



CASE STUDY: Innovative Contractor Engagement

London Underground Bank Station Upgrade



Bank Station is part of London Underground's programme of capital works which aims to increase the station's capacity by 40% and improve accessibility and interchange times. As the third busiest station on the tube network, Bank Station upgrade is a visible and high-profile project which began in December 2015, with a completion date in 2021 and with a budget of £563m.



Why were we needed?

JCP originally worked with Transport for London (TfL) who required support to ensure the best outcome for the design and build contract which would be procured using a method known as the Innovative Contractor Engagement (ICE). JCP worked with TfL during the ICE process to help develop a framework of collaborative behaviours as part of the procurement documentation to ensure the best fit suppliers and partners for this long-running, visible and important project.

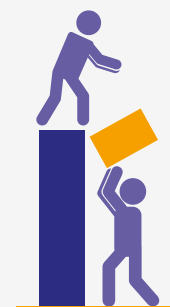
What did we do?

JCP helped TfL develop a draft Alliance Agreement which set out the collaborative behaviours required to bring the project to a successful conclusion. As with many other clients in this time of ever-constrained budgets, TfL has committed to the aims of the Construction 2025 Strategy which includes targets of a 33% reduction in whole life costs and a 50% cut in delivery time. JCP were brought in to help secure these aims.

Why is collaboration so effective?

Positive attitude and behaviour is vital to the success of long-term projects. Defining acceptable behaviours for your project, selecting suppliers consistently and developing, motivating and measuring those

behaviours during mobilisation and delivery can transform the way you, your partners and other stakeholders perceive your success.



Collaboration works.



The introduction of the ICE was a new innovation. Where TfL projects have usually relied on traditional contracting models, this project employed a system whereby the suppliers would be part of the design brief, allowing opportunities for efficiencies and ideas to come through.

As Danny Duggan, Project Director from winning bidder Dregados put it: "For the first time, we had access to the client's business case and all of the detail of the original scheme, including the price risk register, which was crucial. It showed us what LU did not want and how much cost had been built into mitigating against the risks of that happening. We were able to work at coming up with a scheme design that reduced the likelihood of these risks and cut the associated costs."

But the uniqueness of this approach meant that all parties needed guidance and support to ensure the best outcome and here JCP's skills and experience meant the process ran smoothly throughout the 12 month duration.

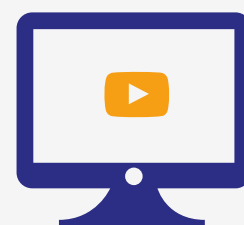
What did we achieve?

- ▶ Unlocked the tier two supply chain innovation through TfL/Dragados team engagements
- ▶ Supported the successful delivery of the TWA.
- ▶ Kept the project on track with regular reviews of the structure and performance of the SMT, and with one to one feedback and coaching to the G5 (top level management team)

"The advantage of having a consultancy like JCP is they bring a breadth of experience across a number of industries. We can become quite insular inside our own projects and our ability to look outward is sometimes quite difficult when we are engaged in the day to day activity. JCP act as a pair of eyes that help us see and bring you back down to earth to some very simple things we need to do."

Simon Addyman

Hear more about the project from Simon Addyman at LU.



[Click here](#) for Infrastructure Intelligence interview with key players on the project

