



## PROJECT PROFILE



# World Squares for All Phase 1: Trafalgar Square and Environs

## THE TASK

This £20m project covered the environmental enhancement and consequent traffic management of Trafalgar Square and the surrounding area, the first implementation phase of Fosters and Partners World Squares for All Masterplan. The scheme was overseen by a Steering Group comprising the Government Office for London, the Department of Culture, Media & Sport, the Parliamentary Works Directorate, the Royal Parks Agency, English Heritage, Transport for London and the Greater London Authority. Based on previous experience of significant cost and time overruns on major projects, the City of Westminster decided to appoint a project and cost management consultant who was independent of the separately appointed design consultant. TPS was appointed to this role in April 1999 after a rigorous selection process. In autumn 2000 the project and consultant commissions were transferred from the City of Westminster to Transport for London.

## THE DESIGN AND THE SERVICE

We organised a Launch Workshop with the Steering Group organisations and consultants which served to clarify the objectives and scope, identify the critical success factors, establish a mutually owned mission statement and stimulate early team building. This then allowed us to produce a Project Execution Plan to identify all the project stakeholders, to establish the systems and procedures for the client interface, communication, approvals, etc. and to provide a working framework for the project team.

During the project we utilised cost planning to quickly identify all possible cost heads (giving an early robust budget and a benchmark for cost control and value management), and programming from a strategic level to identify critical milestones (including Committee lead-ins and funding applications). This informed key decision-

### CLIENT:

Transport for London

### PROJECT VALUE:

£20m

### SERVICES:

- Project Management
- CDM Co-ordinator

### TYPE:

Urban Environmental

### START DATE:

April 1999

### COMPLETION DATE:

May 2003

### PROJECT PARTNERS:

Foster and Partners -  
Architects

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making, right down to a detailed level to provide a target and monitoring tool for activity streams including design development, approvals and consultation. We also adopted a Risk Management Strategy, based on risk identification, assessment and an ongoing action plan, to manage out risks to project viability, cost or programme. We incorporated an allowance in the cost plan and programme for those residual risks which could not be managed out.

We developed a bespoke Procurement Strategy to enable early contractor appointment to develop optimum works phasing and temporary traffic management whilst retaining design control, competitive tendering and single point construction responsibility. The administration of the construction contract included extensive liaison regarding traffic management to reduce the impact on frontagers and events/protests/ceremonials. We also developed and implemented a strategy for the design, approval and procurement necessary to add public toilets, café, storage areas and disabled lifts to the project during the construction stage.

We undertook extensive public consultation via delivered leaflets/questionnaires, exhibitions, a website and meetings, backed by significant press coverage, and this has ensured that wide-ranging stakeholder comments have been sought and addressed. We have assisted the client with survey work, noise and air quality monitoring, utility diversions/connections, legal agreements, public relations and a Heritage Lottery Fund application.

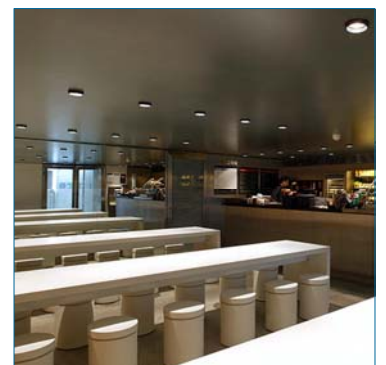
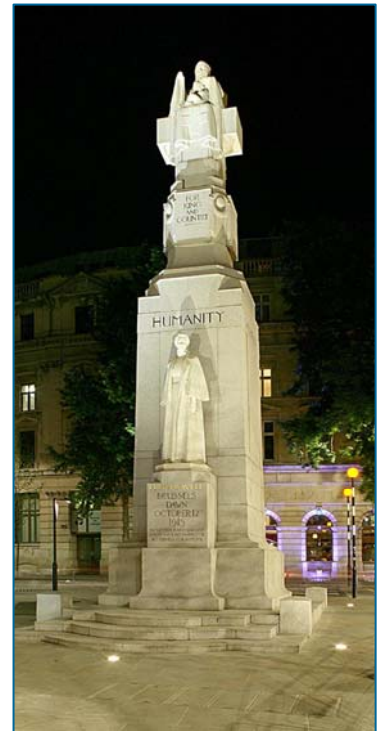
## THE RESULT

The overall project has been highly successful, contributing to the prestigious development of one of London's top tourist attractions.

As a result of the Launch Workshop and Execution Plan the project had clear objectives, organisation, staging, communication and procedures. This meant that, despite extensive additional traffic modelling and less than three weeks lead-in to the consultation exercise, the project was kept on programme for report to the June Committee.

Cost planning and control has kept the scheme estimate within the detailed project budget established three months after appointment; risk management has prevented disruption by unforeseen events, prompted pre-emptive investigative work, informed decision-making and strengthened client confidence; and the public consultation has ensured that the views of a very wide range of stakeholders and affected parties has been sought, analysed and addressed within the scheme development.

A £1.5m grant was obtained from HLF and approximately £3m of building works has been successfully designed and added into a highways contract with less than a month's extension to the original completion date.



## FURTHER DETAILS

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