

APM Project Management Awards



WINNER'S

CASE STUDY



Category **Project Professional of the Year 2013**

Winner **Simon Addyman, London Underground Limited**

Overview

The £563m Bank Station Capacity Upgrade (BSCU) forms part of London Underground Limited's (LUL) Station Capacity Upgrade Programme (SCUP). It will result in increased capacity, reduced journey times, step-free routes to the Northern Line and Docklands Light Railway, and compliant emergency fire and evacuation protection measures by 2021.

The management of the project was made more complex through the procurement approach. The project pioneered a novel procurement approach- Innovative Contractor Engagement (ICE)- developed in response to lessons learnt from the procurement of other projects and used it to procure the main design and build contract. ICE seeks to maximise market value by driving innovation through the supply chain. In this case, ICE aimed to achieve an additional 15% in value.

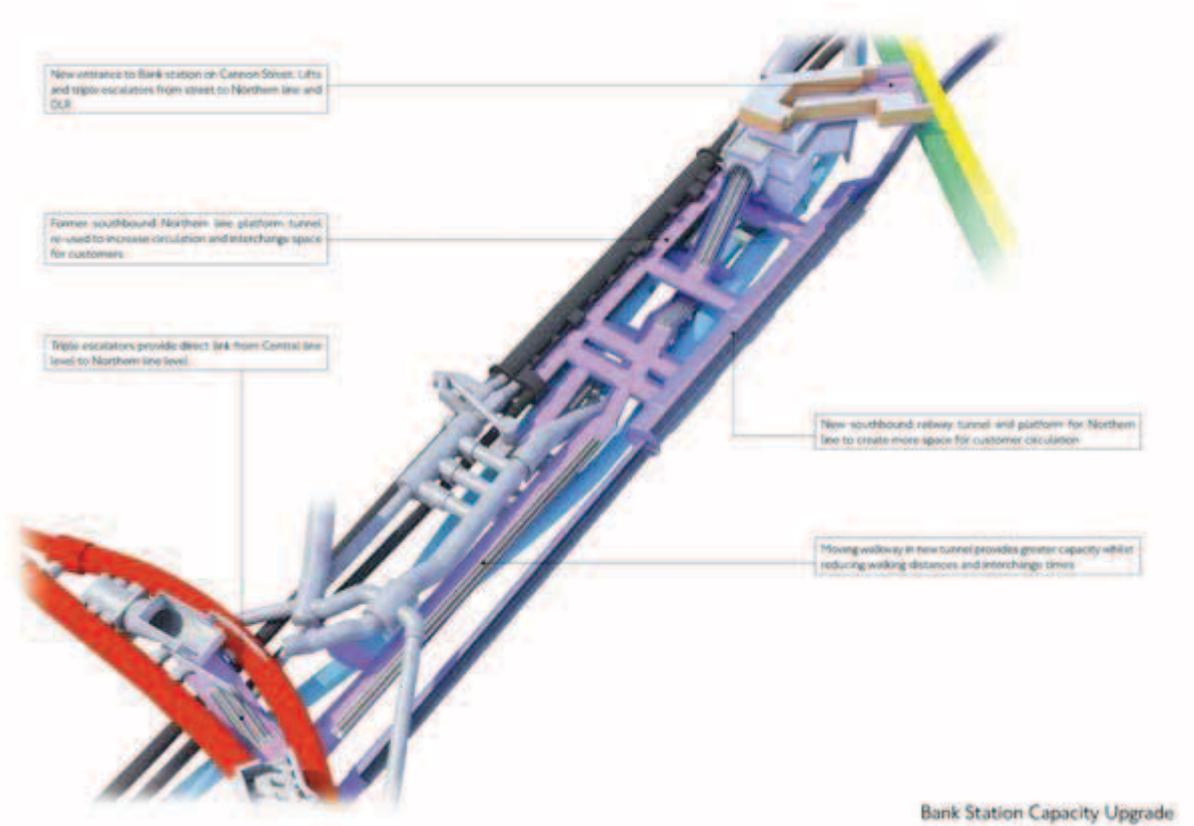
Objectives

By 2021, the aim is to: create a new station entrance, 600m of new running tunnel, new platforms, convert old platforms into walkways, and construct an additional interchange.

The expansion is crucial as demand on the station has increased significantly since 2003, experiencing significant growth in entry, exit and interchange demand – and the trend is expected to continue.

As project manager, Simon's primary role was to embed the ICE concept, and to manage its adoption within the procurement process through to contract award.

The project involved multiple stakeholders and interfaces, thus meaning that Simon's arguably most important task was to create a project team with the capability of supporting the uncertainty of the ICE process.



A graphic of the Dragados winning scheme

Challenges

The key challenges identified by Simon, who became an APM Certificated Project Manager in 2008, included creating, engaging and leading a project team capable of managing future uncertainty essential in this approach. Simon was tasked with identifying a new path through the extensive corporate governance, and identifying, engaging with and gaining support from a complex array of stakeholders.

Equally crucial was the need to create and lead on a vision and mission statements for the project.

Due to the complexity of the project and a raft of major stakeholders, Simon was required to navigate his way through reviews, stage gates and corporate boards to gain support and agreement to embark on and complete the ICE process.

Resources

The project manager used his existing contacts within his functional peer group to assess existing team members and identify requirements for new candidates – specifically seeking leadership and professional capabilities to support the ICE process.

He carefully maintained the core of his existing team, while moving personnel around to achieve the right fit. Simon formed what he believed to be the best possible

team through discussions with peers, senior management and the project team members themselves.

Simon and his team were in uncharted territory as the exact approach to deliver the ICE was unknown at that time. However, through his own knowledge and consultation with internal and external experts, he diligently mapped out the internal organisation based on key work streams.

Co-ordination

Once the team was established, Simon held regular briefings and workshops, which bound the team together through an approach of ownership, empowerment and responsibility.

Simon also put in place means to enhance the team with external consultants to provide specific skills and capacity. As well as the immediate team, it was important for Simon to ensure that the wider stakeholder community was also brought into the whole process in a way that would garner trust and commitment.

He wasn't afraid to seek external expert advice in areas that weren't his primary domain knowledge, either. This led to him having a strong empathy with the bidders, having explored and understood their challenges and constraints within their own businesses.

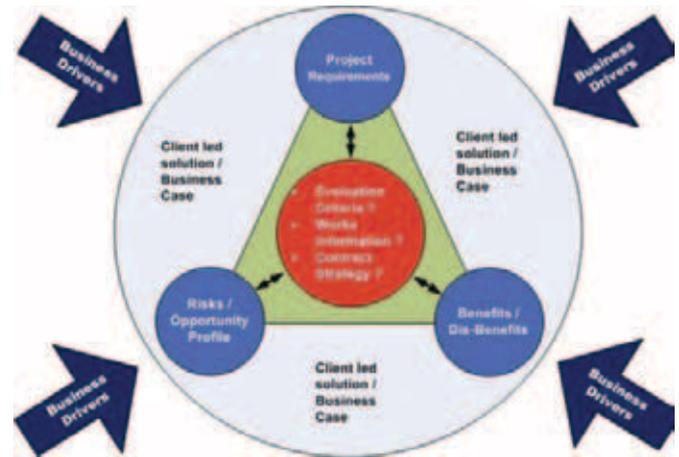
Successes

Overall, the project team proved that LUL can be as commercial as, if not more than, leading organisations in the sector. The project far exceeded the 15% target, enhancing the projects business case by an additional 45%. This included a £62m cost reduction, enhancement of social benefit and an increase in revenue.

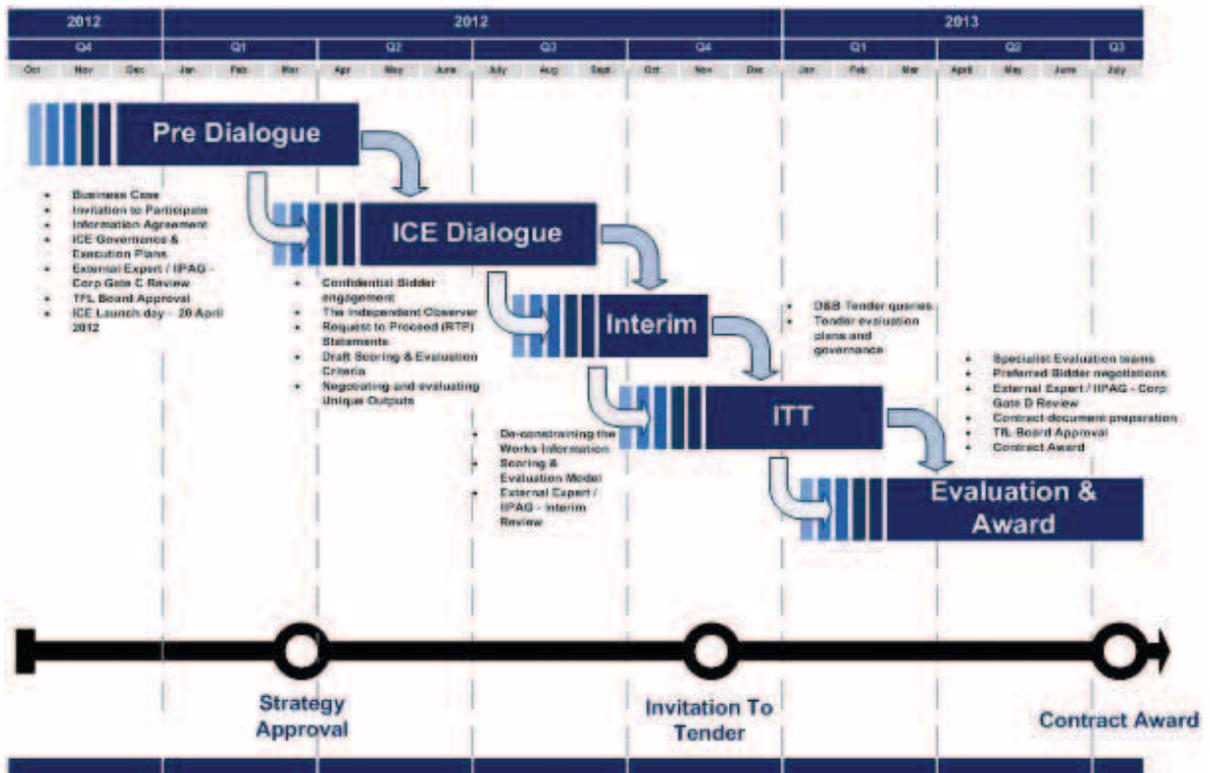
The company proved itself in that it can now be entrusted to deliver high profile innovative initiatives in a complex project environment.

Simon went through a steep learning curve personally throughout the process and developed his skills in leadership, communication and influence at all levels throughout the organisation.

The key innovation adopted throughout the project was the development and implementation of ICE.



Project Management Innovation: A new 'front end' triangle



ICE Implementation phases



The APM Project Management Awards have been celebrating project management excellence since 1993 and the broad range of categories is designed to make entry possible for projects and companies of all sizes and complexity.

The awards reflect the invaluable contribution project managers make in all sectors of society and the event provides an opportunity for industry professionals to meet with colleagues and entertain guests as well as celebrate at one of the year's most exciting events.

Highly regarded in the project management industry, the awards reflect the dedication and talent that helps to shape the project management community and the world around us. The finalists, winners and sponsors of the awards attract national publicity for their achievement and involvement. Winning an award provides invaluable recognition and kudos to the careers of winners.

For more details on the awards and how to enter or attend, visit apm.org.uk/awards or email awards@apm.org.uk

Association for Project Management

Ibis House, Regent Park
Summerleys Road
Princes Risborough
Buckinghamshire, HP27 9LE

Telephone 0845 458 1944
International +44 (0)1844 271640
Facsimile +44 (0)1844 274509

Email info@apm.org.uk
Web apm.org.uk