

# Crossrail Sponsor Board Meeting No. 115A

Thursday 6<sup>th</sup> February 2020, 0900-1000

Venue: CRL, 5 Endeavour Square, Floor 10, Boardroom 1

## Sponsor Board Members

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

## In attendance

Kenny Laird	Technical Advisor to Sponsors
Alex Luke	DfT, Project Director
Nicola Cox	TfL, Head of Corporate Finance
Andrew Wallace	JST
[REDACTED]	JST, Secretariat
[REDACTED]	Project Representative
[REDACTED]	Project Representative

## Apologies

Simon Adams	Head of Joint Sponsor Team (JST)
[REDACTED]	HM Treasury

(\*Voting Members)

(\*\*Alternate Voting Members)

## 1. Minutes and Actions of Meeting 114a

The minutes and actions for meeting number 114a were discussed and agreed without alterations.

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

## 2. Sponsor and Risk Dashboards

### *Sponsor dashboard*

Sponsors noted the FTE profile had increased following the temporary decline observed over the seasonal period. Sponsors also noted the schedule performance against the key milestones, with commencement of Trial Running slipping 2 weeks over the period. Sponsors agreed to ask CRL when they would have clarity on the programme of work and activities remaining and an update on schedule mitigations and interventions to deliver Trial running [REDACTED].

Sponsors noted the cost burn rate over the period of [REDACTED]. The AFDCD had increased by [REDACTED] over the period with a drawdown of programme contingency and release of programme risk of [REDACTED]. Sponsors agreed to ask CRL in Part B to provide a breakdown of the cost expenditure highlighting whether costs relate to emerging costs or lump sum payments due as part of supplementary agreements. Sponsors also agreed to ask CRL for a view of the cost risk profile going forward. Sponsors noted a decline in the rolling stock reliability performance

metrics and agreed to ask CRL to explain the reasons for this and steps being taken to address.

#### *Risk dashboard*

The risk dashboard was presented. Sponsors discussed the key risks and undertook to challenge CRL in the Part B agenda on the progress with the scope allocation and prioritisation in relation to Trial Running, Trial Operations and staged opening. Sponsors also agreed to ask CRL in Part B whether Sponsor assistance is required.

### **3. P-Rep Summary**

The Project Representative (P-Rep) presented the headlines from their Period 10 letter and summary report to Sponsors, re-iterating the need for clarity on CRL's plans to develop a robust scope to complete each element of the programme. P-Rep also stated that the efficiency of testing regime had been hampered by software functionality noting that the new software configuration P\_D+11 contains a step up in functionality and will enable multi-train testing to commence with trains working in close proximity to one another. This will facilitate a significant increase in the number of miles run using the integrated Rolling Stock/Signalling software. Sponsors asked if the issues associated with the platform screen doors and the tunnel ventilation system had been resolved. P-Rep stated that level of testing, assurance and safety justifications required remains significant. Sponsors agreed to challenge CRL in the Part B agenda on progress with the routeway, clarity on the testing and assurance required and ask for a status update of the issues associated with tunnel ventilation and airflow systems.

### **4. Update on Governance Transition**

An update was provided on the governance framework and principles – accountability, authority and transparency, to be applied by the JST to adapt the governance arrangements as Crossrail transitions from programme delivery into operational readiness. Sponsors noted the presentation and stated that although the transition would evolve over time, some changes could be identified for early implementation.

Sponsors noted the transition points for the governance changes would be linked to the key programme milestones and agreed to have a governance transition plan from now to end of delivery ready for implementation following the Mayoral elections and when the Commissioner is in place (**Action 115a/01**). Sponsors agreed to hold a strategic workshop to consider contingency planning arrangements (**Action 115a/02**). Sponsors asked that an update on the governance transition plan should be provided by the JST each period (**Action 115a/03**).

The output from the Elizabeth Line Readiness Group workshop discussion was noted and JST agreed to circulate the presentation to Sponsors (**Action 115/04**). TfL Sponsors agreed to meet to discuss TfL governance input to the transition plan (**Action 115a/05**).

### **5. KPMG report and Phase 2 discussion**

Sponsors were asked to note the draft KPMG Phase 1 report, summarising the assumptions and input used to develop their illustrative cost and schedule scenarios. Sponsors noted that, at the time of commissioning the study, it was agreed extensive involvement of CRL in the study, would be avoided as it could have distracted them from project delivery. The

KPMG proposal for a more detailed analysis of CRL's principal contracts in Phase 2 was considered but Sponsors determined it would be premature. However, as new information has become available to Sponsors during the study, Sponsors agreed that the next phase of work should focus on KPMG working with CRL to validate the assumptions used to develop the illustrative scenarios. Sponsors asked the Head of the JST to agree the KPMG scope of work for the CRL validation exercise (**Action 115a/06**).

## 6. IPA Follow up Review

Sponsors approved the terms of reference of the proposed IPA follow up review of the CRL Three lines of Defence (3LoD) Integrated Assurance Framework (IAF). Sponsors asked the JST to ensure that the review approach is structured efficiently in order to minimise the impact on CRL delivery, using the previous review team members who have the expertise and a good understanding of the project and outcomes of the previous review. Sponsors asked the findings from the review be presented to them on completion (**Action 115a/07**).

## 7. Part B Agenda

Sponsors discussed the Part B agenda, and agreed to raise:

- CRL to provide clarity on programme of work and activities remaining and an update on schedule mitigations and interventions to deliver Trial running [REDACTED];
- CRL to provide a breakdown of the cost expenditure and the cost risk profile going forward and justification for the delegated authority request;
- Progress with the scope allocation and prioritisation in relation to trial running, trial operations and staged opening;
- Reasons for the decline in the rolling stock reliability performance metrics this period;
- Update on the routeway, clarity on the testing and assurance required; and
- Status update on the issues associated with tunnel ventilation and airflow systems.

## 8. AOB

Sponsors approved CRL's certified information was provided by email on 7 February for the February drawdown of the GLA loan, noting the Joint Sponsor Team's validation of that material was provided by email on 5 February.

It was noted by Sponsors that P-Rep lead from Jacobs would be changing roles to act as a delivery resource to LUL, in order to support the acceptance of the railway. DfT Sponsors requested written confirmation that no Conflicts of Interest exist with the proposed change and would provide their approval thereafter (**Action 115a/08**). Sponsors also agreed that during the interim period, the Jacobs Executive Sponsor [REDACTED] should attend Sponsor and Crossrail Boards (**Action 115a/09**).

Sponsors stated that CRL have made a request for an increase in delegated authority and agreed to circulate the request to DfT Sponsors (**Action 115a/10**). Sponsors agreed to challenge CRL in the Part B agenda, to justify the request and clarify when the delegation is required.

## Summary of actions:

No.	Action	Lead	Target and Update
115a/01	Develop a governance transition plan from now to end of delivery	JST	End May 2020
115a/02	Hold a strategic workshop to consider contingency planning arrangements	Sponsors	March 2020
115a/03	An update on the governance transition plan should be provided by the JST each period	JST	Each period
115a/04	The output from the Elizabeth Line Readiness Group workshop discussion was noted and JST agreed to circulate the presentation to Sponsors	JST	February 2020
115a/05	TfL Sponsors agreed to meet to discuss TfL governance input to the transition plan	Simon Adams	March 2020
115a/06	JST to agree the KPMG scope of work for the CRL validation of assumptions used in the illustrative scenarios	Simon Adams	March 2020
115a/07	The conclusions of the IPA follow up review to be presented to Sponsors once concluded	Simon Adams	April 2020
115a/08	DfT Sponsors requested written confirmation that no Conflicts of Interest exist with the proposed change in role	Project Representative	February 2020
115a/09	Jacobs Executive Sponsor ██████ should attend Sponsor and Crossrail Boards until the permanent P-Rep lead starts.	JST	February 2020
115a/10	Circulate CRL request for an increase in delegated authority	JST	February 2020