

British Transport Police CCTV Hub Realisation

Customer: Network Rail

CLIENT BRIEF

Having obtained funding from Network Rail to proceed with the project, Sarax was commissioned to deliver the programme of works through two turnkey contractors, one for building refurbishment works and the other for systems solutions.

WHAT WE DID

Sarax provided overall project and programme management working from strictly controlled RAIDD logs and project plans to understand and mitigate impacts. We were the technical design authority, ensuring that practical and innovative solutions were delivered that users could adopt with the minimum of training, notwithstanding the transformational aspects of what was being delivered.

HOW WE DID IT

Sarax used project management techniques mixing agile and Prince2 methodologies, adapted and blended as appropriate for each element of the works. As the works progressed, we found that our technical knowledge, and particularly our holistic systems approach, was increasingly called upon to maintain project direction and velocity.

THE WORKS

Due to our robust programme oversight it became clear that our turnkey technology partner was beginning to fail in two crucial areas: project management and installation quality standards. We quickly stepped in to prevent the programme from being seriously compromised, requiring us to:

- Gather compelling evidence that the technology partner was failing
- Negotiate a contractual agreement with the technology partner that enabled them to withdraw gracefully
- Maintain the financial viability of the project to completion
- Take on key roles in installation, contractor management, technology provision, training and maintenance

- Take over management for the individual project strands in addition to overall programme management.

In addition, we identified that the turnkey building refurbishment partner was also falling behind time and below quality standards. We subsequently took on a more proactive role in the day-to-day design and management of the building works, also leading the mechanical and electrical designers and quantity surveyors at a much more granular level.

As a result of our interventions and approach we were able to deliver the programme outcomes to BTP on time and on budget.

Throughout this complex and multidisciplinary programme of works Sarax was able to keep the force vision at the forefront of thinking and delivery – achieving practical transformational change for users. Real cost savings were delivered for BTP, Network Rail and the Train Operators, and a safer railway was provided for the travelling public.

TOP 5 BENEFITS

- Delivered to time, budget and quality standards
- Operators transferred to their new facilities and were able to work successfully from day one
- Standardisation of process and evidential packages
- Real cost benefits were provided to BTP, Network Rail and Train Operators
- Empowerment of BTP CCTV as a single entity with an increased profile in CCTV schemes.

VALUE ADD

- Maintaining the quality delivery of the client's vision without compromise, delay or additional cost
- Successfully managing outcomes despite failing contractors
- Subsuming other contractor responsibilities beyond the initial scope, without compromising the budget or quality
- Adept and agile in responding to and overcoming unforeseen challenges, while maintaining business as usual.