

## CROSSRAIL SPONSOR BOARD MINUTES NO.101A

### MINUTES OF MEETING HELD ON

Friday 18th January: 9.30-10.50

Venue: TfL, 55 Broadway, 7<sup>th</sup> Floor, South Wing, Hanwell meeting room

#### Present:

Ruth Hannant*	Chair, DfT Director General for Rail
Simon Kilonback*	TfL, Chief Financial Officer
David Hughes*	TfL, Director of Strategy & Network Development
Matt Lodge*	DfT, Director for Major Rail Projects

Simon Adams	Head of Joint Sponsor Team (JST)
██████████	JST, Secretariat

#### By invitation

Graham Stockbridge	DfT, Crossrail Project Director
██████████	DfT, Crossrail Deputy Project Director
██████████	Project Representative
██████████	Project Representative
Andrew Wallace	JST

(\* Voting Members)

### **1. Minutes and Actions of Meeting 100a**

The minutes of the last meeting, held on the 10 December were agreed.

██████████ summarised the actions:

- 10a/01** Complete: The Sponsors' letter, which sets out priorities for the new Chairman, was finalised and sent to the Senior Independent Non-Executive Director (NED) on 14 December 2018.
- 100/02** Complete: A Sponsor session was scheduled at the end of the CRL Board in December to improve the flow of information (in response to a KPMG recommendation). Sponsors requested in future for there to be a Sponsor agenda item during the CRL Board with all Sponsor members invited. *Post-meeting note: An agenda item was organised at the CRL Board on 31 January and will be organised at subsequent CRL Boards.*
- 100a/03** Complete: A P-Rep "programme assessment" has been added as a standing Part A agenda item to the forward look and P-Rep Executive Summaries and Covering Letters will be included in the Sponsor Board pack.

### **2. Governance and KPMG recommendations**

Sponsors discussed the role of the Deputy Chairman and agreed expectations for the role to be set out in a letter to the Senior Independent NED (**Action 101a/01**).

Sponsors also agreed the need to respond to CRL's Remedial Action Plans now that the KPMG reviews were finalised and on the contents of the letter (**Action 101a/02**).

Sponsors discussed the final KPMG reviews and the recommendations. TfL Sponsors noted that they were intending to publish the KPMG reports in advance of the TfL Board on 30<sup>th</sup> January. *Post-meeting note: The KPMG reports were published on the TfL website in redacted form on 24 January.*

The JST explained its plan to implement the KPMG recommendations. It was agreed that the JST and P-Rep would meet CRL next week to prioritise the recommendations and discuss the implementation plan and for the JST to provide an update to Sponsors ahead of the TfL Board (**Action 101a/03**).

P-Rep said that Sponsors would need to consider any wider lessons learned for other programmes (**Action 101a/04**). Sponsors agreed and Ruth Hannant noted the separate joint DfT and IPA review which was considering the implications from Crossrail and other major programmes. *Post meeting note: TfL had also made a commitment to undertake a similar exercise for TfL projects at the TfL Board on the 30 January.*

### **3. P-Rep revised approach**

P-Rep presented on P-Rep's revised approach which is to rely less on CRL reporting but to apply more judgement based on its experience from attending decision-making meetings and site visits. Sponsors agreed with the proposal but noted that they did not agree with the paper's distinction between "expert judgement" and "factual" reporting. Sponsors understood the proposal to be about applying judgment and to scrutinise the reporting and underlying data. P-Rep agreed and has revised the paper accordingly.. Sponsors noted that the cost implications need to be discussed with the JST and that because CRL's proposals are in development the P-Rep resourcing will need to be reviewed, including for scrutiny and assurance of the revised schedule.

Sponsors asked whether P-Rep was getting access to all the required meetings. P-Rep said there was no resistance from Mark Wild but some resistance from other members of the CRL Executive. Sponsors agreed to raise this in Part B.

Matt Lodge asked whether P-Rep have sufficient visibility of operational readiness. P-Rep said that P-Rep attends operational readiness meetings but noted that CRL was restructuring its meetings and P-Rep will review this after that (**Action 101a/05**).

### **4. P-Rep Programme Assessment and Key Risks**

P-Rep presented P-Rep's Executive Summary (included in the Sponsor Board pack) and the key points in P-Rep's letter to Sponsors. Sponsors thanked P-Rep for raising these issues and agreed to discuss these further with CRL in Part B.

P-Rep expressed concern that CRL's lack of project controls resource was meaning it was not sufficiently reviewing performance and taking sufficient action. He also emphasised that P-Rep was not yet receiving evidence to demonstrate the outputs of CRL's actions, such as engagement with [REDACTED] over resourcing.

### **5. Stage 2:2 paper**

Sponsors noted the key requirements and risks for Stage 2:2 and the implications if there is a delay beyond [REDACTED]. They agreed to seek clarity from CRL on its preparations for Stage 2:2 in Part B.

### **6. AOB**

N/A

**Action Tracker:**

No.	Action	Responsible	Target
101a/01	Expectations for the Deputy Chairman role to be set out in a letter to the Senior Independent NED	[REDACTED]	Complete: Letter send from Sponsor Board Chair on 31 January
101a/02	JST to set out Sponsors' response to CRL's Remedial Action Plans now that the KPMG reviews were finalised	[REDACTED]	Complete: Letter send from Head of JST on 1 February
101a/03	JST, CRL and P-Rep to meet to prioritise the KPMG recommendations and discuss the implementation plan and for an update to be provided ahead of the TfL Board.	[REDACTED] & Andrew Wallace	Complete: Workshops held with CRL on 24/1 and 29/1 and updates provided to Sponsors on 29/1 and 1/2. Note: Further meeting held with Sponsors on 7/2 and briefing provided to inform Sponsor meetings on 8/2.
101a/04	Sponsors to consider any wider lessons learned for other programmes.	DfT and TfL Sponsors and Head of JST.	Approach to be reviewed at the February Sponsor Board
101a/05	P-Rep and JST to review their visibility of operational readiness.	P-Rep and Andrew Wallace	End of February following CRL's review of its meetings.