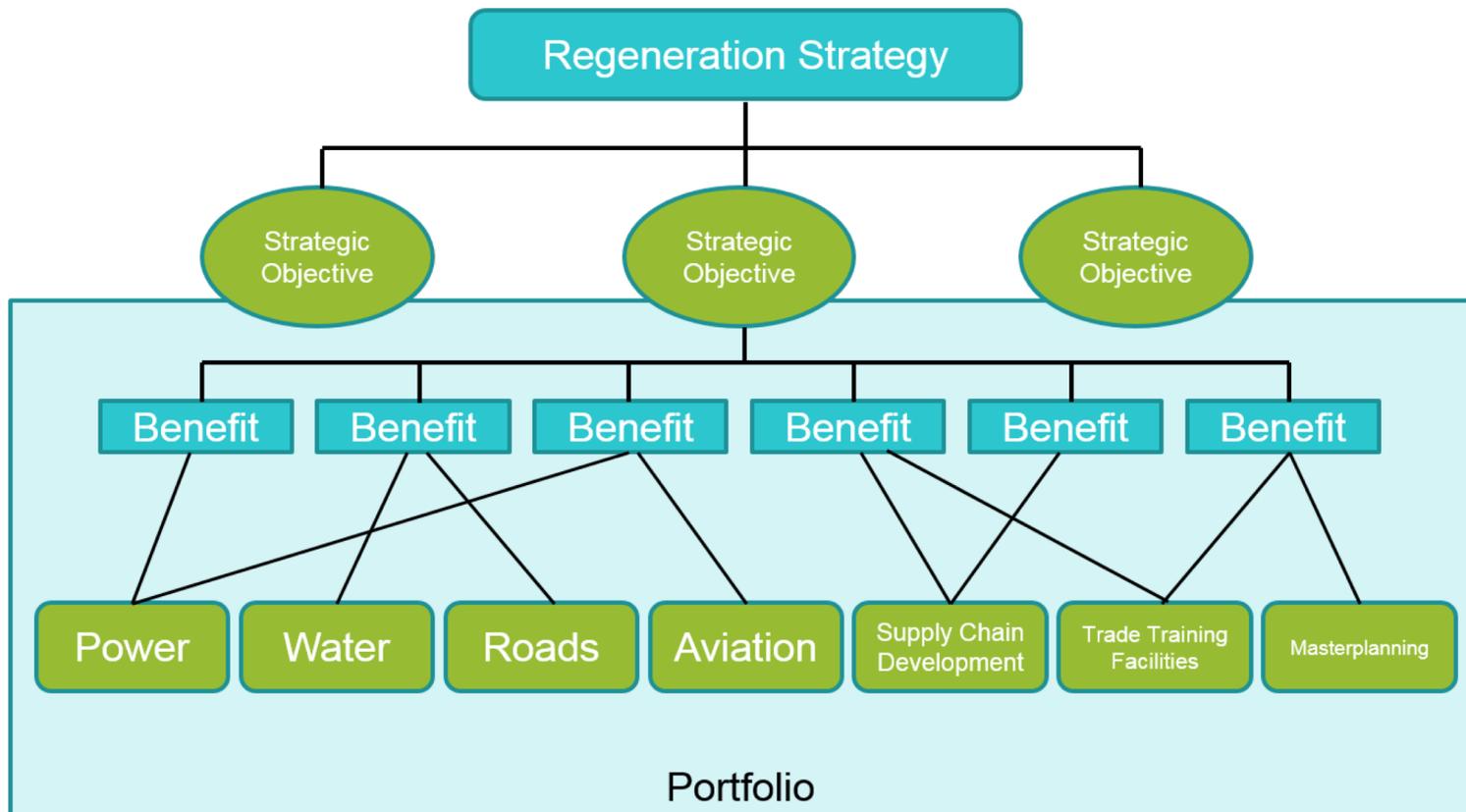
- Mix of projects in programme is adjusted to balance it in terms of timing, coverage, risk and resources.

5. Plan

- Development of a detailed plan for the year ahead covering schedule. Cost, resources and deliverables.

Translating Strategy into Programmes and Projects

1. Define regeneration strategy – Long term goals of the investment.
2. Break the strategy up into a number of objectives
3. Identify benefits (outcomes) that will lead to the strategic objectives
4. Design projects that will deliver the required benefits.



Delivering the Programme

1. Management Control

- Defined processes for business case preparation, project reporting etc.
- Stage gate and portfolio level reviews.

2. Risk Management

- Consistent and effective arrangements for the management of risk at project, programme and portfolio level.

3. Stakeholder Engagement

- Coordinated approach to stakeholder engagement and communication.
- Customer needs are properly accounted for.

4. Governance

- Clear definition of what decisions are made where and when using which criteria.

5. Resource Management

- Mechanisms to understand the resources available and required across the portfolio.
- Enables most effective use of resources.



Coming home

