

Project

Station Capacity Programme

Client

London Underground (LU)

Value

£1.5 Billion over 10 years

Fee income: £1.5 Million over 2.5 years

initiate's role:

London Underground is part of Transport for London (TfL) and manages the tube network system. A major piece of work was undertaken during 1998/99 to assess congestion across the tube network.

This work was developed within the Network Capacity Planning Department and resulted in a priority list of stations that required reconfiguration in order to relieve the pressure of congestion and provide accessibility for the mobility impaired. These projects were not incorporated in the main contracts in place through Tube Lines and Metronet. This left a requirement to assess these projects and implement the changes necessary to improve both congestion and 'Step Free' access.

For this commission **initiate** were appointed as Programme Managers, our brief was to develop and integrate a programme management framework to fit the existing Station Capacity Programme and supplement the capability of the organisation.

initiate prepared the Programme Management Strategy which:

- Provided a master programme which identified all key events, milestones and key decisions in logic linked P3 Programmes throughout the development, procurement, management and delivery stages
- Providing the most appropriate, qualified and competent resources to deliver the series of programme events and the interface with suppliers, third parties, approvers and regulators
- Integrated UIP activities with all other LUL programmes and their interdependencies to capture the programme benefits
- Provided value management techniques to ensure that programme, cost, risk and portfolio reporting reflects the true status of the Programme
- Supplemented and provided information requested by LUL/TfL to assist the business planning, asset management and estate planning function

- Identifying, evaluating and managing risk, whilst taking cognisance of mitigation and ownership of risk or shared risk to the ultimate benefit of the programme
- Ensuring processes within the LUL Project Manual are implemented and project performance improved to demonstrate that good practice and business benefit are both achieved by the development of an Assurance Plan

initiate established a Programme Management Office that underpinned the Station Capacity Programme Team and provided the following key support functions:

- Project Management providing requirements management in support of the main Project Sponsors
- Stakeholder/Interface Management providing robust communication plans
- Schedule Management providing a series of logic linked programmes.
- Risk Management providing risk assessment both at Portfolio and Project level
- Cost Management providing a robust delivery of the capital spends and cash flow programme
- Assurance Management ensuring the implementation of projects using Best Practice

initiate Consulting's experience of embedding Programme Management into LUL can be described through a number of activities that formed part of the overall strategy that influenced the delivery of the Station Capacity Programme:

- Defining the appropriate governance structure
- Defining the roles and responsibilities of the Programme Management Office
- Setting up the Programme Management capability
- Tailoring the Programme Management tools and procedures to align and support those of LUL's
- Setting up an Assurance Programme to embrace the essence of best practice defining and developing key processes
- Base lining, monitoring and updating both Master and Project Schedules