

## Crossrail Sponsor Board Meeting No. 114b

Thursday 16 January 2020, 1000 - 1100


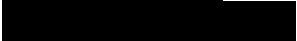
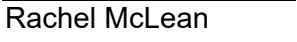
Venue: CRL, 5 Endeavour Square, Floor 10, Boardroom 1

### Sponsor Board Members

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

(\*Voting Members)

### In attendance

Kenny Laird	Technical Advisor to Sponsors
Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	JST
	JST, Secretariat.
	Project Representative
	HM Treasury
Rachel McLean	Crossrail Limited (CRL), Chief Finance Officer
Mark Cooper	CRL, Programme Director
Howard Smith	CRL, Chief Operations Officer
Chris Sexton	CRL, Deputy Chief Executive
Hannah Quince	CRL, Chief of Staff

### Apologies

Simon Kilonback*	TfL, Chief Financial Officer
Polly Payne*	DfT, Director General of Rail
Mark Wild	CRL, Chief Executive

### 1. Minutes and Actions of Meeting 113b

The minutes and actions for meeting number 113b 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 B action tracker.

### 2. Cost Update

#### *Cost Forecast*

CRL provided an update on the cost forecasts, stating that the AFDCD has been held from the previous period. Sponsors challenged the CRL period spend rate and asked CRL for a cost breakdown for Period 9 to provide more clarity on the areas of expenditure and deliverables achieved (**Action 114b/01**).

#### *Investment Authority*

CRL stated that they believe the current investment authority will be reached by  and they would need the authority to be raised at that point. CRL plan to write to Sponsors to request an increase to their Investment Authority (**Action 114b/02**).

Sponsors highlighted the need for CRL to provide an updated spend profile that aligns with the latest schedule to inform the Sponsor discussions on additional funding (**Action 114b/03**).

### **3. Schedule Mitigations**

CRL provided an overview of the “interventions” identified to mitigate the risks to the schedule and the progress to date with implementation. CRL stated that they are focussed on the priority interventions which have the greatest potential to de-risk the critical path to key milestones.

CRL explained that they recognise the cultural changes required and have taken steps to eliminate “planning to targets” culture by establishing credible plans. This will ensure that the productivity rates and durations in the plan are credible.

Sponsors asked CRL how the [REDACTED] and the delivery of non-urgent works to go using the Alternative Delivery Model (ADM) would be reflected in schedule mitigations. CRL stated that they have established a process to prioritise the allocation of works to go and Elemental Outstanding Works Lists (EOWs) by key milestones – trial running, trial operation and opening dates. It was agreed that CRL would provide an update on the scoping exercise once completed (**Action 114b/04**).

Sponsors noted the clarity provided on the mitigations and challenged CRL on the timing for the delivery of an updated, stable and assured schedule (**Action 114b/05**) that incorporates the mitigations and has an aligned cost forecast. CRL stated that once the scoping exercise was concluded, the commercial strategy for delivery would be agreed with Tier 1s and IMs and an updated cost forecast aligned with the scope and milestones would be provided to Sponsors (**Action 114b/06**).

Sponsors asked CRL about progress with the End to End (E2E) plan for delivery of the wider railway. CRL explained that their immediate priority is to commence trial running and then ramp up delivery of the E2E plan for the whole Elizabeth line. CRL stated that they have developed the Terms of Reference (ToR) for the Operators roundtable and agreed to provide the ToR to Sponsors (**Action 114b/07**). It was also agreed that CRL would circulate the E2E plan to Sponsors (**Action 114b/08**).

### **4. Update and application of KPI Tree**

CRL provided an overview of the KPI tree that has been established, highlighting that it is forward looking and measures progress towards delivery of the activities on the critical path. Sponsors asked whether the KPIs were realistic and CRL stated they had established the current baseline in 14 out of the 30 elements and used realistic productivity rates to estimate durations in the schedule. Work is in progress to complete the remaining elements. It was agreed that CRL would provide a further update on the application of the KPI Tree, once the scoping exercise is complete (**Action 114b/09**).

### **5. AOB**

DfT Sponsors provided an update on the governance proposals to establish a Crossrail On Network Works (ONW) Programme Board to oversee the cost and financial risk issues associated with the ONW. The Board would be equivalent to the NR Route Programme Board and chaired by the DfT. Details and interfaces with the Sponsor Board would be presented once the proposals have been agreed (**Action 114b/10**).

CRL provided feedback on [REDACTED] meeting held on 8 January, highlighting the support and engagement provided by Ministers and the Mayor had the desired impact in highlighting to [REDACTED] the need to prioritise Crossrail delivery. Sponsors re-iterated that they are available to support CRL as required and CRL requested Sponsor support for the planned Tier 1 roundtable (**Action 114b/11**).

CRL noted the appointment of Peter McNaught as LU Operational Readiness Director and asked if further clarity could be provided from TfL of how the role will interface with CRL as the programme transitions from project delivery to operations (**Action 114b/12**).

**Summary of actions:**

No.	Action	Lead	Target and Update
114b/01	CRL to provide a cost breakdown for Period 9 to provide more clarity on the areas of expenditure and deliverables achieved.	Rachel McLean	February 2020
114b/02	CRL to write to Sponsors to request an increase to their Investment Authority.	Rachel McLean	[REDACTED]
114b/03	CRL to provide a revised spend profile aligned with the forecast opening dates to inform the Sponsor discussions on additional funding.	Rachel McLean	January 2020
114b/04	CRL to provide an update on scope of work remaining and allocation between delivery organisations.	Mark Cooper	February 2020
114b/05	CRL to provide an updated schedule that incorporates the mitigations	Mark Cooper	March 2020
114b/06	CRL to provide an updated cost forecast aligned with the schedule.	Rachel Mclean	April 2020
114b/07	CRL to provide Terms of Reference (ToR) for the Operators Roundtable.	Howard Smith	February 2020
114b/08	Provide the End to End Plan for delivery of the whole Elizabeth line railway service	JST	February 2020

	to independent member and advisor.		
114b/09	CRL would provide a further update on KPI Tree, once the scoping exercise is complete	Mark Cooper	February 2020
114b/10	Proposals for the Crossrail ONW Programme Board and interfaces with the Sponsor Board to be presented to Sponsors	Alex Luke	March 2020
114b/11	CRL requested Sponsor support for the Tier 1 roundtable	Hannah Quince	February 2020
114b/12	TfL to clarify how the LU Operational Readiness Director will interface with CRL as the programme transitions from project delivery to operations	Simon Adams	March 2020