

CROSSRAIL SPONSOR BOARD MINUTES NO.105A

MINUTES OF MEETING HELD ON

Friday 3rd May 2019: 13.00-14.00

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

Sponsor Board Members:

David Hughes*	Chair, TfL, Investment Delivery Planning Director
Ruth Hannant*	DfT Director General for Rail
Matthew Lodge*	DfT, Director for Rail Infrastructure - South
Tanya Coff**	TfL, Finance Director for London Underground




(* Voting Members)

(** Alternate Voting Member)

In attendance

Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	Joint Sponsor Team (JST), Secretariat
	JST
	DfT
Kenny Laird	Technical Advisor to Sponsors
	HM Treasury
	Project Representative

Apologies

Simon Kilonback*	TfL, Chief Financial Officer
Alison Munro	Independent Member
Graham Stockbridge	DfT, Crossrail Project Director
	DfT, Crossrail Deputy Project Director
	Project Representative
	Project Representative

1. Minutes and Actions of Meeting 104a

Andrew Wallace summarised the actions:

- 104a/01 Open: JST to present the KPMG finalised close-out report and narrative to reflect Sponsors' comment at the 7 June 2019 Sponsor Board.
- 104a/02 Open: JST to present the Business Case Sensitivity analysis once the revised schedule and cost forecast have been received from CRL which is expected July 2019.

2. Risk register

The latest update of the Sponsor risk register was presented for discussion, highlighting seven key risks that had been identified by the Joint Sponsor Team.

A number of areas were identified during the discussion that were not felt to be fully reflected in the register including, wider National Rail impacts during stage opening, reputation

impacts, revenue loss and readiness of infrastructure managers and operators to accept the railway. Sponsors also expressed concern that proposed mitigation measures were not fully detailed. It was noted that these points should be included going forward.

Sponsors requested that the JST produce Risk Dashboard for the June Sponsor Board to be reviewed as a standing agenda item (**Action 105a/01**).

3. Benefits evaluation update

An update was provided on the Crossrail Baseline Evaluation study covering progress made since the last update to Sponsor Board and how the study approach had been amended to reflect the opening strategy for Crossrail.

It was noted that the study took an ex-post approach comparing conditions 'before' and 'after' the railway opens and a separate benefits realisation workstream will report using an ex-ante approach to 'forecast' and 'actual'.

██████████ asked if the IPA and HMT could be sighted on the Crossrail Baseline Evaluation interim outputs works going forward (**Action 105a/2**).

4. Review of Part B Agenda

P-Rep provided an update on their view of CRL's approach to culture change and noted that CRL are holding an away day and employing a behavioural specialist to look at areas of improvement. It was highlighted that Nisrine Chartouny was attending Part B to update Sponsors on CRL's incentive framework.

David Hughes recognised that the schedule was challenging to deliver and highlighted the importance of in-depth questions regarding the new EOP, remobilisation, and the productivity.

Sponsors requested that the Joint Sponsor Team develop a Sponsor Dashboard which key metrics, with a focus on spend reduction, milestones, critical software drops and staff demobilisation for the June Sponsor Board and for it to be continued thereafter (**Action 105a/03**).


5. AOB

Sponsor noted that they had received a letter from Tony Meggs (dated 25 April 2019) informing of the Crossrail Board's approval of the EOP and had subsequently received a formal Change Notice with regards to updating the project's Agreements. The notice was endorsed by Sponsor Board and subject to approval by each Sponsor organisation before issuing a Change Confirmation Notice (**Action 105a/04**).

Sponsors also noted that the JST had validated CRL's Certified Information regarding the May drawdown from the GLA Loan facility and approved the drawdown on the basis of JST and P-Rep's assessment.

Action Tracker:

No.	Action	Lead	Target and Update
105a/01	Develop a Sponsor Dashboard, including key	Simon Adams	JST to present draft proposal at the 7 June 2019 Sponsor Board

	metrics from CRL.		
105a/02	Brief HMT and IPA on Crossrail Baseline Evaluation interim outputs	Andrew Wallace	Autumn 2019, once next stage of work is complete
105a/03	Produce Risk dashboard for Sponsor Board to be reviewed as a standing agenda item		Draft Risk dashboard to be presented at the 28 June 2019 Sponsor Board
105a/04	Confirm approval by Sponsor Board of change to Stage 3 opening date to reflect EOP	Andrew Wallace	Complete: Change Confirmation Notice sent on 21 May 2019