

The Dawlish Story – Feb 2014 to Dec 2015



Presentation Outline

➤ Introduction

- Mott MacDonald Team
- Wider Project Team

➤ Emergency Project

- Introduction
- Commercial
- Woodlands
- Opening

➤ Dawlish Lower Walkway

- Introduction
- Progress to date

➤ Questions



Introduction to the Mott Mac Team

Commercial

Commercial Manager – Warren Barrett

Commercial Manager – David Haslett

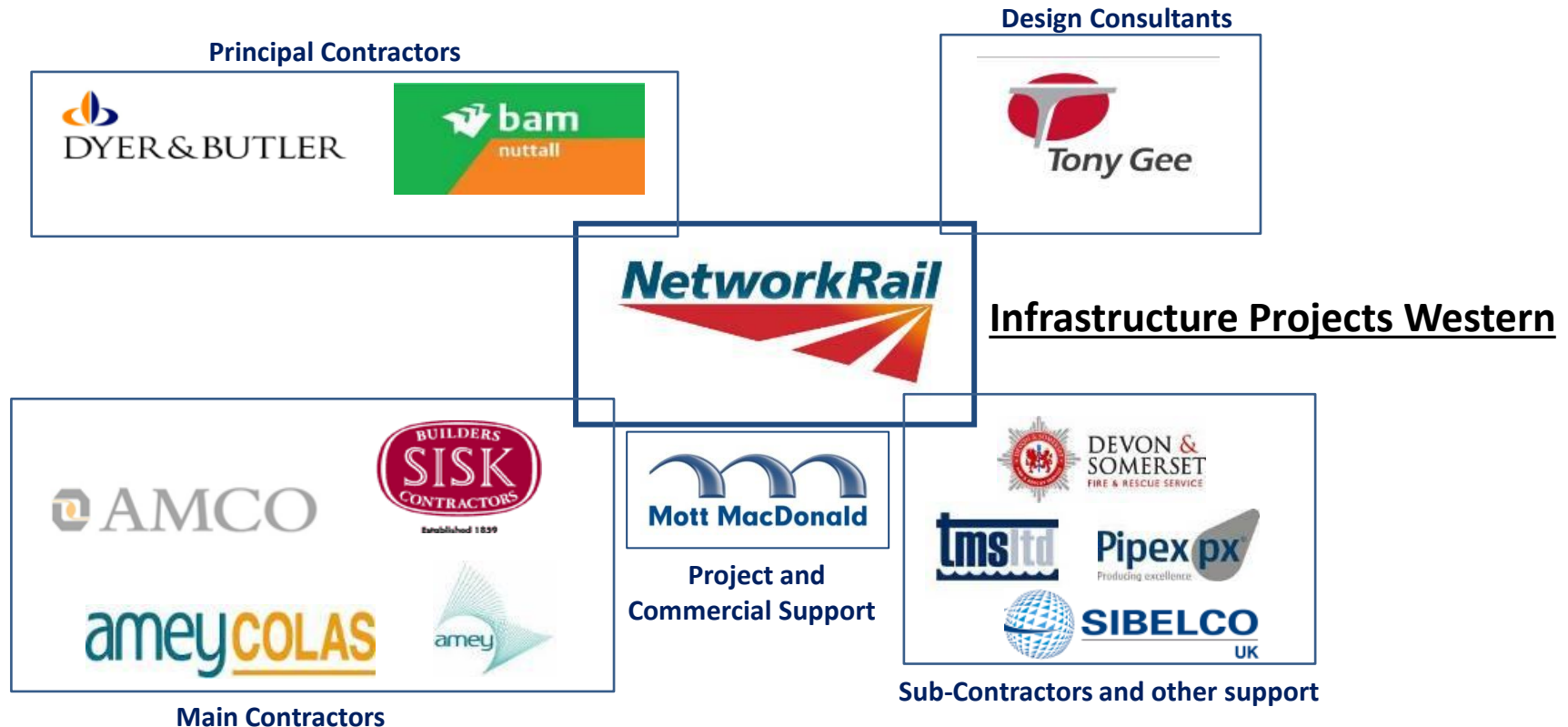
Project Management

On Site Project Manager – Glynn Eley

Assistant Project Manager - Sophie Young



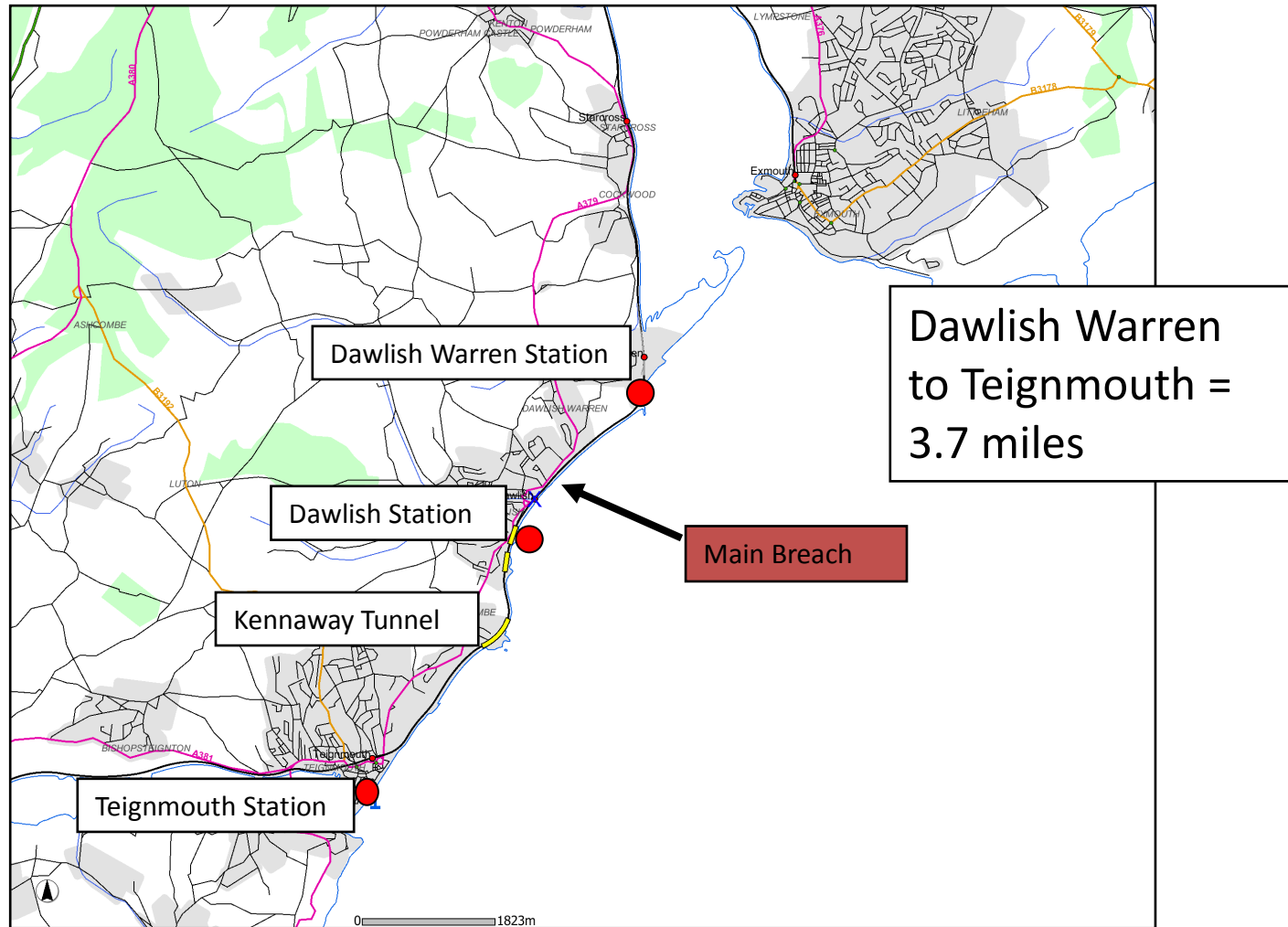
Emergency Remediation – A collaborative effort



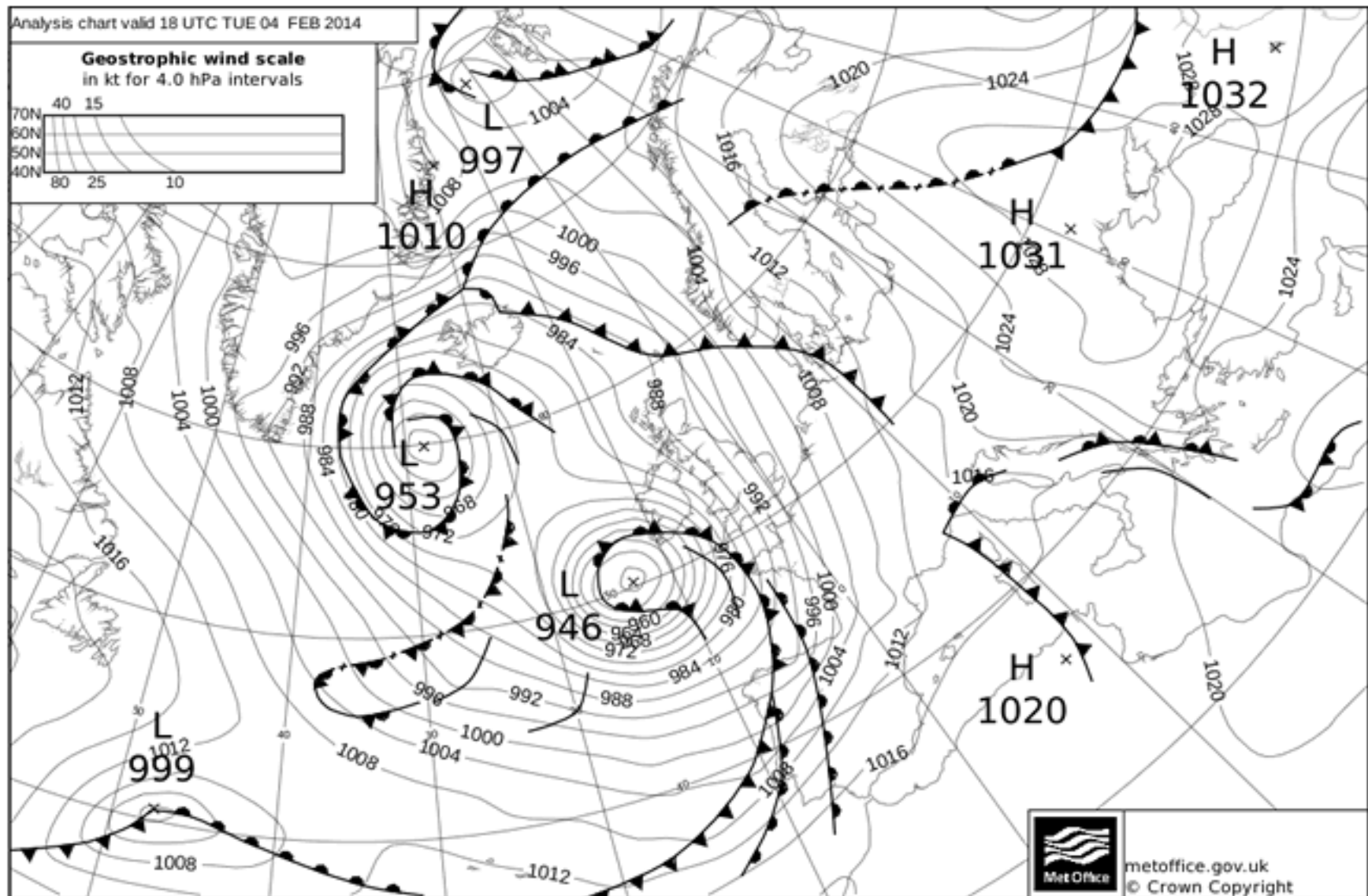
What happened?



Introduction



4 February 2014



Scope of Works

Very Simple Remit:

‘Open a safe railway as soon as possible’

In Reality:

- Unclear and expanding scale of damage
- Unknown solutions
- Unknown programme
- Very challenging environment



The scale of the job

- Network Rail's army of 300-strong team working 24/7 for over 50 days = over 130,000 man hours to first train
- Rebuilt breach using 6,000+ tonnes of concrete and 150 tonnes of steel
- Rebuilt half of Dawlish station
- Installed over 13 miles of new cable
- Renewed over 700m of new railway track and ballast

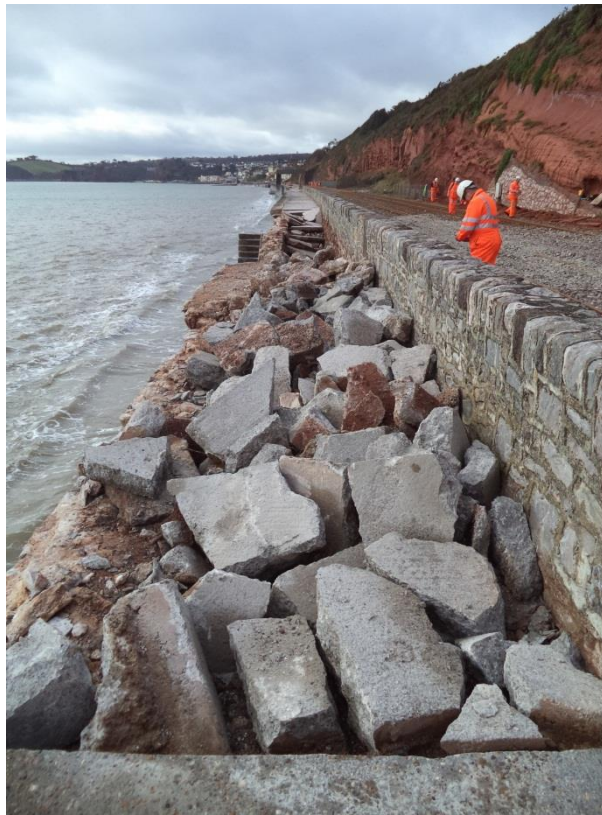


Time Lapse Video

- https://www.youtube.com/watch?v=HEt9_NYKR9E&feature=youtu.be



Photos



Mott Mac Involvement

- Phone call to appoint MM - mobilisation commercial within 48hrs of initial event
- Why MM were chosen
 - Local
 - Flexible
- Involvement of PM 2 weeks later to aid NR PM team



Commercial Management

- 4 Contractors appointed through NR frameworks with existing relationships allowed for instant mobilisation.
- Form of Contract: NR12A, ICC Target Cost Version amended to Cost Reimbursable.
- Client took design responsibility (kept consistency between 4 Contractors).
- Fee percentages negotiated between NR and Contractors.

Commercial – Risks

- Losing Control of the budget based on cost reimbursable Contract.
- Supply of plant, labour and materials (overloaded supply chains).
- Collaborative working between 4 Contractors.



Commercial – Managing the Project

- Mott MacDonald – 2 Commercial Managers on site full time.
- Contractors Commercial Staff on site.
- 1st challenge: 48 hours to produce a financial report on the 4 main Contractors to establish funding requirements.
- Result: Report 5.7% different to the final issue in January 2015.
- Weekly reports broken into Contract Cost Components from Contractor on cost liabilities and forecast cost to completion.

Commercial – Managing the Project

- Individual Contractor's reports analysed together with open book policy. CHALLENGED!
- Contractor's reports entered into weekly report to Client with reconciliation from previous weeks.
- On Site Audit included site inspections on plant/materials utilisation.
- Plant, labour, materials supported with on/ off hire tickets, timesheets, invoices. VALIDATED by MM.

Commercial – Lessons learnt

- Commercial staff based on site for target cost/ cost reimbursable is vital.
- Electronic signing in devices would have reduced paperwork and audit requirements.
- Open Book accounting allowed fast processing of interim payments. 2 days (£1m per go!).

Commercial – Lessons learnt

- Run audit concurrent with project.
- Main offices were shared so all staff were located in the same block.
- **1 team approach.**
- **No closed doors.**
- **Shared Supply Chain.**

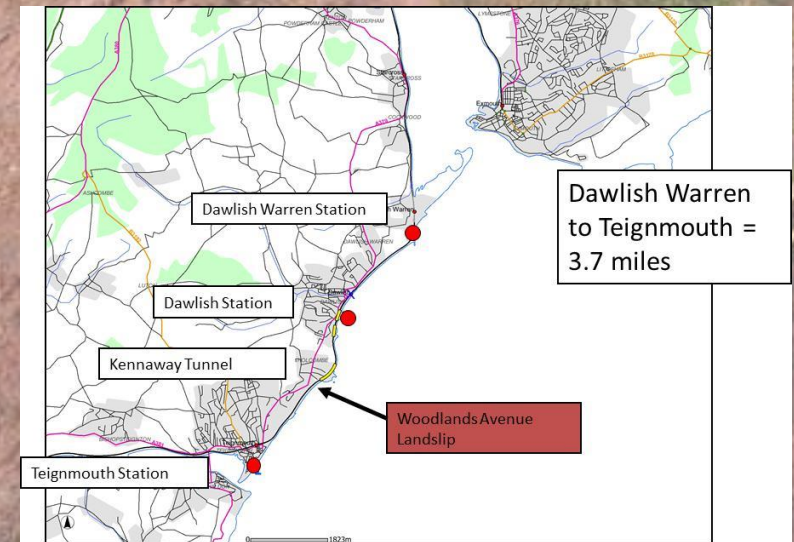
Commercial

➤ All running smooth, and then...



2 weeks to go....

- Gathered a meeting of minds:
- Mass Regrade
- Explosives
- Army Equipment
- No idea was a bad idea



The response to Woodlands - Induce a landslide

- Water Saturation
- Water Bombing
- Water Canons



Teignmouth Sea Cliffs- Woodlands Avenue



4th April 2014 - The Opening (58 days later – 56 if you are DC).



4th April 2014 - The Opening - £12k



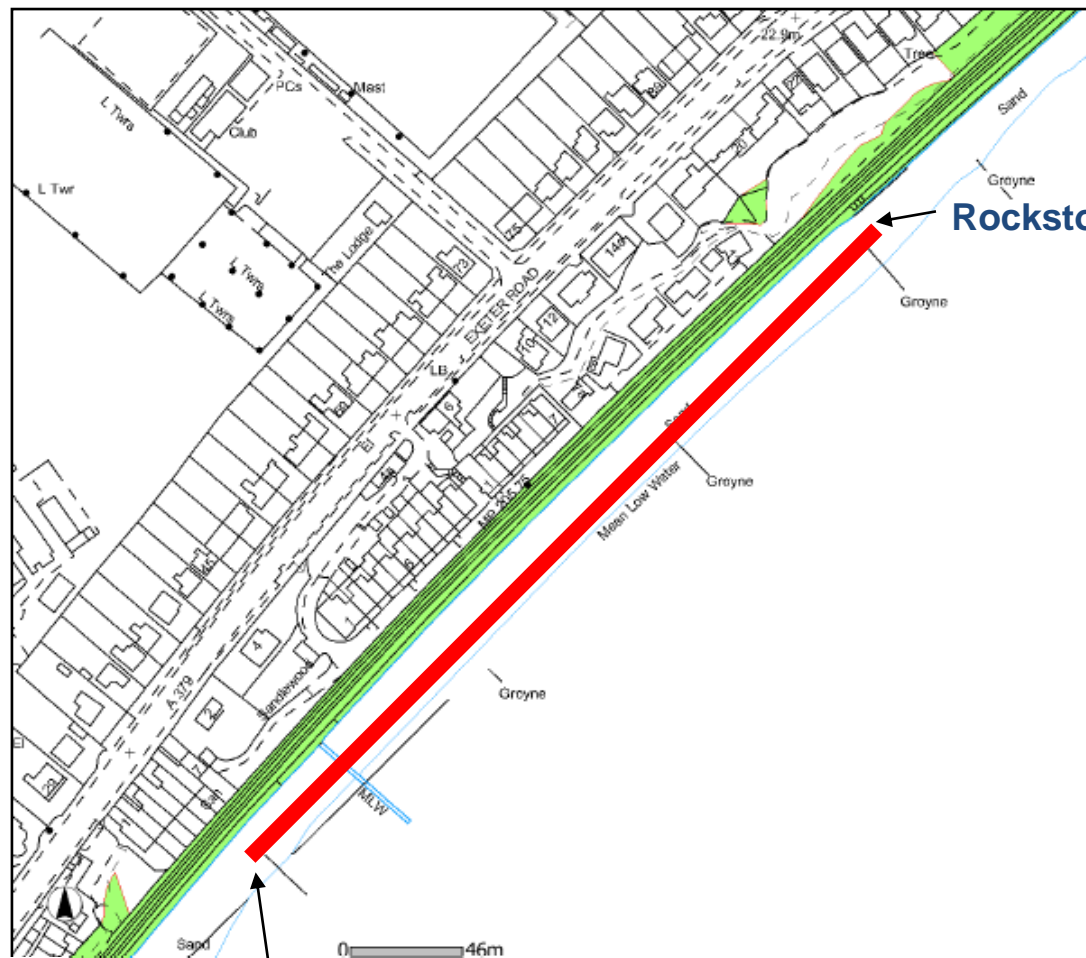
Lower Walkway Works – Additional Reinforcement



Project Extent



Project Extent



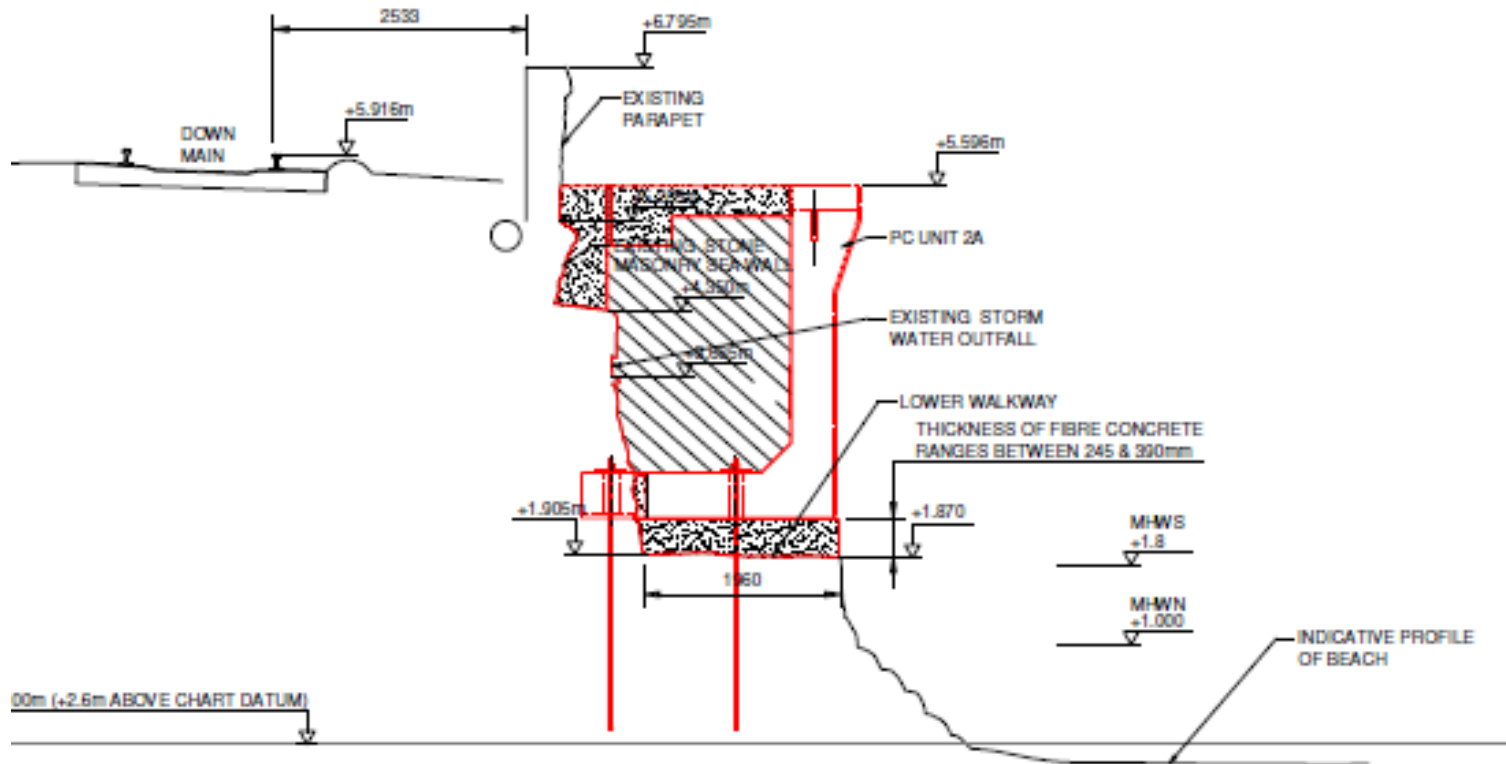
Rockstone Steps

Coastguards
Ramp

Area B - Breach Section



Outline Design



Challenges

- Weather
- Location
 - Ocean
 - Railway
- Access
 - Boat
 - High level walkway
- Logistics
- Tides



Jack Up Barge



Progress to date

- 101 units landed
- Anticipated completion – Mid June 2015



Acknowledgements

- Network Rail
- AMCO RAIL
- BAM
- Dyer & Butler
- Sisk
- Tony Gee & partners
- Aerial Technics
- Lobster Pictures



Any questions





Mott MacDonald

www.mottmac.com

