

Project:

Earl's Court Station Stabilisation

Client:

London Underground Limited

Value:

£9.3 million

Background:

Earl's Court Station Stabilisation is part of London Underground's (LU) Station Stabilisation Programme. The purpose of the Programme is to stabilise the condition of the asset base of the seventy-two stations that were neither refurbished nor modernised during the Public Private Partnership (PPP). The Programme is being managed within the LU Capital Programme Directorate (CPD) and will deliver station premises and systems improvements and to maintain the assets in a fit condition for the next 10 years.

Earls Court is a strategic station on the LU network and the following success criteria have been set for the project:

- Maintain passenger and staff safety.
- Maintain railway operability / reliability.
- Reduce the risk of operating costs connected with closures or degraded operations.
- Minimise future maintenance costs by reducing potential faults or component failures.

In order to achieve the aforementioned targets a project team was appointed and tasked to deliver a series of works:

- Safety related repair / replacement of premises assets
- Replacement of mechanical assets
- Replacement of telecommunications assets
- Replacement of end of life electrical circuits.
- Improve water management system and investigate water intrusion
- Additional lighting
- Replace end of life directional and safety signage.
- Upgrade to the fire detection / suppression system

initiate's role:

initiate was appointed Project Manager in the Earl's Court project team. The project was facing three great challenges: achieve design approval; timely procurement of work packages; and site mobilisation.

To achieve design approval, it was critical to ensure that the designs were reviewed in a timely manner and all comments captured, fed back to the designers and closed out satisfactorily. We provided the link between the design consultants and LU discipline engineers. **initiate** developed schedules and processes to monitor the progress closely while managing the cost and commercial implications.

Upon design completion **initiate** led the procurement phase. Numerous work packages had to be let out to trade sub-contractors using STAKE, an innovative procurement process new to LU. **initiate** contributed by reviewing the contractors' submissions and providing technical and commercial insight.

initiate was instrumental in compiling a fully integrated programme of works and achieving the baseline start date. Close liaison with the Station Operations was required as well as other major stakeholders such as English Heritage and the Royal Borough of Kensington and Chelsea. More importantly, **initiate** drove the compilation of all assurance documentation necessary to take the project from design to construction.

Outcome:

initiate worked in harmony with LU to achieve all major programme milestones. Design issues were closed, the scope was finalised and clearly captured and key contractors were appointed. **initiate** was pivotal in establishing relationships of trust with them and introducing communication channels in different organisational levels. The project team is now well placed to successfully deliver the construction phase. **initiate** continues to play a vital role in the project team.

