



Transformation of an existing train terminal at the heart of a new commercial district
Completion Case Study

KEY INFORMATION:

CLIENT: ION Property
Developments, on behalf of City of
Wolverhampton Council (CWC)

LOCATION:
Wolverhampton, West Midlands

CONSTRUCTION VALUE: £21.6m
(Phase 1: £19.1m, Phase 2: £2.5m)

CONTRACTOR: Galliford Try

START - FINISH DATE:
Phase 1: March 2018 to March 2020
Phase 2: April 2020 to Feb 2021

SECTOR: Transport

FORM OF CONTRACT: JCT 2011
Design & Build

DELIVERY TYPE: Two-Stage D&B

"Thank you to Galliford Try for your diligence, hard work and ensuring that a great building has been designed, installed and delivered, on the Wolverhampton Station project. I have worked on a number of station projects, across the midlands, over the last 10 years for NR, and this by far, is one of the best delivered buildings that I have yet seen."

MICHAEL EVANSON |
PROJECT MANAGER |
NETWORK RAIL

**PROJECT OVERVIEW**

This project involved the phased construction of a brand new, state-of-the-art railway station whilst maintaining existing rail services. The station is a major feature of Wolverhampton Interchange, an exciting and long-awaited project funded by the City of Wolverhampton and partners as part of the regeneration of Wolverhampton.

The new station benefits from an enhanced ticket office, larger passenger concourse, ample ticket barriers to ease flow on and off platforms, much-improved retail and cafe facilities, an increased taxi rank provision and a more efficient passenger drop off/pick up system.

Phasing of the works (across two phases) allowed the station to remain operational throughout the construction period. The enabling works involved the relocation of the existing train operators' staff and British Transport Police to temporary accommodation on a neighbouring car park.

WOLVERHAMPTON INTERCHANGE

Wolverhampton Railway Station is one phase of the wider £150m Wolverhampton Interchange project to create an innovative transport interchange in Wolverhampton City Centre. The Interchange will provide a new hub for rail, tram and bus services, together with a mixed-use commercial development offering retail outlets, leisure facilities and public space.

RISK REDUCTION

Through our **collaborative design process**, we identified the risks of all project stakeholders and coordinated the design sign-off. This included approval from Network Rail, two train operators and the British Transport Police. During design development we used 3D walk-through models to aid familiarisation and stakeholder sign-off.

QUALITY CONTROL

Build quality was managed closely with Network Rail's on-site Project Manager through our ISO9001-certified Quality Management System (QMS). All Inspection and Test Plans (ITPs) were agreed with Network Rail and rigorously **inspected by our internal Contractor Responsible Engineer (CRE)/Network Rail's Project Manager**.

Following successful sign-off post construction, Network Rail Form 5 documents were produced by our CRE to verify that the constructed project was built in accordance with the design and build quality required.



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"Galliford Try have been highly collaborative, liaising well with the team from the live station while completing phase one of the works. They also worked very well with the client, showing a real will and drive to get the project over the line."

CHRIS JONES |
ASSOCIATE DIRECTOR -
PROJECTS |
ION DEVELOPMENTS

GallifordTry

PHASED HANDOVER

We delivered **two phased handovers** due the requirement to decant prior to construction. The first handover required the relocation of rail operator staff and BTP into purpose-built temporary accommodation. During the project launch workshop, we worked with ION to develop a formal decant strategy with end-users. This supported development of our **Handover and Aftercare Plan**, which was continually developed from project launch and was informed by specific move meetings to develop our strategy.



COLLABORATION WITH NETWORK RAIL

Hoarding space

Working with Network Rail, in order to reduce passenger loading on the platform, we scaled back the train door opening sequence to the two front doors only. This maximised space availability for site hoardings, reducing platform width from 2.7m to 900mm required for the train crew.



Compliance

To support design coordination, we supplemented our construction team with an experienced Contractors Engineering Manager (CEM) and a Contractors Responsible Engineer (CRE). This supported our compliance with Network Rail standards and improved build quality control.

Co-location of project team

To facilitate collaboration and team integration, Galliford Try shared office space with Wolverhampton Interchange Partnership (WIP) representatives and Network Rail's Project Manager. This co-location of the project team encouraged continuous communication and engagement across the project interface, with buy-in from all stakeholders.

Handover and early access

To support Network Rail staff and other end users, we facilitated handover workshops through the last eight weeks of the programme. This included familiarisation visits/review meetings to assess internal process demands and information they required to mitigate risk of delay. We provided early access for staff to locker rooms and facilities to aid familiarisation and minimise downtime for the building's 600 staff.

STAKEHOLDER ENGAGEMENT

As part of our Stakeholder Management Plan, we established **early and continuous engagement** with key project stakeholders, including:

- Monthly stakeholder meetings at project and senior levels with British Transport Police (BTP), Virgin Trains/Avanti West Coast, West Midlands Trains and WIP
- Monthly progress reviews with ION's project management team to review project objectives, such as social value requirements
- Two-week look-ahead reviews held at the site office each week to provide visibility of forthcoming work for all stakeholders

CUSTOMER SATISFACTION

Customer satisfaction was measured as a North West Construction Hub KPI and via our independent customer satisfaction assessment. This demonstrated the excellent relationship Galliford Try developed with all stakeholders, showing a **net promotor score of 9/10**.



Cllr Stephen Simkins (CWC) and Malcolm Holmes (TfWM Director of Rail) marking the start of Phase 2 demolition (old station building)

"Galliford Try have been proactive and supportive of City of Wolverhampton Council's priorities for skills and employment. Galliford Try have been outstanding ambassadors, sharing their professional and personal expertise including knowledge of their Social Value Calculator to maximise the potential legacy of this significant City of Wolverhampton project for the city council and its residents."

ANGELA HOYLE |
EMPLOYMENT GROWTH
MANAGER |
CITY OF WOLVERHAMPTON

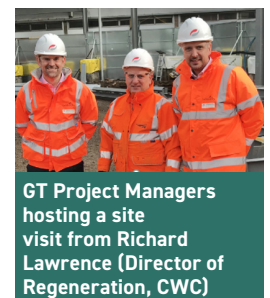
SOCIAL VALUE ACHIEVEMENTS

We employed **local subcontractors** and provided resources such as training and development through the Galliford Try Training Academy. Our approach was enhanced through the use of our Gold membership status within the Supply Chain Sustainability School. This provided **free training for our supply chain** on energy, waste and carbon reduction, health/wellbeing and modern slavery.

Galliford Try developed a **Social Value Plan**, which included a wide range of education, employment and supply chain activity. We established a comprehensive social value enhancement programme, resulting in **61% of subcontractors being sourced within a 30-mile radius**.

Social value outputs were agreed with ION and CWC, and included 27 Key Performance Indicator targets, all of which were achieved by Galliford Try. Social value contributions were monitored through our **Social Value Calculator** to ensure we addressed local priorities and needs. Some of Galliford Try's social value achievements on this project included:

- 8 employment activities
- 8 work placements
- 29 training weeks
- 100% supply chain payments within 45 days
- Over 50% local labour employed on the project
- 104 apprenticeship weeks
- Hosted a construction careers event at Smestow Academy
- Facilitated a mock interview careers event in partnership with Thomas Telford UTC and CWC
- Supported local charity, Good Shepherd Wolverhampton to feed over 150 homeless individuals and vulnerable families with babies and young children



GALLIFORD TRY'S RAIL CAPABILITY

Galliford Try has a dedicated Rail business unit, providing **specialist knowledge, expertise and integrated rail services** to our projects. We currently work for Network Rail as well as many train operating companies and clients whose work has a rail interface.

Our strength lies in our **experienced people and their deep understanding of the rail industry**. We are focused on providing a flexible service with the ability to deliver a variety of solutions for our clients. Some of our specialist rail services include:

- Station construction and refurbishment
- Access for all schemes
- Platform construction and extensions
- Station interchanges and car parks (surface, decks and multi-storey)
- Depots (M&E, trainwash facilities and buildings)
- Overbridges, underbridges and footbridges
- Integrated schemes
- Rail engineering (civil and structural solutions)
- Earthworks and drainage
- Lineside structures (foundations, culverts and ancillary structures)