

APM Project Management Awards



WINNER'S

CASE STUDY



Category **Project Manager of the Year 2012**

Winner **Richard Walker, Network Rail**



Sponsor **programme**

Overview

The redevelopment of Farringdon Station was a £290m project delivered on time and within budget in the heart of London.

The project team – consisting of client Network Rail (NR), contractor Costain/Laing O'Rourke Joint Venture, and designer Atkins with the support of London Underground (LU) and Crossrail (CRL) – developed a collaborative approach to resolve significant stakeholder challenges within

a diverse operational railway environment.

This helped to deliver a best in class performance in safety culture, heritage, sustainability and technical excellence.

Richard Walker was the NR project director responsible for the safe and successful delivery of the scheme, achieving all of the project's milestones on time and on budget, from initiation to conclusion.



Objectives

Farringdon, one of the world's first underground stations, opened its doors to the public in January 1863.

The station, which is located with a conservation area and is a Grade II listed building, has been transformed by the £6bn Thameslink programme.

Owned and operated by LU with platforms leased to First Capital Connect (FCC), the rail hub has been redeveloped to facilitate increased Thameslink train and passenger capacity, improve accessibility for people with restricted mobility and deliver advanced works and full integration for the CRL programme.

In addition, the station had to remain safe and operational to the travelling public throughout the works.

Resources

It was essential to create strong and positive leadership from the outset of the project, which secured Government funding in 2007.

Richard strove to create and maintain a high-performance environment by setting SMART objectives and employing tough empathy to achieve inspired team performances.

In order to create an efficient process, Richard ensured that changes were made to the team structure and supply chain partners tasked with delivering the project at the earliest stage of the project. The combined team was performance managed to build and maintain effectiveness and morale throughout the four-year design and build programme.

Challenges

Right decisions taken at the earliest stages to identify the scope change and impact on the project meant Richard was able to deliver an integrated piece of railway infrastructure in a visible and coordinated manner.

The initial project team at Farringdon required strong leadership and had been initiated with expectations above the capability and skill set of the team. The team had a significant number of agency/contractor personnel with some inexperienced directly employed staff.

Richard spent considerable time recruiting internal and external candidates to create a platform of competence and a balance of personalities to ensure the project team had a strong mix of experience and enthusiasm.

Co-ordination

Communication was a key part of Richard's toolbox at Farringdon and enabled project success.

Using 360 feedback – feedback around the immediate circle of people involved with the project – to adapt his communications approach as the process continued, Richard completed monthly briefings to the project team on key safety, managerial and governance issues, progress and the future objectives.

Richard also completed many industry presentations and interviews representing NR. These included meetings with the Institution of Civil Engineers (ICE) and the Association for Project Management (APM) to communicate the positive aspects of Farringdon and highlighting the impact that good engineering and project management has on society as part of his communications plan.



Successes

As well as being delivered on time and to budget, the station has been redeveloped to facilitate 50 per cent longer trains and trebling of frequency, which will equal 14,500 extra passengers a day by 2018.

Richard regularly managed situations where stakeholders did not share the same objectives as the project team. The City of London, London Borough of Islington, English Heritage (EH), FCC and LU all had objectives for their stakeholders, residents, and passengers that had the potential to conflict with the delivery of Farringdon.

Through a mixture of listening, preparation and reviewing in an open and collaborative manner, strategic compromises were able to be made – helping gain future flexibility and trust from those stakeholders in the future. This effective stakeholder management, in word and deed, removed potential conflict situations and helped to ensure the successful and efficient delivery of the Farringdon project.





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

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