
STEPHEN REYNOLDS BSc CEng MIET

Profession: Chartered Electrical Engineer

Specialisation: Business Management /Programme Management

Position in Firm: Director, Major Projects & Commercial Services

Years of Experience

39 (27 with PB; 12 with others)

Education

BSc (Hons), Electronics, University of Manchester Institute of Science and Technology, UK

Professional Affiliations

Member of the Institution of Engineering and Technology

Professional Registrations

Chartered Engineer: United Kingdom

Key Qualifications

Over 35 years' experience of business management, programme management, systems engineering design, implementation, project management, and business development in the rail transportation and wind energy markets. Stephen has particular experience of the application of electronics and real-time software engineering in high integrity systems.

Head of Discipline Major Project Services (2015 - present)

Following the acquisition of Parsons Brinckerhoff by WSP in 2014 Stephen was appointed to the UK Executive Leadership Team of the WSP|Parsons Brinckerhoff business. Stephen assumed responsibility as Head of Discipline for the merged Major Project Services business, with circa 220 staff primarily focused on providing commercial management services. This role builds on the earlier MPCS directorship, with a remit to deliver strong commercial management on projects across a range of market sectors and also to extend the centre of commercial excellence concept across the enlarged WSP|Parsons Brinckerhoff operations.

Stephen's project roles on the TfGM and Edinburgh tram contracts continue.

Director Major Projects & Commercial Services, (MPCS), Business Unit (2013 – 2015)

Stephen was appointed as Director of the 140 strong MPCS Business Unit in 2013 with full responsibility for delivering the business plan. Along with the appointment Stephen became a member of the PB Europe Leadership Team, reporting directly to the MD. The MPCS Unit acted as a centre of excellence within PB Europe, providing programme management staff to PB projects across all market sectors and to external clients. Key disciplines were cost management, claims management, project controls, planning, risk management, document control, and governance reporting.

Director responsible for Light Rail Major Projects (2007 – 2013)

Responsible for client relationship management, new business development, and operational control of the Company's major projects in Light Rail. This position evolved from the Director Infrastructure role to focus on the very large contracts which PB secured in Light Rail from 2005 onwards. Key project responsibilities were as follows:-

- Principal-in-Charge, Metrolink Delivery Partner Contract with Transport for Greater Manchester, (TfGM), PB provided programme management services for the delivery of the £1.5bn capital programme for extensions to the Metrolink tram network. PB staff worked alongside TfGM staff in an Integrated Delivery Team, (IDT), which was 150 people strong. PB filled circa two thirds of the posts. Stephen was responsible for client relations, IDT structure, and competence management across all management functions

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– both PB and TfGM. Stephen was also accountable for meeting PB's business plan targets for turnover and profitability. The Programme Director reported to Stephen. The PB services covered business case development & scheme definition, procurement & commercial management, construction contract management, and systems engineering assurance. PB also provided an extensive stakeholder communications service which was concerned with public consultation, briefings to local government bodies, and negotiations with major stakeholders. Achievement of publicly quoted dates for entry into service was of paramount importance and the PB team created a comprehensive integrated project planning approach with full buy-in from the supply chain and the network operator.

- Project Director Edinburgh Tram Network Systems Design Services Contract with the Bilfinger Berger-Siemens-CAF, (BBSC), Consortium for end user Transport Initiatives Edinburgh (tie). PB was responsible for a design services contract valued at £50m for the new tramway for the City of Edinburgh. The scope of the PB contract covered Requirements Definition, Preliminary Design, and Detailed Design for infrastructure and systems together with construction support services to the Consortium. During 2008 the PB contract was novated to the BBSC consortium from tie with Stephen taking responsibility for the negotiation of revised terms and conditions for the bespoke PB contract. The Project Director role also included overall responsibility for the provision and co-ordination of PB and subcontract resources within the overall Major Projects portfolio.

Director Infrastructure (2004 – 2007)

As a result of a reorganisation in 2004, the Company was restructured with Stephen taking on the role of Director, Infrastructure with overall responsibility for the Company's Rail, Highways, and Buildings Business Units in the UK and in the Middle East (where the emphasis was on the development of a new Infrastructure programme management services business using the Company's Palm Island contract with Nakheel as the nucleus of the new business unit).

Key responsibilities as Director were to work with the PB Limited Board to:

- Define and deliver the Business Plan.
- Define the line management and support organisation structure for the Company.
- Enforce financial control by setting cost and profit budgets for the four Business Units.
- Maintain operational control through the development and enforcement of rigorous quality assurance standards and procedures.
- Define marketing initiatives aimed at securing follow-on business from existing customers and developing new business with potential clients.
- Nurture and maintain close working relationships with key strategic clients.
- Control the production of proposals and to ensure the adequacy of tenders in technical content, pricing, and contractual terms.
- Achieve, (through training and recruitment), the staff resource profile numbers and skills required to meet the expansion targets defined by business plan.
- Maintain staff morale through regular communications.

Managing Director Parsons Brinckerhoff Facilities Services (2000 – 2004)

Facilities Services comprised five business units:

- Technologies, concerned with the provision of business case analysis, design engineering, system specification, contract management, and implementation supervision services for the realisation of instrumentation, control, communications,

and IT solutions for the Water, Power, risk management, Oil & Gas, and Telecoms markets.

- Quality Services, concerned with the provision of quality inspection and certification services for clients in the power and rail transportation markets using specialists in electrical, mechanical, and metallurgical disciplines and generalists in the application of quality system procedures. The Unit comprised two sections: Quality Services Limited headquartered in Newcastle UK, and Quality Services AG, located Baden Switzerland.
- ESRM, PB's environment, safety and risk management team. Integrating engineers and scientists, PB brought together expertise spanning the broad range of environmental issues – from environmental audits and management of contaminated land through to the provision of boardroom advice on environmental, health, safety and risk management issues.
- Building Design & Management provided comprehensive building design and management expertise embracing all aspects of construction. The unit featured a multi-disciplinary engineering capability committed to delivering high quality solutions matched to customer requirements on a worldwide basis.
- Aviation provided skills in the area of airport planning, design, and construction, including Airport Master Planning, Terminal and Facilities Planning, Land Use Management Planning, Airport Site Selection, Airport Access Planning, Airfield and Airspace Planning, Aviation System Planning, Airline Support Facilities, Air Cargo Facility Planning.

Business Unit Director, Systems & Communications Business Unit. (1995 – 2000)

- To define the Systems and Communications Unit Business Plan
- Undertake marketing initiatives aimed at securing follow-on business from existing customers and developing new business with potential clients.
- Maintain (through training and recruitment), the staff resource profile numbers and skills required to achieve the business plan.
- Enforce financial control by setting cost and profit targets for the Unit and for individual projects.
- Assess and report to the Divisional Director, the technical and financial performance of the Unit.
- Define line management and project team structures.

Engineering Manager (1991 – 1995)

- The primary function of the Engineering Manager was to ensure that all projects undertaken were correctly engineered so that programmed timescales were maintained and the required profit levels achieved. The responsibility for performance included the definition of standards for project management and reporting to be adhered to by individual project managers. This allowed the exertion of an appropriate level of Engineering Management control and facilitated consistent reporting to the Directors.
- Projects engineered during this period varied in scope from small business case studies through to the design and implementation of major systems.
- Engineered a major project with a capital value of £30m.
- Principal clients include the English and Welsh Water PLCs, the Scottish Regional Councils, the UK Process Industries, Ministerial bodies in the Middle East, and one

water utility in Australia. Work is undertaken either directly for end users, or as a sub-contract specialist to a main civil or process contractor.

Assistant Engineering Manager (1989 – 1991)

- Responsible as an Account Manager for all work carried out by a team of twenty staff for a major UK Water Company Client. The main focus from 1989 to 1991 was the definition and development of a regional telemetry scheme covering in excess of 3000 sites. The first phase demanded close liaison with the client to prepare business case documentation on which decisions would be based for the implementation of the scheme. Following sanction, became responsible for system design activities covering instrumentation, electrical, control system, and telemetry functions, and for the subsequent contract management activities covering a number of siteworks and telemetry contracts.
- Whilst the majority of the work carried out revolved around the telemetry scheme, significant amounts of work were also undertaken to define standards for the implementation of ICA systems on major water treatment and sewage treatment works. This design work laid the foundations for a pilot project engineered by the team to design and implement a plant-wide SCADA system in conjunction with the overall refurbishment of one of the client's water treatment works.

Principal Engineer (1988 – 1989)

- Responsible for project management and design for the Regional Operational Control Strategy for Thames Water. This involved a feasibility and strategic study into instrumentation, automation, control and telemetry for the whole of the region.
- Project management and design for a control system for a bakery.
- Responsible for planning and management of the implementation of an automation and control system for a new mixing line for a Manchester plastics company.

Previous Experience

Principal Engineer, James Howden Wind Turbines Ltd, UK (1986 – 1988)

- Management of the departmental electrical and electronic engineering functions, and the provision of expertise to other departments.
- Sales and marketing support, in the form of design presentations to prospective customers in the UK and overseas.
- The analysis of requirements for wind turbine systems ranging from single units to multi-unit "windfarms".
- The development of real time software for wind turbine systems to structuring standards of BS6224.
- The specification and design of complete microprocessor control and communication systems including VME and STE microsystems.
- The design of analogue and digital electronic circuitry.
- The specification of electrical systems ranging from 415V to 11kV concentrating on protection systems, generators, and switchgear.

Senior Scientific Officer, British Railways Board, UK (1977 – 1986)

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- Responsible for the control of two engineering staff.
- Researching structured design techniques and the application of such techniques to large system development.
- The development of rigorous methods for software development for real-time safety systems. The development methods were applied to programming in the high level language FORTH and Motorola 68000 and 6800 assembler.
- The design and development of laboratory simulators for the testing of system designs. (Using Motorola 68000/010 on VME systems).
- The design and development of analogue electronic circuitry, for example:- bipolar and MOSFET power amplifiers: MOSFET switched mode power supplies.

Development Engineer, Pye Telecommunications Ltd, UK (1976 – 1977)

- Responsible for mobile VHF radio circuit development.