

United Kingdom

Cross London Rail Links



TYPE OF TOOL
Project



MAIN SECTOR
Transport



INFRASTRUCTURE GOVERNANCE PILLARS
Transparent, systematic and effective stakeholder participation

In a nutshell



OBJECTIVE: Cross London Rail Links was established to oversee the project appraisal and design of the Crossrail scheme.



Agency in charge
Transport for London



Levels of government
National and sub-national



Year of implementation
2001



Current status
Operation



Value
£18.8 billion

Overview

Crossrail is Europe's largest infrastructure project, and among the most significant infrastructure projects ever undertaken in the UK. In 2001, Cross London Rail Links (CLRL) was established to oversee the project appraisal and design of the Crossrail scheme. From the outset, CLRL recognised the sheer scale of the project and the essentiality of buy-in from stakeholders in National Government, Local Authorities, the transport sector, local businesses and residents. CLRL created an overall consultation strategy based on principles of transparency, accessibility and inclusivity. The strategy provided clear objectives - to identify and contact stakeholders; to record positive comment; and to identify areas of concerns and deliver mitigations. To achieve this strategy, CLRL developed a well-resourced and empowered Public Affairs department team. Their first task was to undertake a significant stakeholder mapping exercise to identify all bodies with a consent-granting function, or a geographic or functional interest. To facilitate an effective and open dialogue during consultation, a major awareness campaign was conducted. A stakeholder database was created to track stakeholder interactions, record feedback and comments. Targeted communications were made to the most impacted stakeholders to encourage participation in the dialogue. The initial consultation saw good levels of participation with high-quality responses. A summary report of the results of the consultation were made publicly available and formed the basis for ongoing communications. A second consultation was then carried out, which allowed feedback to be provided to stakeholders on concerns raised in the initial consultation.

Lessons learned: By placing such emphasis on stakeholder participation at the outset of the project, the delivery body were able to foresee those areas of most critical concern – and in a number of cases, introduce mitigations or changes to the project in response. On the opposite aspect, by engaging with a transparent and open approach, the potential benefits of the project were better communicated and the project was perceived in a more positive light – ultimately, achieving better buy-in among stakeholders.

REFERENCES:

- Bennett, Simon (2018), *Organising the Crossrail Consultation Programme*, <https://learninglegacy.crossrail.co.uk/documents/organising-crossrail-consultation-programme/>