



## MOVING MANCHESTER AHEAD

- WSP helped Manchester deliver a world class light rail network ahead of schedule while maintaining busy day to day rail operations.
- The creation of an Integrated Delivery Team saw WSP and its partners work in tight collaboration, ensuring the programme of work stayed on track.
- WSP has won numerous international awards for its work on Manchester Metrolink, including for innovative approaches that secured Manchester tens of millions in cost savings.

***Manchester's Metrolink project has been lauded as one of the world's most successful light rail systems, improving connectivity for the region's 2.6 million residents and connecting key commercial areas of the city.***

WSP was a partner in the Metrolink expansion early on, serving as Transport for Greater Manchester's (TfGM) Delivery Partner from 2007, on what would become a £2 billion programme spanning 13 years of work.

One of the biggest transport projects completed in the United Kingdom in recent decades, Metrolink Manchester's expansion has served to triple the size of the rail network, adding 65 km of new tramway, along with 380 new structures, including 160 bridges and tunnels.

It was a project of unprecedented complexity. Not only were WSP and its partners responsible for building extensive new infrastructure, but had to do so while maintaining day to day rail services and protecting heritage buildings in close proximity to rail links, such as Manchester's Grade I listed Town Hall.

Despite the challenges, WSP helped deliver at least 30 km of rail and associated infrastructure ahead of schedule, achieving considerable cost savings in the process. The £400m airport line opened 12 months early.

### An integrated approach

That success in no small part comes down to WSP's collaborative work ethos. Manchester Metrolink saw us join together with staff from TfGM as well as other partners and contractors to form one Integrated Delivery Team (ITD).

This allowed us to streamline everything from programme management and systems integration to cost management and health and safety. At the project's busiest point WSP had 160 people involved in the project and our ability to be flexible, agile, and scale our operations according to TfGM's needs, was a deciding factor in the project progressing ahead of schedule.

By promoting knowledge transfer, we helped develop TfGM's programme management capabilities with training and development, succession planning, secondments and mentoring ensuring that we had a team that would perform at a high standard over the entirety of the project. TfGM has gone on to adopt many of our processes as business as usual in their own organisation.

Our innovative use of software and digital tools, such as our Business Management System (BMS), which integrates quality control with quality assurance and document control, allowed us to stay on top of complexity and provide transparency to TfGM and our partners.



We also applied a suite of KPIs to monitor and report on our quality and performance and hold regular KPI review sessions to collaboratively discuss feedback that ensured continuous improvement as the relationships grew.

WSP established a Stakeholder and Approvals team to develop relationship management and lead proactive engagement. They developed bespoke software to track communications and assigned relationship managers to key stakeholders.

Utility diversions are a key cost and programme risk for light rail schemes. But WSP's innovative approach illustrates our ability to achieve significant cost savings for our clients.

### Avoiding costly utility headaches

The Metrolink extension projects involved over 600 utility diversion contracts. On the Trafford Park Line, we worked with utility companies to design and install utilities in shared corridors, saving over £10 million and a six-month reduction on the utility diversions programme as a result.

WSP's work on the Trafford Park Line, which runs through Europe's largest industrial estate, represented the culmination of a collaboration that has been recognised with numerous accolades,

including three consecutive wins at the Global Light Rail Awards, for Project of the Year.

But more importantly, Manchester Metrolink has served to connect important economic hubs of the city such as Trafford Park, Salford Quays and Kingsway Business Park, improved public transport between the airport and the city and delivered a transformation in customer experience, reliability and capacity across the entire rail network.

With a peak of around 45 million trips a year prior to the pandemic, the Metrolink expansion has also served to lower transport emissions and reduce private car journeys around the region.

*"TfGM have always been a pleasure to work for and we are continuing our journey with them, managing the Metrolink Renewals and Enhancements programme which is a testament to the quality and performance we continue to provide,"* says Kate Kelly, WSP's Technical Director, Projects & Commercial Services.

A decision nearly two decades ago to invest in transport for the long term has paid off handsomely, stimulating sustainable economic growth and regeneration throughout the Manchester region.



**MANCHESTER METROLINK:**

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New tramway length:	New lines:	Stops:
65km	6	99