

Crossrail Sponsor Board Meeting No. 123A

Friday 25th September 2020, 1300-1400

Microsoft Teams (details to be included in invite)

Sponsor Board Members

Ruth Hannant*	Chair, DfT, Director General of Rail
Matthew Lodge*	DfT, Director for Rail Infrastructure – South
Shashi Verma*	TfL, Director of Strategy and Chief Technology Officer
Nicola Cox**	TfL, Head of Corporate Finance
Alison Munro	Independent Member

In attendance

Kenny Laird	Technical Advisor to Sponsors
Alexandra Batey	TfL, Director of Investment Delivery Planning
Alex Luke	DfT, Project Director
Simon Adams	Head of Joint Sponsor Team (JST)
[REDACTED]	JST
Andrew Wallace	JST, Secretariat
[REDACTED]	JST
[REDACTED]	Project Representative (P-Rep)
[REDACTED]	P-Rep / TfL Residual Works Team

Apologies

[REDACTED]	HM Treasury
Simon Kilonback*	TfL, Chief Finance Officer

(*Voting Members)

(**Alternate Voting Members)

1. Minutes and Actions of Meeting 122a

The minutes and actions for meeting number 122a were discussed and approved as final.

A progress update was provided on the open actions arising from previous Sponsor Board meetings, as summarised in the Part A action tracker.

On reviewing open actions, it was noted that this was the last meeting of Sponsor Board ahead of the governance transition planned in October 2020 and the focus of this meeting was the close out of remaining actions and allocation of any residual actions to the relevant governance forum post-transition.

2. CRL Board – Matters Arising

The CRL Board of 17 September was the final meeting to be held ahead of the planned governance transition in October 2020. As such, the meeting was focused around the close of business and transfer of responsibilities. The Board also discussed the proposed ‘manifesto’ for completing the project which centred around the need for a fully assured DCS and the requirement for a funding package to complete the project.

TfL updated that governance transition plans are well advanced and includes amendments to the Project Agreements and establishing Terms of Reference for new governance meetings. The interface between the governance transition and ongoing Crossrail funding discussions

were noted and it was agreed that it would be helpful to discuss options for any contingency arrangements that may be required should there be a delay to the planned transition date (**Action 123a/01**).

3. Sponsor and Risk Dashboards

Sponsor dashboard

The Sponsor Dashboard had been updated to reflect the Period 5 status and record the project's position at the point of governance transition. The maturity of the Delivery Control Schedule 1.1 (DCS 1.1) was discussed and it was noted that work continues to be undertaken to incorporate station integration plans, engage with the supply chain and complete the assurance of DCS 1.1.

In relation to cost, Sponsors noted, with concern, that CRL had yet to provide an updated cost forecast to accompany DCS 1.1 and this was not expected to be available until the end of October at the earliest. In the meantime, the cost forecast had been updated to reflect the current burn rate.

Sponsors raised their frustration that the schedule continues to show slippage. Despite re-baselining the schedule performance graph to reflect the new DCS 1.1 dates, one milestone related to the Safety Justification for signalling was already showing delays and Sponsors agreed to raise this with CRL in Part B. On asking P-Rep for their perspective on the slippage, it was updated that, in general, there was now a much better understanding of scope definition and what was required to complete the project, however there were still a number of 'unknowns' which needed to be understood by CRL. These unknowns were driving drawdown on CRL's risk provision.

P-Rep also noted a lack of confidence around productivity and that it was not always clear what money was being spent on, on a period-by-period basis. P-Rep stated that even now, after the DCS had been re-baselined, new information was materialising from the project which highlighted that there were uncertainties ahead. It was agreed that clarity would be sought from CRL in Part B in relation to the DCS and underpinning assumptions.

Risk dashboard

An update was provided on the revised Risk Dashboard which had been updated to reflect the Period 5 position. It was noted that the need for a whole life cost appraisal was an addition to the dashboard and reflected the focus post-transition for TfL to consider the broader implications of change and the importance of providing a full and comprehensive change control process. Other actions on the dashboard had been updated since the last period and would structure Sponsors' challenge of CRL in Part B.

4. P-Rep Period 5 Summary

P-Rep presented the headlines from their Period 5 report. It was raised that project resourcing continues to be an issue and the lack of a clear resource plan from CRL means that there are potential constraints on key technical areas (e.g. earthing and bonding). P-Rep agreed to seek further clarify from CRL on their resource plan (**Action 123a/02**).

P-Rep also emphasised concerns over the extent to which CRL had addressed points identified in CRL's Periodic Assurance Report 22 (PAR022) in relation to root cause analysis in their re-baselined schedule. It was agreed that an update would be sought from CRL in Part B.

On discussing DCS 1.1, P-Rep updated that they did not believe the schedule would be matured until the end of October at the earliest and raised a risk that the need to incorporate station integration plans and further engage the supply chain could have consequential impacts on the cost forecast.

In relation to assurance of DCS 1.1, Sponsors agreed that there was a lack of clarity on the extent to which the DCS was being assured and whether the targeted reviews discussed at the July Sponsor Board (Sponsor Board 121) had been progressed. It was agreed to raise the subject of assurance with CRL in Part B and in the letter from the Chair of Sponsor Board to Sponsor Board members and the Chair of the Elizabeth Line Delivery Group (ELDG) (**Action 123a/03**).

Sponsor Board effectiveness review and lessons learned

The Sponsor Board effectiveness review and lessons learned exercise was introduced by the JST by setting out the scope and proposed approach.

Sponsors commented that the review was more of a lessons learned exercise and the approach should be clearly structured into two halves; (i) to provide immediate output that can be fed and incorporated into the new Crossrail governance structure and, (ii) a more comprehensive, historical review of lessons learned from the Sponsor Board and the operation of the joint governance model over the project's stages. The JST confirmed that this was the intended approach.

It was discussed whether the second part of the review would benefit from being led by an external organisation to which JST agreed to review further and revert with a suggested approach (**Action 123a/04**).

5. Sponsor Team Ways of Working

The JST gave an overview of the proposed Ways of Working which sets out how the DfT and TfL would engage post-transition. DfT noted that the On Network Works Programme Board, attended by Howard Smith on behalf of Crossrail, would continue to operate and that any outputs of the meeting could also be fed in to the Elizabeth Line Delivery Group (ELDG).

6. Elizabeth Line Readiness Group (ELRG) – Matters Arising

It was updated that no meetings of the ELRG had taken place since the last Sponsor Board.

7. Part B Agenda

Sponsors discussed the Part B agenda, and agreed to:

- Challenge CRL on progress against schedule and what was driving the delay to the signalling Safety Justification
- Ask for an update on CRL's response to the root cause analysis presented in PAR022 and the steps being taken to address the report's conclusions.
- Seek an update on the development of the DCS and associated assurance activities.
- Ask for an update on when information on the DCS would be available to KPMG, in order for them to complete their analysis.

8. AOB

The following points were raised under Any Other Business:

KPMG cost analysis – KPMG are waiting for the revised DCS and associated data before completing their analysis and presenting to Sponsors. Sponsors are to ask for an update in Part B.

IPA Critical Friend Review (CFR) – Dates are now in the diary to undertake the CFR in early October.

Drawdown approval – Sponsors approved the validation of the October 2020 Drawdown.

Public Accounts Committee (PAC) – DfT updated that the DfT Permanent Secretary would be attending PAC on 15 October and it is expected that Crossrail would be on the agenda.

9. Close of Sponsor Board

It was noted that this was the last Sponsor Board ahead of the governance transition in October 2020. The Chair thanked attendees for their contributions to Sponsor Board, in particular Kenny and Alison as independent member and technical advisor for providing their challenge and perspective over the past eighteen months.

It was noted that the minutes and updated action tracker will be prepared and reviewed by correspondence before being finalised. It was proposed that the minutes would be noted at the first ELDG in October to ensure smooth transition of Sponsor Board business and any outstanding actions.

Summary of actions:

Number	Action	Owner	Update
123a/01	Session to be arranged to consider contingency plans should governance transition be delayed.	JST	30 September 2020
123a/02	Seek clarity from CRL in relation to resource plan which underpins DCS 1.1	Project Representative	October 2020
123a/03	Include point on requirement for an assured DCS in letter regarding close and transition of Sponsor Board business.	Sponsor Board Chair	October 2020
123a/04	Consider options for an external organisation to undertake Sponsor Board lessons learned review.	JST / Alex Luke	October 2020