



CLIENT – Giffen Group

PROJECT VALUE – (Confidential)

DATE – February 2016 – June 2017



PROGRAMME DESCRIPTION:

The newly proposed Garden Bridge across the Thames was delighted to connect to Temple Station. In order to enable that connectivity Temple Station needed to modification whilst the station remained operational.

Giffen were awarded a contract to undertake the design and build elements of the work at Temple Station and subsequently engage Poise to undertake all elements of the station design works. This included modification to all asset groups: the design for the Electrical, Civil, Mechanical, Communication and Fire elements.

Due to the politically charged nature of the works and the number of interfaces across the entire Temple Garden Project, the timescales for completing the Design works were short with work needing to be completed in 10 weeks.

PROJECT DESCRIPTION:

The design had to be based upon maintaining an operation control centre at all time, which included the Control Rooms and Ticket office suites. We recognised from the outset that the key to the successfully delivery of this project was the need for strong collaborative behaviour and plenty of action.

This is especially true for projects of this nature, for large transport providers, because they have common issues for example:

- Missing or inaccurate asset record data
- Balancing the wants and needs of the many stakeholders groups
- Securing access to an operational site
- Outside influences i.e. Trade Unions, Political Influences
- Need to secure value for money for the taxpayer
- Meeting high and ever growing customers demands

The first step that we took was to arrange and facilitate a workshop in order to develop the correct staging philosophy and to build strong working relationships with all key stakeholders. This was attended by Giffen’s Construction team, London Underground Project Managers, Engineers, Maintainers and Operational Staff. Each staging option was

discussed and scored against a range of criteria including Operation Impacts, Constructability, Safety, Time and Cost.

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- All designs produced by Poise and developed and controlled undertaking the following activities:
- Each discipline engineer develops their respective compliance matrix
- Each Engineer has to confirm the inputs they require from the other disciplines engineers
- Weekly Engineering meeting held
- Integration Stage gate reviews held at key points agreed per project (normally 30%, 60% and 90%)
- Final 'Check' and 'Approval' of the designs conducted by other engineers with the appropriate skills and knowledge prior to issue of the design to the client.

In addition to this and to ensure that the client specification was met fully, Poise further engaged, over and above contractual obligations, with the key stakeholder on a one to one basis, on site and at offices. The extra value gained from these one-to-one engagement sessions was due to the fact that each discipline could be discussed to full detail and outstanding/late inputs from the client could be addressed immediately in lieu of waiting for up to 28 days for Technical Query and Requesting For Information responses. Individual sessions were held with Construction Managers and Planners; Civil Engineers; Mechanical Engineers; Operational Planners; Fire Engineers; Electrical Engineers and Interfacing Systems Engineers e.g. Prestige.