

◀ Crossrail 2 – London's Next Big Infrastructure Development

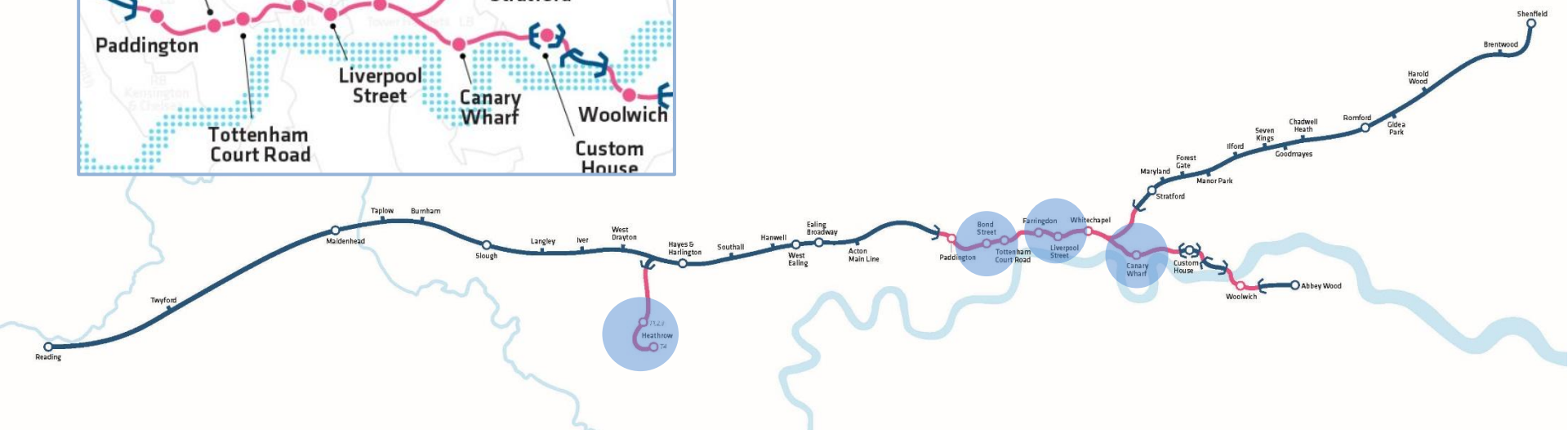
◀ Terry Morgan CBE

◀ Chairman

Crossrail – enabling London to grow



► High capacity metro railway



£14.8bn
cost

£42bn
net benefit

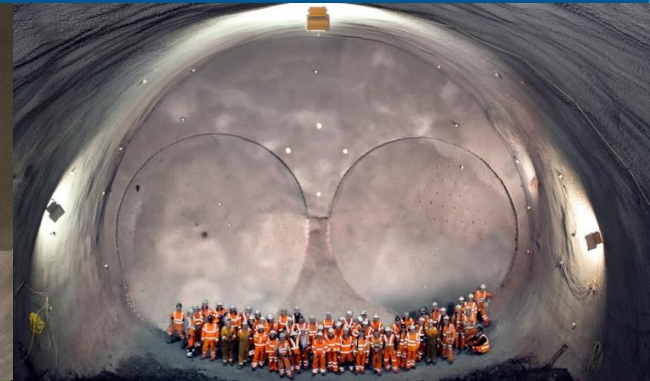
118 km
length

40 (10 new)
stations

24
trains/hour

200m
journeys pa

Progress and delivery



Focus on key learnings



- ▶ Governance
- ▶ Role of the Sponsors
- ▶ Scope
- ▶ National Audit Office
- ▶ Community engagement
- ▶ Stakeholder engagement
- ▶ Legacy

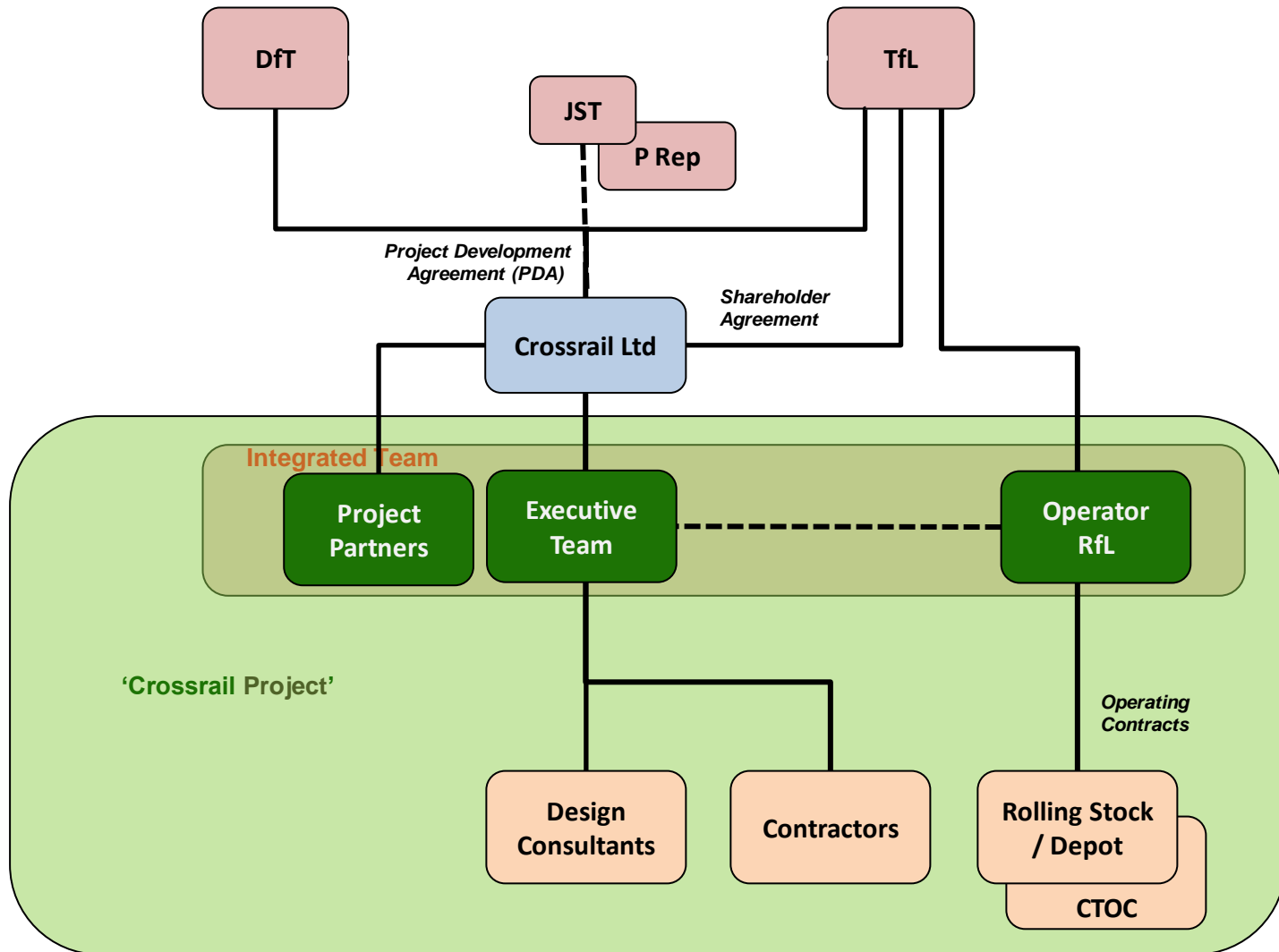
Achieving autonomy from Sponsors



Review Point	Scope	Date	Outcome
4	Final withdrawal point for either sponsor (TfL / DfT). Crossrail Ltd granted full operational powers including tendering contracts and managing contingency	April 2011	Passed with conditions for Crossrail Ltd to fulfil to strengthen programme controls. These conditions were all met in 2011.

- ▶ Four review points to achieve autonomy
- ▶ April 2011 – Crossrail Ltd received ‘Delegated Authority’
- ▶ Autonomy continues with demonstration of being on time and within funding

Governance model – Joint Sponsors

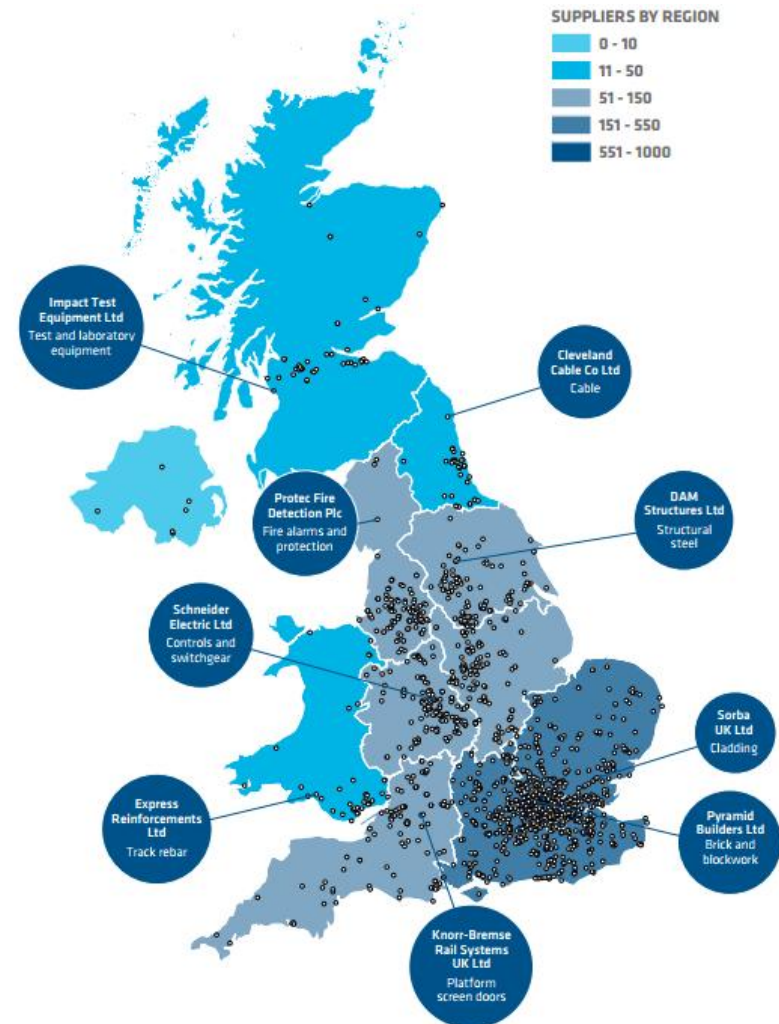


Procurement and supply chain strategy



Crossrail procurement strategy - lessons

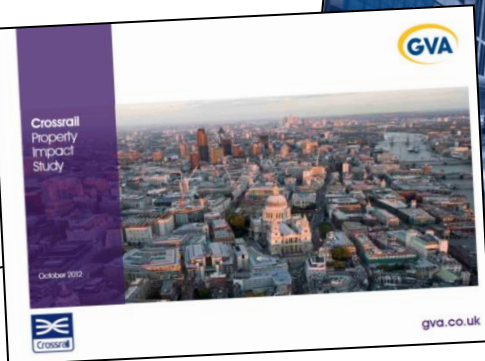
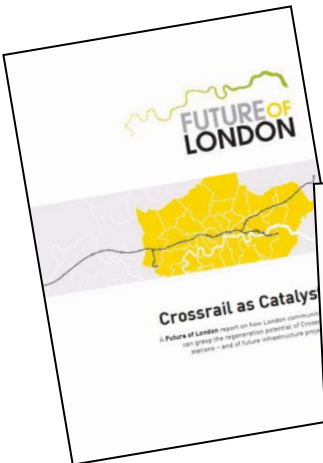
Positives	Learnings
Quality of product very high both in design and build	Inefficiencies between phases and disciplines has been costly
Strong focus on passenger experience	Tension between collaboration objective and commercial liability
Leading edge approach to social, economic and environment sustainability	Delivery to cost is patchy & effectiveness of target incentives is questionable
Acknowledged as an international benchmark in major project deliver	Some notable tactical innovation but no 'giant leaps'



Maximising economic and Property impacts



- ▶ c.£5.5bn additional residential and commercial property value uplift (not captured in business case)
- ▶ OSDs limited to 6-7 storeys
- ▶ Handing OSDs back to developers early
- ▶ Support 57,000 new homes
- ▶ At least 48% of planning applications cite Crossrail as a justification for proceeding within 1000m of a station



Leaving a skills legacy



Crossrail skills strategy

Maintaining safety

Inspiring future talent

Supporting local labour

Revitalising the skills base



April 2016

543 Apprentices

Over 12,000 enrolled at
TUCA

c. 14,000 employed on the
project

4,398 jobs for local people

All figures are running totals bar 'employed on project'



Engaging with the local community



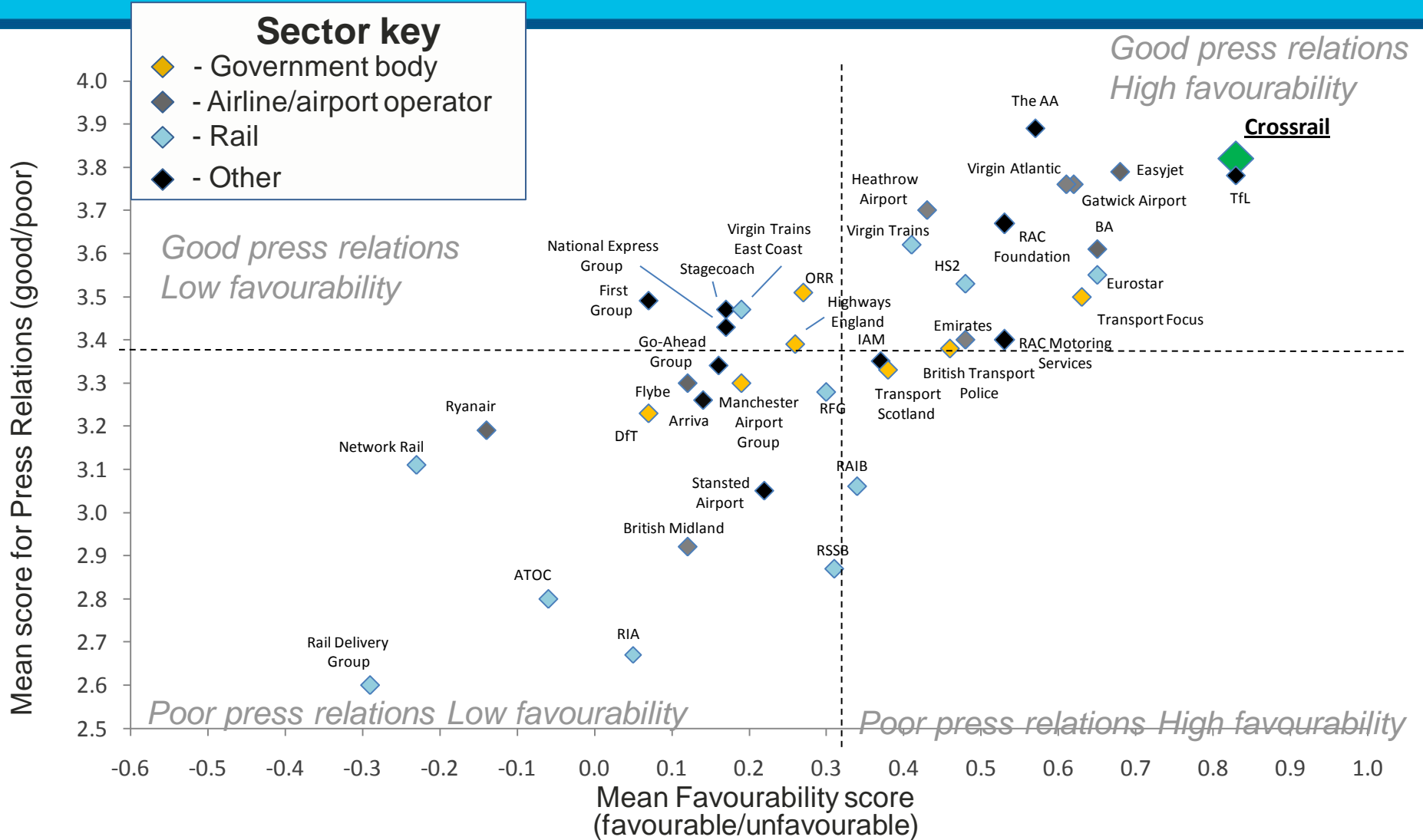
- ▶ Building relationship with local authorities
- ▶ Engaging with local businesses / community groups
- ▶ Public information sessions
- ▶ Community Liaison Panels
- ▶ Utilising the Crossrail website
- ▶ Leafleting / door knocking / text alerts
- ▶ Maintaining a responsive Helpdesk



Managing a complex stakeholder environment



Importance of engagement



Crossrail Learning Legacy



LEARNING LEGACY

Crossrail teams
Supply Chain
Technical Paper competition
Innovations archive
Academics



Learning Legacy Assets



WEBSITE

AMBASSADORS



APPLICATION

Industry



Dissemination events
Social Media
Publications



Key Projects



Tideway

Project-specific knowledge sharing





◀ **Thank you**