

Q&A WITH TRIVANDI CHIEF EXECUTIVE

James Bulley is Chief Executive at Trivandi Major Project Consultants. In this Q&A, Bulley discusses trends in stadia development and event planning, while also highlighting the service areas Trivandi covers, including safety assurance, operational planning, project management of mega events and stadia.



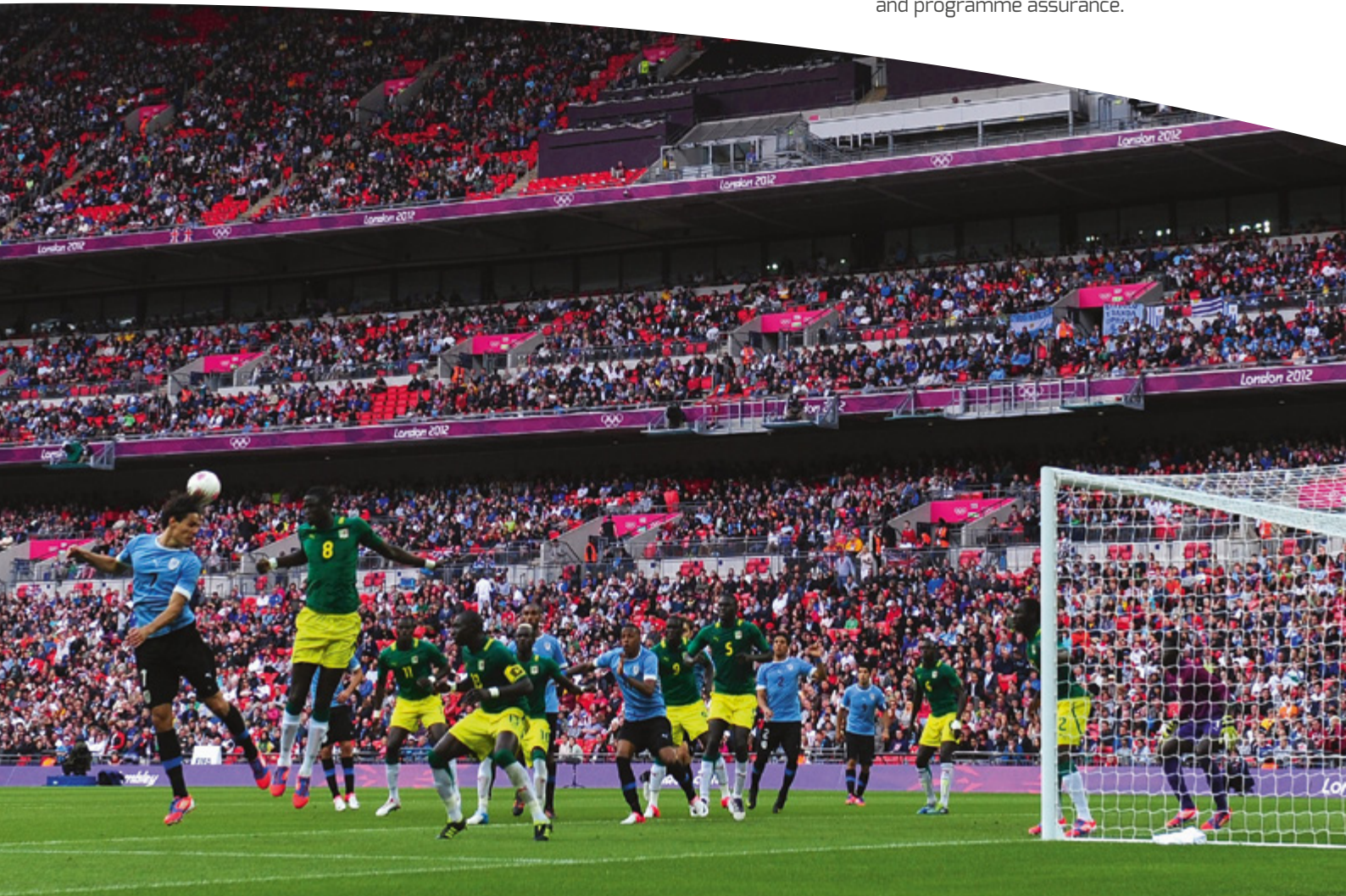
Trivandi's leadership was heavily involved in London 2012, from brief writing and design oversight to procurement etc. Which sports venue projects and sporting events have the consultancy been involved with since the Games?

It has been an extremely exciting period since we launched Trivandi back in May 2013. We have been privileged to work with some great clients



who have seen the value in Trivandi's experience to provide assurance and cut through complex issues on major projects and events. Since the Olympic and Paralympic Games, we have been involved with the Summer

Events Series on the Queen Elizabeth Olympic Park, FIFA 2020 World Cup™ in Qatar, the Grand Depart of Le Tour de France 2014, Queens Park Rangers new stadium development, and most recently we have just completed an assignment where 15 of our staff supported the delivery and operations for the Glasgow 2014 Commonwealth Games. We have delivered a range of services to our clients across project management, safety management, risk, operational integration, procurement and programme assurance.



What range of services does Trivandi offer?

Trivandi offers clients three distinct areas of service, namely:

1. STRATEGIC CONSULTING

We provide strategic advice to ensure the successful implementation of major projects from the outset, through implementation, operation and disposal. As construction experts with operational experience of venues, events and attractions we know how important the upfront advice and continued advice through the development stages is to delivering facilities that achieve an exceptional visitor experience.

2. PROJECT IMPLEMENTATION

From project initiation to handover to the operator, we provide full service project management, development management, procurement, health and safety and programme management services to ensure the successful implementation, delivery and hand-over of the project whilst ensuring best value is delivered to our clients.

3. PROJECT ASSURANCE

We provide assurance to government departments, boards, funders and developers to identify their key risks and provide management information support their decision making.



Importantly we bring many years of experience at the highest levels of involvement in venue delivery that helps our clients deal with complexity, cut through issues and add credibility to their proposed projects.

What do you see as the emerging trends in stadia development and event planning over the last five years?

We would call out two things: firstly the sustainability agenda, which directly affects venue planning; and secondly the need for venues to deliver increasingly higher levels of spectator and viewer experience.

As has been widely recognised both during and since the London Games, sustainability is now a key factor in stadium development and event planning. It's about getting the right strategy and balance between permanent build and temporary build and considered thought needs to be given to this in the early planning and project definition stages. There is no doubt that London set a new blueprint here and we are seeing the same approach being adopted in Rio and Tokyo. The design of stadia are being closely analysed to reduce the weight of the steel and the amount of concrete used to deliver cost effective and more sustainable solutions.

Clients are also becoming more aware of the success drivers of major events and stadium developments. A client mind-set that understands and recognises the need to integrate the operational requirements into the design and planning stages throughout its development, with the focus on the athlete, performer, spectator, viewer, media, sponsor and VIP experience throughout, will return dividends once the venue transitions into operations and the customer experience becomes your measure of 'did we get it right?'

How has the sector evolved over the last decade?

I think the event sector has changed significantly. New innovative benchmarks are being set at every event that happens, whether it's in infrastructure, technology, broadcast, environmental or experiential. You can look back at what was achieved in London and Glasgow with regards to delivering the great spectator experience and innovations, such as the pixel screens on every seat in the London Olympic Stadium, and the 100m wide screen installed in Celtic Park for the Commonwealth Games, transforming the stadiums into a giant

stage set. Add to this the broadcast and technology innovations and you get a sense that the event and stadia world is at the cusp of something really exciting as future technologies and creative innovations come forward. We should see the bar raised again at future mega events if they embrace the approach to customer and viewer experience from the earliest stages of planning.

Yet reflecting on a decade or more of stadium developments in Europe they have perhaps not moved on at the pace of change to meet the levels of customer and viewer experience that we are seeing in North America over the last decade. We certainly still have some way to go in the UK in terms of integrating technology, improving customer service levels, developing quality and diversity of hospitality offering, putting on secondary entertainment and improving levels of comfort and convenience.

Are you ever brought in to help troubleshoot problems at venues? If so, without naming names, can you give our readers some examples? And how much of this is down to poor planning &/or unrealistic expectations?

I don't necessarily think of it as troubleshooting, but a number of clients have appointed Trivandi because our senior staff are stadium development specialists who have been in the industry over 20 years and have both major event and stadium capital construction experience. As a consequence, we have been commissioned on a number of projects where we have been brought in to provide leadership and direction to the project in order to progress it through to the next stage of planning or delivery. We are often asked to help manage regulators, peer review progress of the project and provide assurance to boards on the proposals, risks and viability, as well as provide specialist support services.

Our strength on projects which are falling behind programme or in need of momentum is that we can synthesise the challenges and risks into something which can be delivered, and delivered well. Our network and relationships with the supply chain, built up over the last two decades, has enabled us to really make a difference to cutting timescales and costs on stadia projects. ■