Insights From Stakeholder Narratives on CTRL

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Study aims/main research questions

- **Overall research questions:**
  - Establish what constitutes a *'successful' mega urban transport project*?
  - Ascertain how well *risk, uncertainty and complexity* have been treated in the planning, appraisal and evaluation of such projects?
  - Establish importance of *context* in making judgements regarding above?
- **Clarification questions:**
  - Decide what constitutes a MUTP, what are its boundaries and typologies?
  - Establish which stakeholder perspectives are to be investigated & how?
  - Ascertain how one identifies generic and context-specific judgements of success and lessons?

Study aims/main research questions (Cont.)

- **Criteria for judging MUTP success**

  – Traditional criteria relating to cost overruns, completion dates, generation of travel time savings for users and adequate rates of returns to investors.

  – New emerging 21st Century agenda related to vision(s) of sustainable development.

  – Strategic thinking – level of competence in treatment of risk, uncertainty, complexity and context in decision-making.

Some tests of 'success'

Test 1- Objectives

- 1a - Extent to which MUTPs successfully meet initially planned objectives
- 1b - Extent to which MUTPs successfully meet emergent objectives

Test 2 - Sustainable Development Visions

- 2a - Extent to which MUTPs contribute to current thematic 21st century visions of sustainable development
- 2b - Extent to which MUTPs contribute to synthesis of current thematic 21st century visions of sustainable development

Test 3 – Treatment of Risk, Uncertainty, Complexity and Context

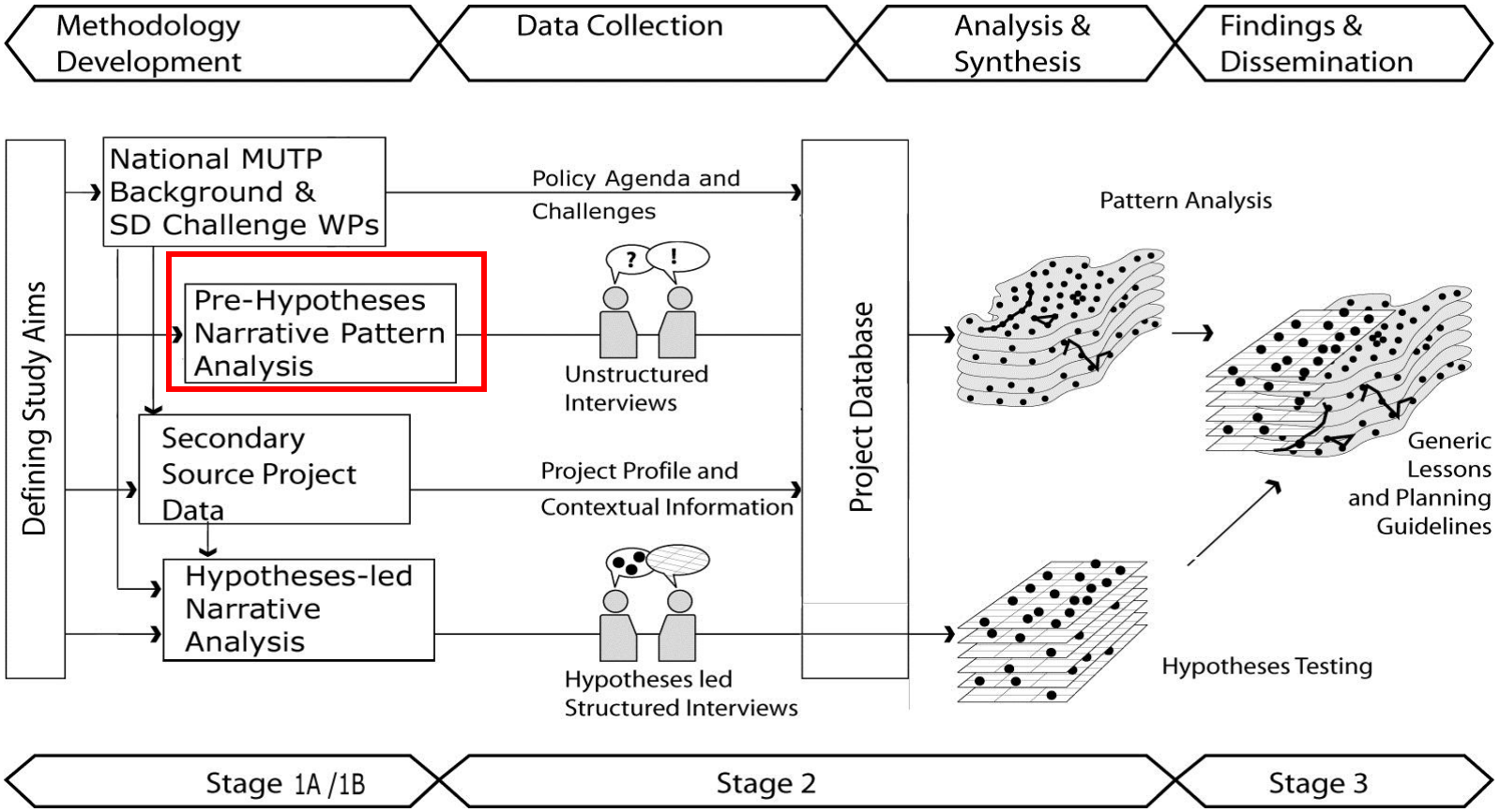
- 3a - Treatment of *risk* in the planning, appraisal & evaluation of MUTPs
- 3b – Treatment of *uncertainty* in the planning, appraisal & evaluation of MUTPs
- 3c – Treatment of *complexity* in the planning, appraisal & evaluation of MUTPs
- 3d – Treatment of *context* in the planning, appraisal & evaluation of MUTPs

Test 4 – OMEGA Frameworks and Guidelines

- 4a – MUTP performance relative to new generic and context-specific frameworks and guidelines
- 4b – Application of 4a to Case Study projects (new projects and retrofitting)

'Success' – from who's perspective?

Research programme study methodology



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Partners and their Case Studies

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Melbourne City Link (AUS)

Perth Metro Rail (AUS)

Sydney Harbour Tunnel (AUS)

L2 Marseille (FR)

Paris Meteor (FR)

Millau Viaduct (FR)

TGV Mediterrannee (FR)

Cologne-Frankfurt HST (DE)

Tiergarten Tunnel (DE)

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BAB 20 Autobahn (DE)

Rion Antirrion Bridge (GR)

Athens Metro (GR)

Athens Ring Road (GR)

Hong Kong Airport Link (HK)

Hong Kong West Rail (HK)

Western HarbourTunnel (HK)

Linimo Aichi (JP)

Shinkansen HSR (JP)

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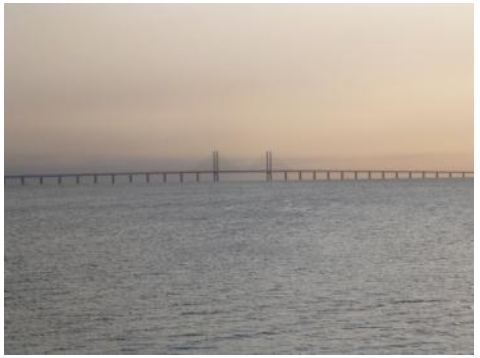
Shuto Expressway (JP)

HSL – Zuid (NL)

Randstadrail (NL)

Westrandweg (NL)

Stockholm Air Link (SE)



Øresund Link (SE)

Southern Link (SE)

CTRL (UK)

M6 Toll (UK)

Jubilee Line Extension (UK)

New York Air Train (USA)

Alameda Rail Corridor (USA)

Boston Big Dig (USA)

OMEGA project research methods

‘Traditional’

- Secondary Research (publicly available)
- Hypothesis-Led Research (structured interviews)
- Specialist Research Papers (e.g. National Background to MUTP Planning and Delivery, Sustainability Challenges)

‘Novel’

- Pre-hypothesis Research
- Naïve interviews (unstructured with prompting questions)
- Hybrid Storytelling Interviews (interviewee sets the agenda)

Application to OMEGA research programme

Pre-hypothesis Research Approach;

- used in all (30) international MUTP Case Studies
- consolidated database with inputs from all Case Studies
- Target 10-15 interviews with key stakeholders involved/affected by each of the Case Study projects
  (320 – 480 interviews total)
- For OMEGA Centre CTRL Pilot Project – 27 interviews (Engineers, Transport Consultants, Development Managers, Politicians, Planners, Professors, Local Government, Rail Operators e.t.c)
- CTRL: 250 data points input into database
  (2500- 4500 total for 30 case studies)

Pre-hypothesis Research: Overview

What is it?

- Built on learning/techniques from knowledge management, cognitive science, narrative analysis, complexity, anthropology

- Comprises:
  - Open discovery using **narrative** (anecdotes, illustrations/images, video – Sense Making Items (SMIs))
  - Consult a **diverse range of stakeholders** (no stratified sample, looking for the extremes – the supporters, the objectors)
  - Desire to see the project from **multiple perspectives**
  - Focus on **experiences** (rather than statements/ opinions)

- Hypotheses are not formed and tested up-front but are created after analysis of the narrative data

Why choose a Pre-Hypothesis based approach?

- Based on fundamental principles of how humans share knowledge – through storytelling
- Places information/data in context – narrative is contextually ‘rich’
- Avoids cognitive bias - hypotheses blind you to new insights
- Reduce research bias
  - avoids ‘leading the witness’
  - avoids reinforcing previously held assumptions
  - focuses on what the interviewee thinks is important, not the researcher

OMEGA prompting questions

QUESTION 1 (to be asked in *all* interviews)

Looking back, what in your mind were the most pivotal events that shaped the (Case Study Project) project? (Turning points or triggers of significance, not necessarily project milestones) Please consider:

- Which of these were most surprising? Most predictable?
- Which of these were planned? Which were unexpected?
- Specify the date the event occurred, who were the main people involved, where it took place and why it took place.

QUESTION 2

Tell me about a time when this project was rescued or sabotaged?

QUESTION 4

When have you or members of your community suffered or been inspired as a result of this project? What happened and why

Indexes

- Each anecdote/piece of narrative is indexed

- Types of indexes – ‘lenses’ through which data can be seen and explored to search for Patterns of Knowledge. Can take a number of forms:

  - Filters (varchetypal characters, themes, archetypal situations)
  - Questions about the anecdote (SMI) - (time of event, location, roles, emotional intensity, intent, origin)
  - Sticky questions - demographic data about the teller, role, involvement with the project

Indexes

1. **Country & Project** (please tick appropriate box)

Australia		France		Germany	
	Metro Rail, Perth		Meteor, Paris		Innercity-Tunnel, Berlin
	City Link, Melbourne		TGV Mediterrannee		BAB 20 Motorway
	Harbour Tunnel, Sydney		Millau Viaduct and A75, Midi-Pyrénées		ICE-High Speed Line from Cologne to Frankfurt/Main
			L2, Marseille		
Greece		**Hong Kong**		**Japan**	
	Attiki Odos (motorway), Athens		Airport Rail Link		AquaLine, Tokyo
	Rion Antirion Bridge, Gulf of Corinth		KCRC West Rail		Seikan Undersea Tunnel, Tsugaru Strait
	Metro, Athens		Western Harbour Crossing		Chiba Monorail, Chiba Prefecture
Netherlands		**Sweden**		**UK**	
	HSL- Zuid (TGV - Brussels to Amsterdam)		Öresund Link (Copenhagen to Malmö)		Channel Tunnel Rail Link
	Randstadrail (The Hague to Zoetermeer and Rotterdam)		The Southern Link, Stockholm		Jubilee Line
	Westrandweg, including 2nd Coentunnel, Amsterdam		Metro, Copenhagen		M6 Toll Road
USA					
	Alameda Corridor, Los Angeles				
	Air Train, New York				
	I-15, Salt Lake City, Utah				

2. **Is this?** (please tick appropriate box):

☐ Your personal experience? ☐ A newspaper, magazine article, or other document?

3. **How does this story make you feel?** (please tick appropriate box):

☐ Elated ☐ Don't Care
☐ Proud ☐ Disappointed/Sad
☐ Hopeful ☐ Angry

4. **Roughly when did the events in this story happen?** (please place mark on the timeline below)

1960	1965	1970	1975	1980	1985	1990	1995	2000	2005	2010	2015	2020	2025

Indexes

8. Which of the following themes are relevant to this story? (Please select relevance on a scale of 1 to 10. 1 being less relevant, 10 being extremely relevant - for all boxes):-

Public sector power	1 2 3 4 5 6 7 8 9 10
Private sector power	1 2 3 4 5 6 7 8 9 10
Political intervention in the project	1 2 3 4 5 6 7 8 9 10
Political will	1 2 3 4 5 6 7 8 9 10
Leadership	1 2 3 4 5 6 7 8 9 10
Bureaucracy	1 2 3 4 5 6 7 8 9 10
Technical solutions to unforeseen problems/issues	1 2 3 4 5 6 7 8 9 10
Solutions to unforeseen organizational issues	1 2 3 4 5 6 7 8 9 10
Visions and ideas	1 2 3 4 5 6 7 8 9 10
Scale of impact of the project	1 2 3 4 5 6 7 8 9 10
Public participation or consultation	1 2 3 4 5 6 7 8 9 10
Use of public money	1 2 3 4 5 6 7 8 9 10
Use of private sector money	1 2 3 4 5 6 7 8 9 10
Tensions between economic-social-environmental values	1 2 3 4 5 6 7 8 9 10
Degree to which project centrally controlled/driven versus ad hoc decision making	1 2 3 4 5 6 7 8 9 10
Sustainability concerns/environmental impact	1 2 3 4 5 6 7 8 9 10
Treatment of risk, uncertainty, complexity in decision making	1 2 3 4 5 6 7 8 9 10
Globalisation forces	1 2 3 4 5 6 7 8 9 10
Roles and responsibilities	1 2 3 4 5 6 7 8 9 10
Financing projects/development	1 2 3 4 5 6 7 8 9 10
Co-operation amongst those involved in the project	1 2 3 4 5 6 7 8 9 10
Real estate development associated with/triggered by the project	1 2 3 4 5 6 7 8 9 10
Other (please specify)	1 2 3 4 5 6 7 8 9 10

9. The following situations are represented in this story (Please select relevance on a scale of 1 to 10. 1 being less relevant, 10 being extremely relevant – for all boxes):

Reaching agreement on project financing/funding	1 2 3 4 5 6 7 8 9 10
Experiencing financial failure/under performance	1 2 3 4 5 6 7 8 9 10
Forming the vision/objectives for the project	1 2 3 4 5 6 7 8 9 10
Project start-up/mobilisation	1 2 3 4 5 6 7 8 9 10
Agreement about project specifications	1 2 3 4 5 6 7 8 9 10
Public outcry about the project	1 2 3 4 5 6 7 8 9 10
Programme slippage/advancement	1 2 3 4 5 6 7 8 9 10
Major change in project scope	1 2 3 4 5 6 7 8 9 10
Political intervention into the project	1 2 3 4 5 6 7 8 9 10
Alleviating project impacts	1 2 3 4 5 6 7 8 9 10
Implementing the project	1 2 3 4 5 6 7 8 9 10
Deciding on developments associated with the project	1 2 3 4 5 6 7 8 9 10
Implementing developments associated with the project	1 2 3 4 5 6 7 8 9 10
Performance of organizations responsible for the project	1 2 3 4 5 6 7 8 9 10
Other (specify)	1 2 3 4 5 6 7 8 9 10

Indexes

10. The following perceptions are displayed in this story (please mark the appropriate boxes):

	Risk: the degree to which future uncertainties and unexpected events may not be manageable within allocated resources	Uncertainty: where imperfect knowledge makes it impossible to describe an existing state or future outcome with accuracy, and where lack of knowledge could have significant consquences	Complexity: where many independent factors interact in multiple and unforeseen/ unforseeable ways to generate unexpected outcomes
The circumstances (context) in which this project were planned and implemented were:	Very risky ☐☐☐☐☐☐☐☐☐☐ Not at all risky	Totally Certain ☐☐☐☐☐☐☐☐☐☐ Completely uncertain	Extremely complex ☐☐☐☐☐☐☐☐☐☐ Very straightforward
The degree of control exerted over the planning and implementation of this project was:	Greatly affected by risk ☐☐☐☐☐☐☐☐☐☐ Not affected by risk	Greatly affected by uncertainty ☐☐☐☐☐☐☐☐☐☐ Not affected by uncertainty	Greatly affected by its complexity ☐☐☐☐☐☐☐☐☐☐ Not affected by its complexity
How did this project compare with the *Channel Tunnel* project?	Much more risky ☐☐☐☐☐☐☐☐☐☐ Much less risky	Much more uncertain ☐☐☐☐☐☐☐☐☐☐ Much less uncertain	Much more Complex ☐☐☐☐☐☐☐☐☐☐ Much more straightforward

11. 'About Your Role on the Project' (please tick the box that best describes your influence on the project)

☐	I influenced decision-makers	☐	I supported/advocated the project
☐	I influenced project stakeholders	☐	I observed/reported on the project
☐	I helped to build relationships/consensus	☐	I opposed the project
☐	I helped to implement the project	☐	Other

12. 'What You Do' (please tick the box that best describes what you do)

Private Sector			
☐	Entrepreneur/Business Person	☐	Consultant/Advisor
☐	Business/Financial Adviser	☐	Financial Consortium/Funding Agency
☐	Contractor/Constructor	☐	Other
Public Sector			
☐	Central Government Employee	☐	Politician
☐	Local / Regional Government Employee	☐	Other
Non-Government Organisation/Other			
☐	Work for Regional or Metropolitan Agency	☐	Lobby Group
☐	Local Community Member	☐	Member of Community Action Group
☐	Academic	☐	Other

CE Sensemaker explorer software

Collector

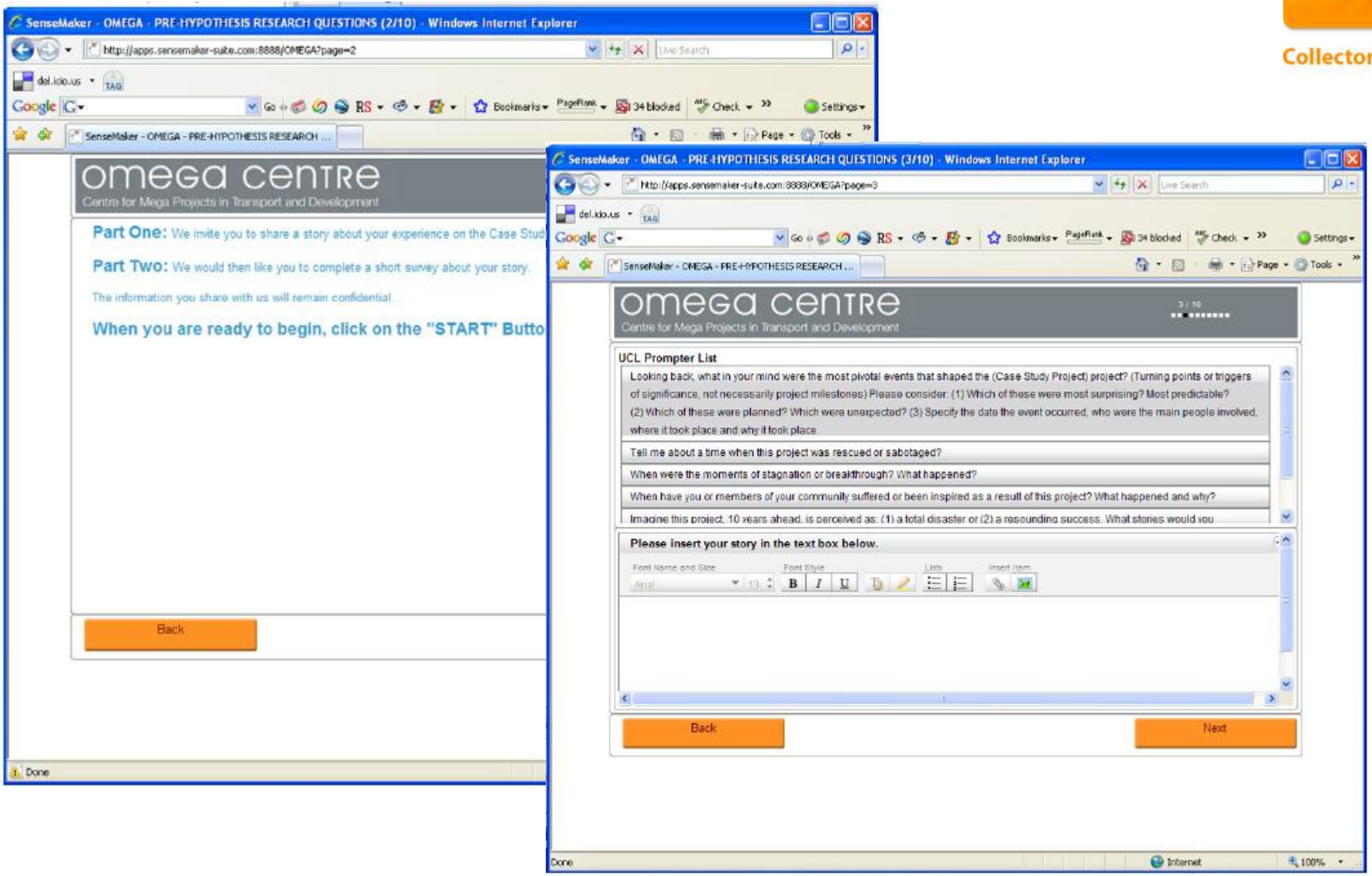
The basic capture tool within SenseMaker designed to gather SMIs from a broad population. The material is self indexed at the point of capture. Collector is a customisable web based environment which can also be replicated on a PC.

Explorer

Contains a range of analytical and interrogation tools that allow both recall and interpretation of SMIs. This module makes extensive use of visualisation to allow complex patterns and exceptions to be discovered. **It combines the information processing capability of computers with the pattern based intelligence of humans.**

SenseMaker collector

Collector



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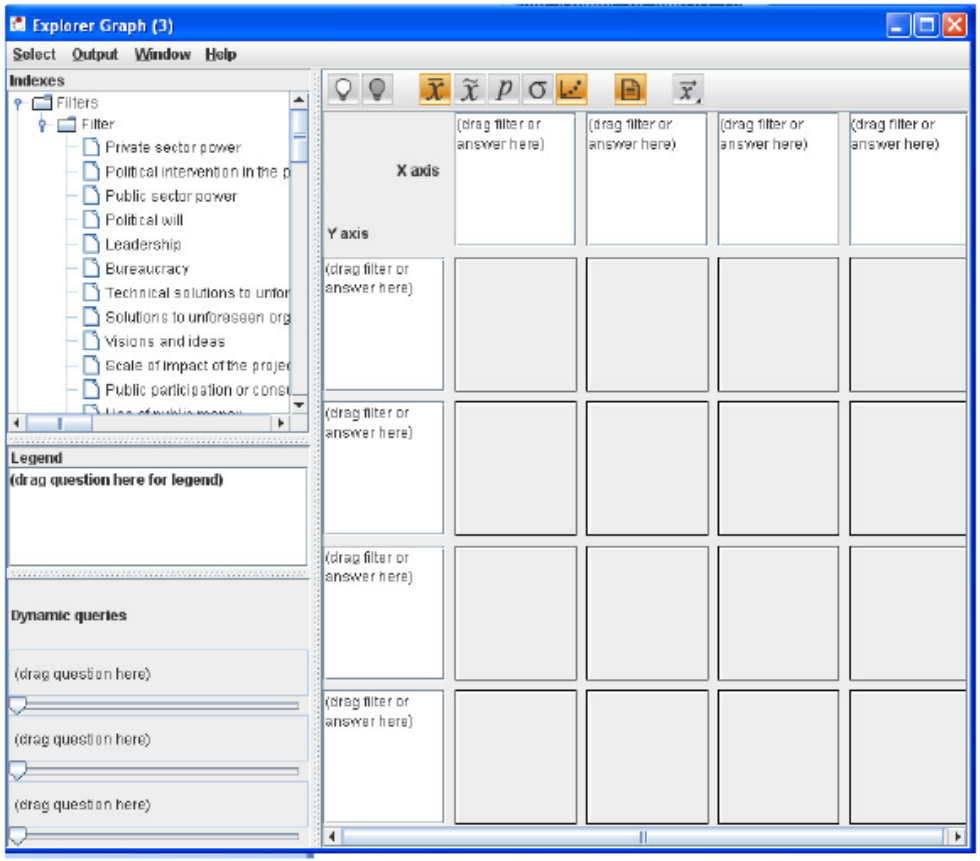
SenseMaker explorer

SenseMaker Explorer GUI

- 250 SMIs indexed for CTRL
- Cluster and Graph tools most useful for smaller datasets
- Landscape tool more powerful with 2000+ datapoints

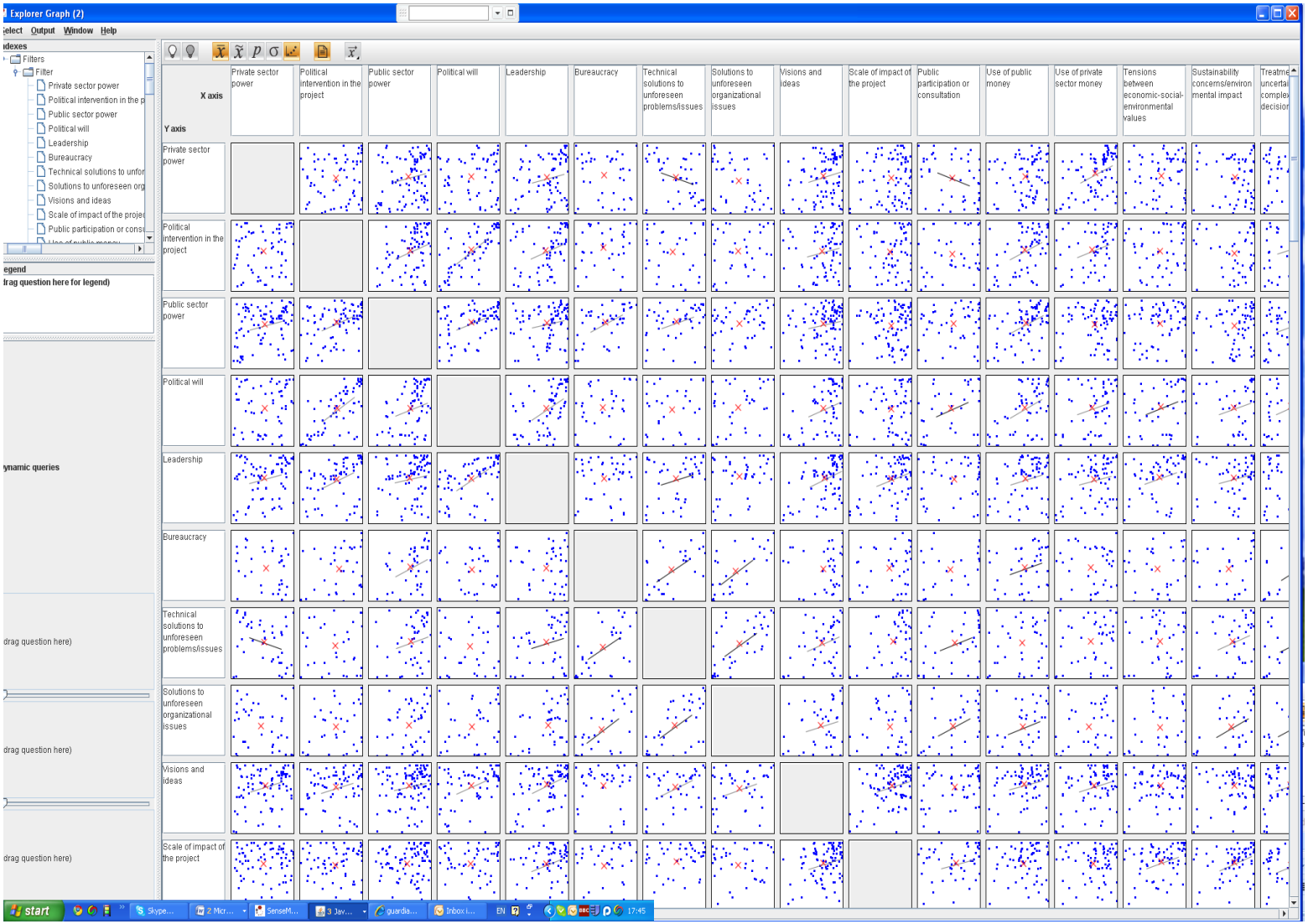
SenseMaker explorer graph tool

Explorer



- The Graph tool is for detailed analyses of relationships among filters and pre-hypothesis prompting questions
- The tool allows the analyst to examine many patterns and correlations at the same time in juxtaposed scatter graphs
- arithmetic mean, Median, the 25th and 75th percentiles, Standard deviation and Significant correlations.

SenseMaker explorer graph tool



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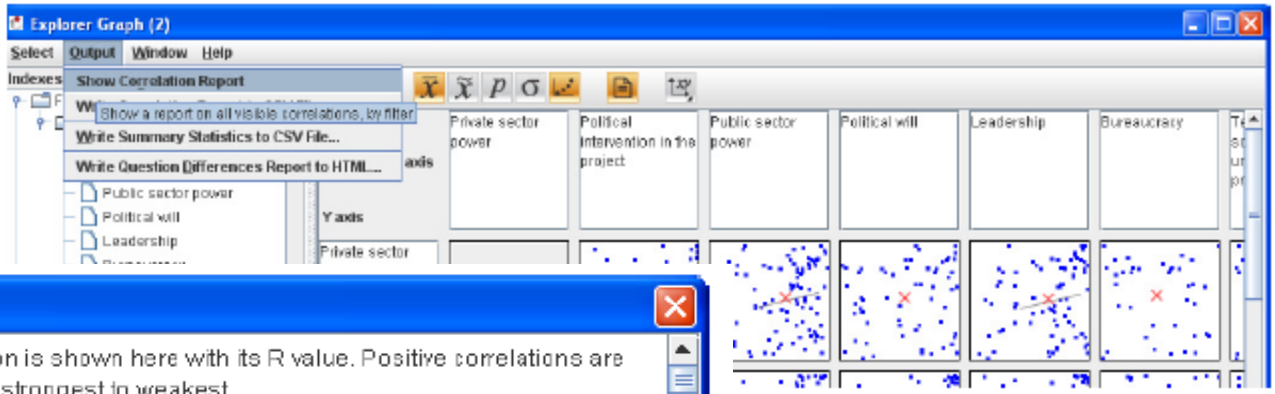
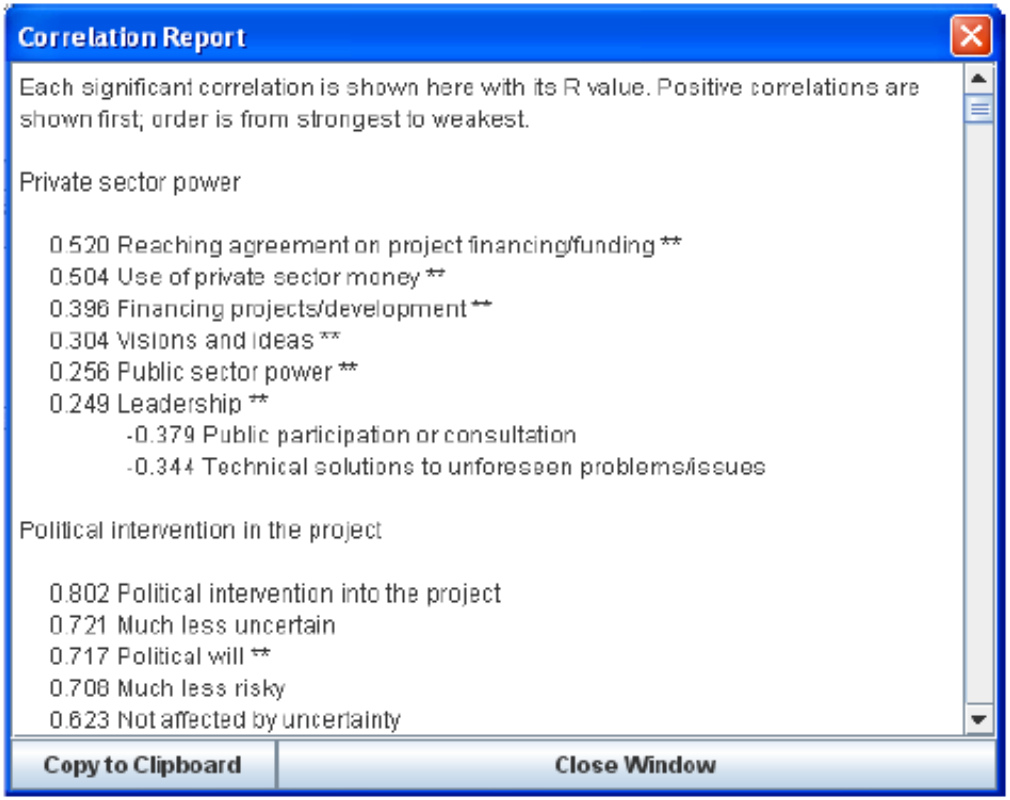
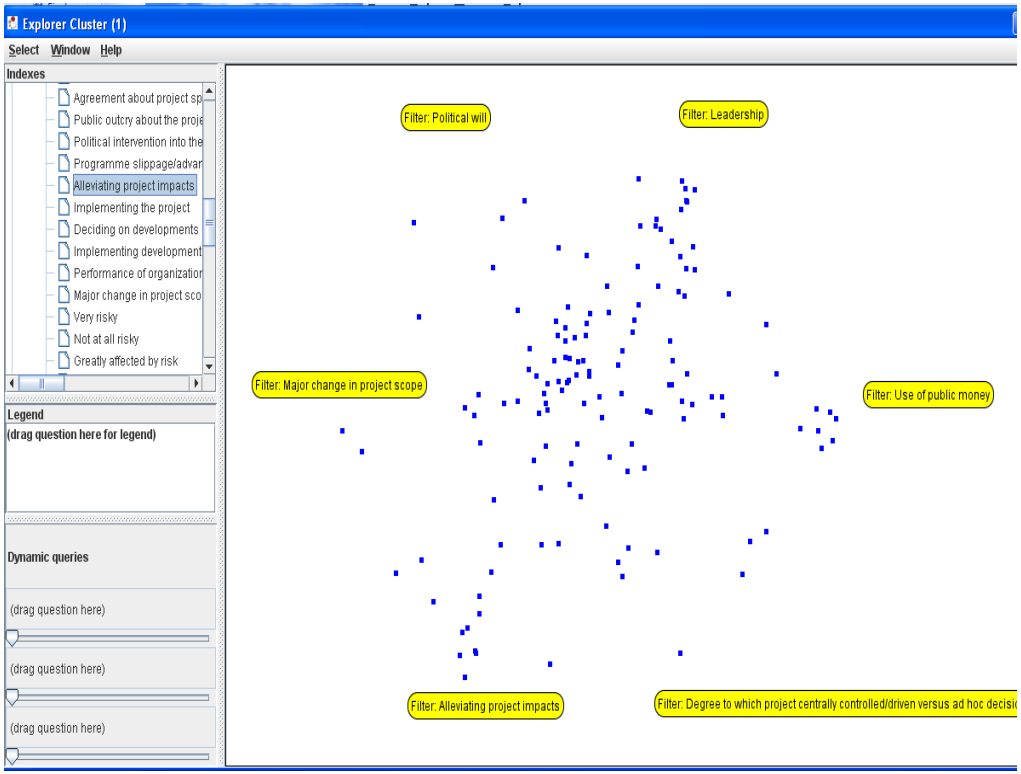
SenseMaker explorer graph tool (Cont.)





- 1000 significant correlations from the data
- In order to concentrate efforts on the most meaningful results we focused our analysis by taking the highest two correlations (from the correlation report) found for each of the 53 indexes to examine in more detail.

SenseMaker explorer cluster tool

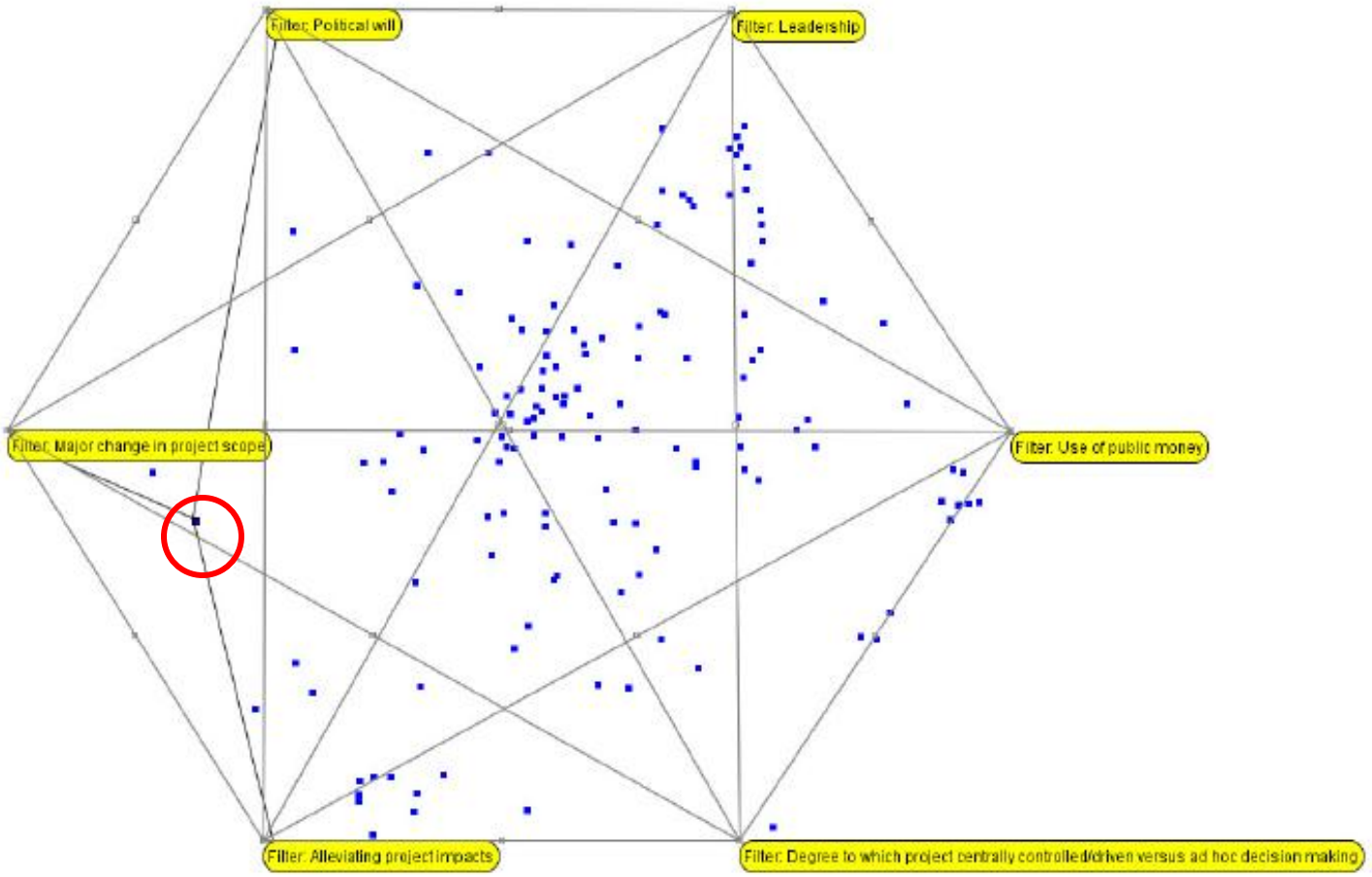


- The Cluster viewer allows the analyst to develop an intuitive feel for the relationships among filters based on linkages to the same SMIs.
- As filters are dragged around in the space, it is possible to discover insights into how the interviewees perceive the different issues or aspects represented by the filters

Political Will, Leadership, Use of public money, centrally controlled/ad-hoc, alleviating project impacts, major change in project scope

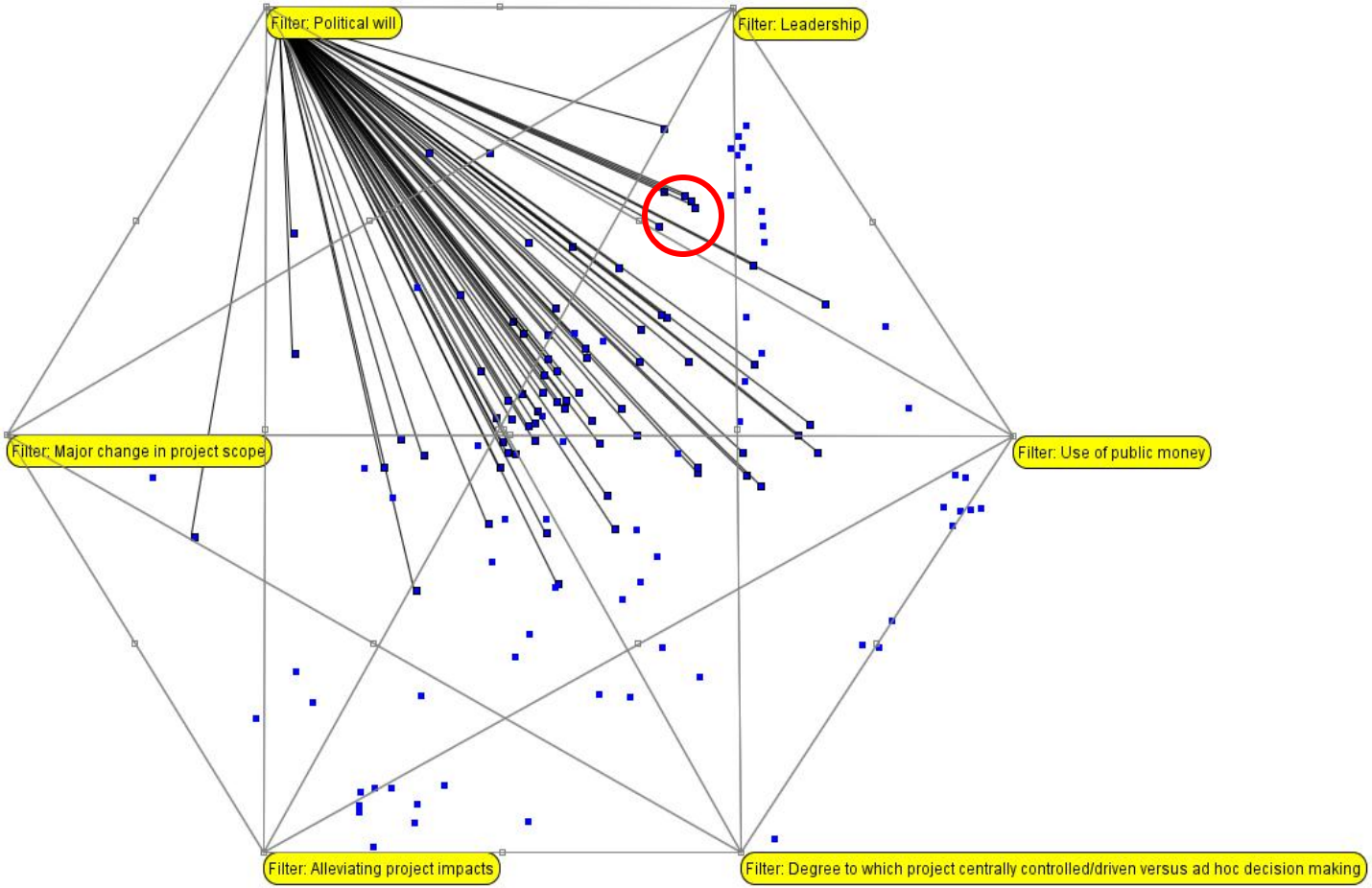
SenseMaker explorer cluster tool (Cont.)

Explorer



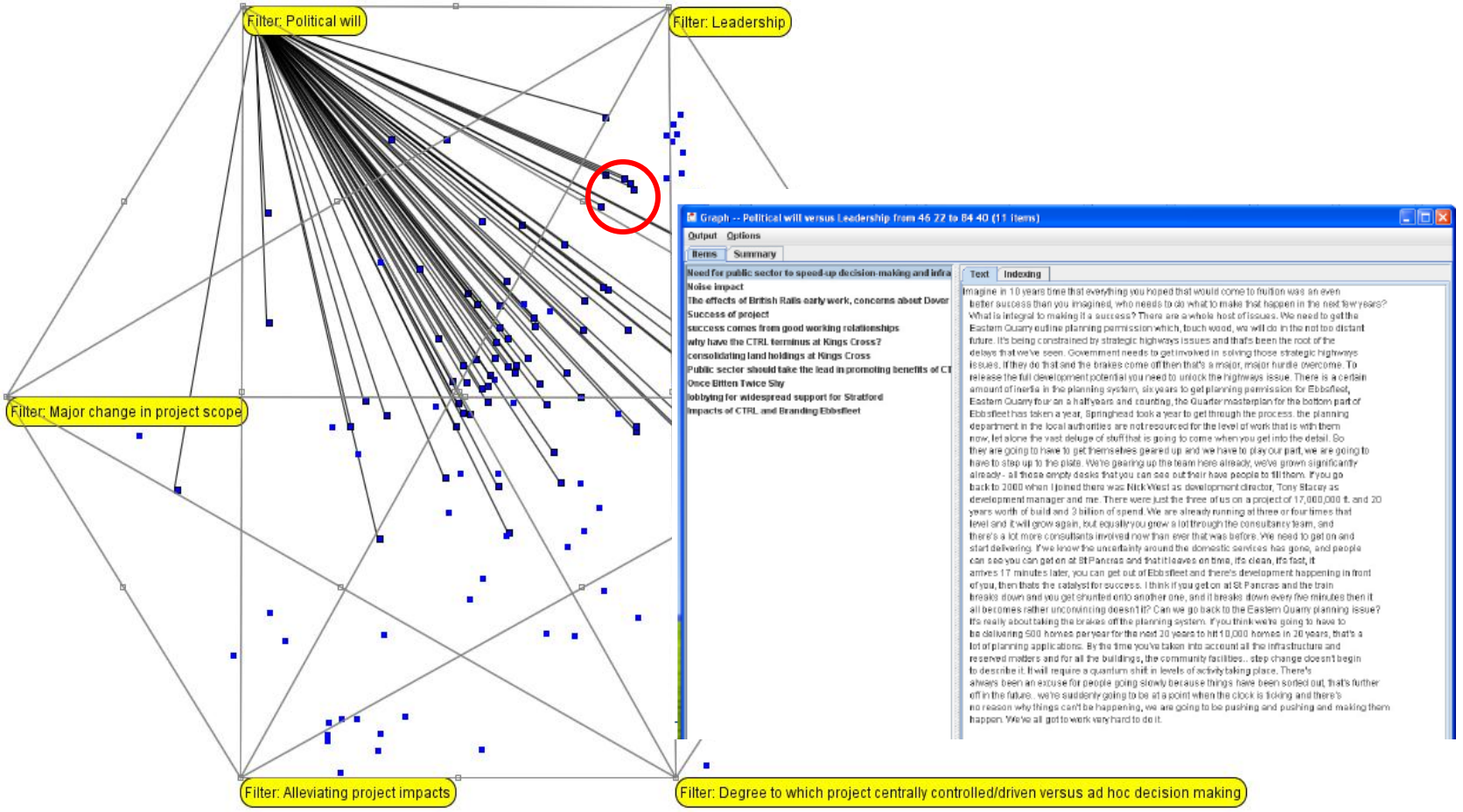
Cluster of 4 SMIs related to political will, leadership and use of public money

Explorer



Cluster of 4 SMIs Related to Political Will, Leadership and Use of Public Money (Cont.)

Explorer



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Example of Anecdote identified #1

Sense Making Item (SMI) 1 Extract: Need for public sector speed-up of decision making

It's being constrained by strategic highways issues and that's been the root of the delays that we've seen. Government needs to get involved in solving those strategic highways issues. .....To release the full development potential you need to unlock the highways issue. There is a certain amount of inertia in the planning system, six years to get planning permission for Ebbsfleet, Eastern Quarry four an a half years and counting.....The planning departments in the local authorities are not resourced for the level of work now, let alone the vast deluge of stuff that is going to come. So, they are going to have to get themselves geared up and we have to play our part.

Summary of main findings for CTRL – Stakeholder Views

Believed
Generic

Politics and the role of champions

- Political influence impacted on almost all aspects of the project - from the overall project specification to the way in which it was financed/re-financed and the route/station selection process. (Also Big Dig, Shuto Express Way).
- The decision to build CTRL seen to be a triumph of politics over financial reality – at an early stage it seems to have been concluded that patronage alone would not make the project financially viable. (Öresund Link also highly political)
- A number of stakeholders point out that CTRL was effectively the UK's first major new railway for over 100 years and that it was inevitable it would take a long time to debate, plan and implement
- CTRL routing as a political tool – it has been suggested that the Tory government thought that pushing CTRL through east London (thus promoting regeneration) would help their standing in this principally Labour-controlled area.

Summary of main findings for CTRL

Politics and the role of champions

- Lobbying and the role of 'visionary' champions were perceived as being especially pivotal (also the case for JFK AirTrain):
  - Heseltine & Hall – CTRL & Thames Gateway
  - Prescott – financial rescue package in 19978/98

- The initial planning period for CTRL was especially politicised. A number of project elements (e.g. redevelopment initiatives associated with the project) were 'bolted-on' in response to highly effective political lobbying.

- What remained constant was the apparently cross-party notion that, despite misgivings about its viability and recent troubles in respect of the Channel Tunnel, the project would be funded by the private sector

- Consensus building at all political levels seen as vital in the project planning period.

Summary of main findings for CTRL

Effective lobbying

Attributes of effective lobbying were variously seen to include:

- access to/influence on high level decision-makers
- stamina and tenacity - 'we knew we were in for the long haul'
- ability to spread support over as wide an 'area/arena' as possible so as encourage buy-in from a broad spectrum of affected organisations
- ability to package and present a clear and appealing message - e.g. regeneration based on Stratford Station as an antidote to depravation

Summary of main findings for CTRL

Project objectives

- The **original** objective seen **solely as** providing an International Service - to connect Paris-Brussels-London – as cheaply as possible!
- But, in practice many different forces shaped the project as the interplay between different stakeholder agendas was played out over a number of years.
- Thus the objectives for CTRL evolved over time in response to new and emerging agendas (JFK Airtrain was shaped by financial restrictions, Shuto Express Way tunnel government decision after resident objections)
- Costs - constant pressure on British Rail (BR) to find the least cost route, irrespective of other considerations
- National prestige/status - embarrassment caused by comparison with high speed French Trains. The initial drive to achieve a 'cost minimisation' solution for CTRL was overridden by matters such as national prestige/status.

Summary of main findings for CTRL

Observations on 'Vision‘

- **The positioning of CTRL** as a means to promote regional restructuring, growth and regeneration required both considerable faith and strong advocacy skills amongst key political decision makers.

- **The relationship between CTRL and Thames Gateway** is seen as essentially symbiotic - i.e. they could not have existed in their *present form* without each other.

- **Cohesive vision critical for strategy formation**: Heseltine and Hall’s East Thames corridor vision allowed individual stakeholder groups to coalesce and develop successful lobbying strategies.

Summary of main findings for CTRL

Observations on Initial Project Planning and Appraisal

- **Early project planning** work pursued by British Rail (BR) was ill thought-out and lacked clear focus.

- **The planning environment** for CTRL was thus vulnerable to *change, the advent of new ideas and ad hoc decision making*. This fundamentally prolonged the CTRL planning period – though issues of competence (BR) also played a part.

- **'Victim' of the lengthy time it took to plan and implement the project**: CTRL appears to have become a 'victim' of time as this enabled/facilitated the introduction of new ideas/agendas that had to be taken on board.

- **Equally, some stakeholders thought that the lengthy planning and implementation period gave the project 'time to breathe'**

Summary of main findings for CTRL

Observations on Initial Project Planning and Appraisal

- **Most key decisions that shaped the project** were taken at the highest political level. This may well have been somewhat inevitable given the size/complexity/cost/potential impact of the project and the fact that national prestige was at stake

- **Such decisions were taken only** after substantial political manoeuvring and consensus building, which ultimately ensured that the project achieved sufficient momentum to enable its implementation in a prescribed manner - including the line haul specification (high speed), relationship with growth/regeneration strategies (Thames Gateway) and means of financing (private sector).

- **Early route options** in the mid-late 1980s were not properly appraised - this may at least partially explain the very hostile public reaction that resulted. It was only at DoT's/Treasury's insistence (in the late 1980s) that a more thorough appraisal of potential routes was undertaken by BR.

Summary of main findings for CTRL

Observations on Initial Project Planning and Appraisal

- **From late 1980s onwards,** the project planning and appraisal process became not only more rigorous but also more 'open' to input of new ideas/concepts – e.g. intense lobbying for station locations at places like Stratford and Ebbsfleet.

- **From from the early 1990s** onwards, many different ideas and agendas/groups came together in this more or less **unified vision** – with Newham lobbying for a station at Stratford and Blue Circle battling for the development of derelict land at Ebbsfleet (in conjunction with the affected Local Authorities).

Summary of main findings for CTRL

Observations on Consultation Approaches/Methods

- **Early attempts at consultation** in the mid-late 1980s were seen as naive and 'heavy handed' with the result that public reaction was universally hostile - the then project sponsors were seen to be ill-equipped to handle consultation (BR mainly asset managers).

- **Later consultation exercises were generally seen as much more 'professional'** and useful, leading to rather less hostility on the part of the public. Both the promoters and affected local authorities played a key role in all consultation exercises - these groups consider that public consultation 'went well/smoothly'.

- But, the consultation process must be seen in context - both the sponsors and local authorities were already committed to backing the project by the time this later public consultation took place.

Summary of main findings for CTRL

Observations on perceived roles of community groups

- Seen as:
  - representing the needs/wishes of local community members who were to be displaced, disrupted or otherwise adversely affected by the combination of CTRL and its' attendant real estate development;
  - moderating the plans of developers who, in the case of King's Cross, were seen as not providing for the type of land use mix that would best serve the needs of the local community;
  - delaying developers' plans so as to allow for 'proper' consideration – with acknowledged varying degrees of success.

- But, stakeholders consistently emphasised the need for close working relationships with developers and local government.

- Little evidence of community groups being perceived as 'out of the loop' when consideration was given to development plans.

Summary of main findings for CTRL

Institutional & Organisational Issues

- **the risk averse culture prevalent amongst civil servants and self-perceived role as protectors** of their political masters is seen to mitigate against their ability to take a long-term view of investment in infrastructure;
- **high staff turnover in all agencies associated with the project was seen as detrimental,** whilst (conversely) continuity in key positions enables consistent and speedy decision-making;
- **poor cross-functional sharing of appropriate information/data and ideas (silos)** was identified both within and between organisations and networks;
- **there is a clear need for managers and decision-makers who are able to see the project in its entirety (holistically).** Some suggest that major infrastructure projects need to be led by those with an entrepreneurial approach;
- **personality and personal relationships** are seen as vitally important at all levels, within and between organisations;

Summary of main findings for CTRL

Project programming

- Project Programmes need to be:
  - *Realistic and certain* - in regard to availability of staff, finance and other resources. I.e. not unfeasibly short due to commitments made higher up the chain of command in response to political pressures;
  - fully integrated both 'within' the project and in relation to those related (or dependent) works/programmes undertaken by other agencies.
- Complex projects are incapable of being tightly choreographed - as a result of changing contextual elements, failures of involved parties etc. But, project management approaches are often based on such expectations and, most importantly, commitments are made based on this belief.
- The preparation and delivery of comprehensive, fully-integrated plans/programmes is highly dependent on transparency within and between involved agencies in regard to the availability of up-to-date, accurate input data.
- There is also the issue of co-operation and *trust* here - whether parties can be trusted to deliver accurate and current data in a timely manner.

Summary of Main Findings For CTRL

Project funding

- **BR did not consider the project to be financially viable –** but, there remained broad political consensus that CTRL should be funded by the private sector .

- **Some speculate that the project bidding strategy** was simply to win the project, in the full and certain knowledge that they would be able to re-negotiate terms later once the project had sufficient (political) momentum - such that any perceived failure to deliver would be seen as the failure of the party in power

- **By the time the project was in financial difficulty** in 1996, it had gained sufficient momentum to ensure its continued survival. When the re-negotiation took place in 1997/98, the Labour Party were newly in power after a considerable period of time spent in opposition - the 'no failure on my watch' syndrome

- **Notwithstanding the many government announcements** in 2007 (on full opening of the CTRL services from St Pancras) the project had been completed on time and within budget, the amount of 'subsidy' made available through development rights at King's Cross and Stratford has never been made clear;

Summary of Main Findings For CTRL

Appraisal & financial modelling

- BCR was used extensively throughout the appraisal process for CTRL as a basis on which to build the Business Case - but, the prevailing view is that the key decision-makers *did not* rely on such modelling exercises.

- More influential were political influence, the impact of lobbying and the pursuit of the grand political vision (Thames Gateway). Financial model outputs became a means to post-rationalise decisions and/or legitimise previously held positions.

- Consistently little enthusiasm (or available) methodology for valuing the benefits derived from regeneration, especially by The Treasury - the UK would seem to have very immature methodologies for valuing externalities associated with major infrastructure projects - including factors such as innovation, enhancing skills/knowledge etc.

Summary of Main Findings For CTRL

Project funding

Treasury influence:

- seen as extremely influential (holders of the public purse strings). Their instruction to 'keep costs down' became the most important mantra for BR.
- seen by some as less interested in CBA and other financial model outputs than whether a project is 'affordable'.
- seen as a very significant 'block' on the ability to bring forward major new infrastructure projects (and other public spending initiatives) - frequent mention of 'the dead hand of the Treasury'.
- under instruction from the Treasury, costs reported by BR were:
    - ❖ under reported (restricted to those that were 'known/firm', not possible or potential costs);
    - ❖ adjusted to ensure that they were within ceilings previously agreed/committed with politicians.

Summary of main findings for CTRL

Notions of success/failure

Most commonly cited *measures* of 'success/failure' were (in no particular order):

- regeneration catalyst;
- affordability;
- establishment of domestic services;
- potential over-encouragement of commuting;
- displacement of communities;
- promotion of links to other parts of the UK;
- creation of links with Europe
- potential promotion of 'green travel‘.

…… but little said about ‘promoting sustainable development’ as a measure of success/failure

Next OMEGA Seminar

17:30-18:45, TUESDAY, 23rd June 2009

The History and Importance of the Revitalistion of the Urban Rail System in Perth, Western Australia from 1979 to 2009

Prof. Jeffrey Kenworthy
Professor in Sustainable Cities
Curtin University
Perth, Western Australia