

## UK Project Management Round Up<sup>1</sup>



**By Miles Shepherd**

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### INTRODUCTION

It has been such a long time since my last report that you may feel there has been nothing of interest to report. Well, you would be wrong! The reason for my silence has been the need to devote most of my energies to completing a personal project and although it is not quite handed over (I hope it will be ready by the time you read this) there are a few project related things that need saying – so I will say on...

### CATCHING UP

I left off in January noting the opening up of the Association for Project Management's events to face to face encounters and reporting the Fellow's Forum held in London in December. There is news of the next one later so read on! We also remembered the loss of one of APM's founding Fathers with Prof Peter Morris's passing and since then another giant of British project management has passed on. We reported the achievements Dr Martin Barnes CBE in March. We have also wrestled with the resurgence of COVID as the Omicron did its worst. Infections have been decreasing rapidly in recent weeks but two new variants are raising the threat level – and now we have monkeypox, although that has not got to epidemic levels.

### GOOD NEWS

Despite all the bad news in UK and around the world, there are also some items of GOOD NEWS which demonstrate that tomorrow will be a good day. There is one bit of not so good news and that is that the Crossrail Project is no more. On the other hand, we now have its replacement – the formally opened Elizabeth Line. Perhaps the most significant event in the last few days, the completion of Phase 7 of the project, sees the opening of the route from Paddington in Central London to Abbey Wood in

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Essex. The Office of Rail and Road (ORR), the UK rail regulator, gave its final authorisation and the way was open for HM The Queen to become the first passenger on the line on 24 May 2022.



HM The Queen opening the new line Image: TfL Press Office

The Crossrail story to date appears elsewhere but readers will recall that the highly complex project comprised 9 phases and began almost exactly 7 years ago in May 2015. It is some 3½ years over schedule, or as we say in the business, late, and on current costings, about £4 billion over budget. The project has been delivered in stages:

- Phase 1 – Liverpool Street to Shenfield mainline completed 2015
- Phase 2 – Introduction of Class 345 trains on Phase 1 route completed 2017
- Phase 3 – Heathrow to Paddington mainline route completed 2018
- Phase 4 – Reading to Paddington mainline route completed 2019
- Phase 5 – Introduction of Class 345 trains on the routes from Reading and Heathrow to Paddington completed 2020
- Phase 6 – Platform extensions at Liverpool Street to accommodate 9 carriage trains completed 2021
- Phase 7 – Paddington to Abbey Wood completed 2022
- Phase 8 – Full integration of services from both eastern and western

Regarded as one of the most complex infrastructure projects in Europe, final completion is due next year with the opening on Bond Street Station and full integration of services from both east and west legs of the line.

## **CLOSING REMARKS**

Looking ahead, next month's report will include a report on APM's latest Fellow's Forum which covers engaging with the C Suite and governance issues. We will also have completed the Platinum Jubilee celebrations which according to the BBC (and so must be right) includes 16,000 street parties. As part of the jollifications, our traditional late May Bank Holiday has been moved from the last Monday in May to the first Monday in June with an extra day tagged on. Not entirely sure how to react to that but it allows for a real blow-out party so I guess it must be some sort of risk mitigation plan.

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## About the Author



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**Miles Shepherd** is an executive editorial advisor and international correspondent for PM World Journal in the United Kingdom. He is also managing director for MS Projects Ltd, a consulting company supporting various UK and overseas Government agencies, nuclear industry organisations and other businesses. Miles has over 30 years' experience on a variety of projects in UK, Eastern Europe and Russia. His PM experience includes defence, major IT projects, decommissioning of nuclear reactors, nuclear security, rail and business projects for the UK Government and EU. His consulting work has taken him to Japan, Taiwan, USA and Russia. Past Chair and Fellow of the Association for Project Management (APM), Miles is also past president and chair and a Fellow of the International Project Management Association (IPMA). He was, for seven years, a Director for PMI's Global Accreditation Centre and is immediate past Chair of the ISO committee developing new international standards for Project Management and for Program/Portfolio Management. He is currently Chairman of the British Standards Institute project management committee. He was involved in setting up APM's team developing guidelines for project management oversight and governance. Miles is based in Salisbury, England and can be contacted at [miles.shepherd@misp-ltd.co.uk](mailto:miles.shepherd@misp-ltd.co.uk).