

Date: 24 November 2022

Item: Crossrail Learning Legacy

This paper will be considered in public

1 Summary

- 1.1 Crossrail has operated a Learning Legacy programme since mid-2015. The Learning Legacy was created in response to a recommendation by the House of Commons Public Accounts Committee and modelled on the London 2012 Olympics Learning Legacy – to collate and share the learnings from Crossrail for the benefit of the major projects industry.
- 1.2 In December 2021, the Crossrail Executive agreed to complete the learning legacy with a suite of papers presenting the learnings from the later phases of Crossrail and Elizabeth line delivery. These are to be published as a journal, in partnership with the Association for Project Management. The papers will be presented at a one-day conference event being arranged for 5 April 2023.
- 1.3 This paper describes the progress in drafting the papers and preparing for the event.

2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

3 Background

- 3.1 There are eight papers in production. The table in Appendix 1 sets out the progress on each of these.
- 3.2 The papers will be circulated to the Committee for information before typesetting begins.
- 3.3 The event date has been set for 5 April 2023 to suit the availability of TfL and Department for Transport leaders. Key contributors have confirmed their willingness to take part regardless of having left the project.

4 Financial Implications

- 4.1 The Learning Legacy programme has a budget of £110k, enough for the remaining work of the programme.

Appendices to this report:

Appendix 1: Progress on papers

List of Background Papers:

None

Contact Officer: Howard Smith Director, Elizabeth line
Email: howardsmith@tfl.gov.uk

Progress on papers

Title	Summary	Sponsor	Co-authors	Progress
Sponsorship and Governance	Reflection on governance at sponsor level in the later phases	DfT/TfL	DfT/ TfL Sponsor teams	Internal comments received
Project Recovery	Explanation of the steps taken to understand and reconfigure the project after 2018 announcement that opening date would be missed.	Jim Crawford – Chief Programme officer, Crossrail	Rob Carr – Programme Services Director, Crossrail Rob Scopes and Ed Park – Deloitte	Draft in progress
Organisational Culture and Capability	How the project team was rebuilt and resources deployed post 2018	Mark Wild – Former CEO, Crossrail		Draft in progress
Contract Management	Reflection on management of contractors and the form of contract from the later stages	Rachel McLean – Chief Finance Officer, TfL	Rob Halstead, Former Head of Risk, Crossrail Victor Fornes – Finance Director, Crossrail Stacey Kalita – Former Finance Director, Crossrail	Draft in progress
Project Leadership	Reflection on project leadership throughout the programme	Mark Wild – Former CEO, Crossrail	Tony Meggs – Former Chair of Crossrail Board	Peer review comments received
Design Strategy	How design and design management could have mitigated issues	Jim Crawford – Chief Programme officer, Crossrail	Chris Binns – Chief Engineer, Crossrail	To be drafted post 5B-

Title	Summary	Sponsor	Co-authors	Progress
System Integration	The challenges of integrating the systems that comprise the project and lessons for future projects in recognising the scale.	Jim Crawford – Chief Programme officer, Crossrail	Colin Brown – Former Technical Director, Crossrail	In peer review
Bringing the Elizabeth line into use	The experience of handover, trial running, and trial operations	Howard Smith – Director, Elizabeth line	Martin Stuckey - Crossrail Operations Business Manager Danny Fox – Deputy Director Operations, Elizabeth line Richard Schofield – Former RfL(I) Infrastructure Director	Draft in progress