

Crossrail Sponsor Board Meeting No. 114a

Thursday 16 January 2020, 0900 - 1000


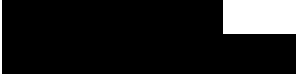
Venue: CRL, 5 Endeavour Square, Floor 10, Boardroom 1

Sponsor Board Members

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

(*Voting Members)
(**Alternate 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

Apologies

Simon Kilonback*	TfL, Chief Financial Officer
Polly Payne*	DfT, Director General of Rail

1. Minutes and Actions of Meeting 113a


The minutes and actions for meeting number 113a 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 downward glide in the FTE profile which was due to the temporary break over the seasonal period. Sponsors also noted the period-on-period slippage in the key milestones and agreed to ask CRL in Part B if they would be re-baselining their schedule and when they would have a stable and assured programme with associated milestones.

Sponsors noted that the cost forecasts remained unchanged since Period 8 with a spend of  in Period 9. Sponsors agreed to ask CRL in Part B to provide a cost breakdown each period of expenditure and deliverables achieved.

Risk dashboard

Sponsors discussed their continuing concerns and undertook to challenge CRL in the Part B agenda on the mitigations and interventions being worked through by CRL to address the schedule challenges associated with assurance and handover of Routeway and Stations,

Shafts and Portals (SSPs). 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 9 letter and summary report to Sponsors, highlighting that the whilst progress has been made by CRL in some areas, further work is still required to ensure that the identified interventions mitigate the risks (including 'known-unknowns') to the schedule and costs.

P-Rep stated that the plan for Trial Running is achievable if CRL change from planning to targets, to realistic forecasts. P-Rep noted that CRL have the Elemental Outstanding Works List (EOWL) which captures the works to go and stated that CRL need to focus on categorising and prioritising the EOWs for Trial Running requires input from IMs. P-Rep also emphasised that they believe, based on the work to be done, CRL would only be able to provide a full assured schedule and cost forecast by June 2020.

Sponsors stated that the appointment of Peter McNaught as LU Operational Readiness Director would support the LU stand up in readiness for handover of the assets from CRL. Sponsors agreed to review whether LU Operational Readiness Director should be invited to attend a future SB when established in post (**Action 114a/01**). Sponsors agreed to ask CRL in Part B, to present their End to End (E2E) plan for delivery of the wider railway, including the interfaces/dependencies with Network Rail.

4. Update on proposed TfL Organisational & Governance changes

An update was provided on TfL's organisational and governance structure in relation to the Crossrail project, including its interface with CRL and role as infrastructure manager and operator. The discussion highlighted the need to consider how the organisational and governance structures, as well as behaviours, are required to evolve and adapt as Crossrail transitions from programme delivery into operational readiness.

Sponsors stated that the role of the Crossrail Board and Sponsor Board should also be reviewed to ensure that there is clarity on accountability and decision-making authority. In addition, the transitional plans should clarify the role of Network Rail as infrastructure manager and system operator.

Sponsors asked the Head of Joint Sponsor Team to develop a Governance transition plan to align with the evolution of the organisational model from programme delivery to Operations in TfL (**Action 114a/02**).

5. Part B Agenda

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

- Progress with CRL's "8 interventions" to mitigate risks to the opening date;
- Status update on the scoping exercise on outstanding works and the Alternative Delivery Model;
- Timing for the delivery of an updated, stable and assured schedule to Trial Running that incorporates the mitigations and has an aligned cost forecast;
- End to End (E2E) plan for delivery of the wider railway and timing for CRL to provide a revised spend profile aligned with the current opening dates;

- CRL to provide a cost breakdown for Period 9 (i.e. emerging costs or lump sum payments) to provide more clarity on the areas of expenditure and deliverables achieved.

6. AOB

It was noted that Sponsors had approved CRL's certified information for the loan drawdown of 29 January and the Joint Sponsor Team's associated validation of that material by email on 15 January in order to meet the timescales of the drawdown process.

Summary of actions:

No.	Action	Lead	Target and Update
114a/01	Sponsors agreed to review whether LU Operational Readiness Director should be invited to attend future Sponsor Boards when established in post	JST	March 2020
114a/02	Joint Sponsor Team to develop a Governance transition plan to align with the evolution of the organisational model from programme delivery to operations in TfL	Simon Adams	February 2020