

Collaboration and Trust delivers Network Rail efficiency on Wessex Route during CP5

OSBORNE



DESIGN EFFICIENCY SAVINGS

- 1100 designs submitted in 3 years with 70% on or ahead of programme
- 55% of Designs approved first time with no comment and 44% approved with only one comment!
- 98% improvement in design acceptance rate
- 1000 working hours saved through digitalising paper work

PROJECT	IP Southern Multi-Functional Framework
CUSTOMER	Network Rail
ROUTE	Wessex
CONTRACT	NR19 (modified version of NEC3)
COMPLETION	5 years through to 2018
VALUE	£50m per annum

Issue

The major risks in delivering a programme of infrastructure improvements are surety of programme delivery, cost certainty, and clear stakeholder engagement.

When procuring the 5 year IP Southern Multi-Functional Framework, Network Rail took the strategic decision to appoint a single design and construct contractor on each route. They based their approach on developing trusted relationships with shared goals, responsibilities and clear accountability to deliver their framework objectives.

Osborne was appointed as the single partner for the Wessex Route. The complexity of the programme is immense. Typically delivering £50m and 80 projects per annum, that will improve the resilience and reliability of railway infrastructure assets from London to South Dorset.

How could the arrangement deliver efficiencies in design development?



Solution

The first step was creation of a combined Design Development Team co-located in Waterloo. By instilling a culture of collaboration, trust and transparency a highly engaged team has formed. There is clear visibility of the route plans and objectives and we are functioning as 'One Team' with shared learning and shared outcomes. In this highly collaborative environment, processes are streamlined and creative thinking ensues.

Importantly, the Design Development Team has gained a comprehensive understanding of the customer's asset condition. Armed with this knowledge they have been able to optimise upgrades and replacements against Network Rail's asset policy objectives and promises for CP5. Rigorous analysis, innovative thinking and open challenge allowed works to be de-scoped and in some instances completely eliminated!

As well as targeting expenditure in the right place, Network Rail have benefited from improved budget and programme surety. There have also been efficiency gains in the wider investment programme as other maintainers and operators strategically plan their works in conjunction with our works to share access, and reduce cost.

Outcome

Incredibly, this collaborative approach to work scoping and design development has delivered 1100 designs solutions approved 'right first time', in the first 3 years of the framework.

Of those designs, only 0.5% of designs were rejected compared to a non-collaborative environment where the rejection rates are typically 20-30%.

Establishing and nurturing the right culture and behaviours has been integral to achieving these efficiencies and has led to the most resourceful and value added solutions for our customer.

We all like success, sharing learning, extending our knowledge, and producing creative solutions and most of all, being part of a high performing team. 'One Team Wessex' harnesses that to maximise delivery against budget.

"I have been thoroughly impressed by the effort and professionalism put into managing the Track Form A sign off for the scheme. The information provided clearly articulated that the most suitable solution had been identified for the works. Thank you." Mark Evans, Asset Engineer, Network Rail Infrastructure Ltd