

CROSSRAIL SPONSOR BOARD MINUTES NO.108A

Thursday 25 July 2019: 11.00-12.00


Venue: TfL, 197 Blackfriars Road, Victoria meeting room

Sponsor Board Members

David Hughes*	Chair, TfL, Investment Delivery Planning Director
Polly Payne*	DfT, Director General for Rail
Matthew Lodge*	DfT, Director for Rail Infrastructure - South
Alison Munro	Independent Member

(* Voting Members)

In attendance

Simon Adams	Head of Joint Sponsor Team
Andrew Wallace	Joint Sponsor Team, Secretariat
Alex Luke	DfT, Project Director – Crossrail
	HM Treasury (items 1 to 3)
	Project Representative
	Project Representative
	JST

Apologies

Simon Kilonback*	TfL, Chief Financial Officer
Tanya Coff	TfL, Finance Director for London Underground
Kenny Laird	Technical Advisor to Sponsors
	HMTreasury
	HMTreasury

1. Minutes and Actions of Meeting 107a

The minutes and actions for meeting number 107a were discussed and agreed without alterations.

Andrew Wallace summarised the actions from meeting 107a:

107a/01 Closed: The Chair of the Sponsor Board had written to CRL on 10 July 2019 summarising the outcomes of the Sponsor Board discussion on SACR21.

2. Sponsor and Risk Dashboards

Sponsor dashboard

An updated Sponsor dashboard was presented. Further revisions had been made to the dashboard content following discussion at 28 June Sponsor Board, including the addition of CRL's five areas of 'tightening' which the Joint Sponsor Team were looking to track progress on. Placeholders have also been added where metrics and data are not yet available from CRL and expect to become available as detailed schedule is developed.

Sponsors noted that the dashboard was helpful in prioritising areas for discussion with CRL and setting future Sponsor Board agendas.

Risk dashboard

A revised Sponsor dashboard was presented which incorporated comments made at Sponsor Board meeting 107 (28 June 2019). It was explained how the format now focuses more on Sponsor concerns and issues and what actions are being taken to address or mitigate these, with a particular emphasis on structuring Sponsor Board discussion.

Sponsors agreed that, in future, it would be helpful to minute where actions had and hadn't been completed and why.

3. Project Representative Scenario and Trend Analysis

The Project Representative (P-Rep) introduced their analysis explaining that it was representative of a range of hypothesised scenarios and does not constitute an estimate or replacement forecast of CRL's AFDCD.

It was explained that the scenarios were developed in the absence of CRL's detailed schedule but based on historical performance and trend analysis of the project. Sponsors understood that the analysis was indicative and based on unmitigated scenarios. It was concluded that Sponsors would consider P-Rep's analysis alongside CRL's, once available (expected in August), and use it to interrogate CRL's position.

Sponsors also noted that it was important to track CRL's emerging position and viewed that both the CRL and Sponsor dashboards were the best way of doing this, particularly looking at headcount reduction, cost to go and unallocated contingency.

4. Introduction to Sponsor Scenario Analysis

Sponsors were presented with a number of indicative 'what if' scenarios to explore how Sponsors may respond based on CRL's performance against detailed schedule and cost baseline which is expected to be finalised in the next month. These were tabled for consideration and Sponsors were asked to for the comments on whether the scenarios were appropriate for planning purposes.

Sponsors commented that the scenarios reflected the range of potential outcomes but noted that the consequences of each of the scenarios occurring be assessed further including potential trade-offs between cost (Capex / Opex) and time. Sponsors also requested that Joint Sponsors review the probability values used in the scenarios (**Action 108a/01**).

5. Part B agenda

During the discussion of the Part B agenda it was noted that CRL's focus remained on finalising their detailed schedule and accompanying cost forecast. It was also noted that CRL have recently identified five areas of 'tightening' and that it would be useful to receive and update on CRL's assessment of these.

6. AOB

Greater London Authority (GLA) loan drawdown

It was noted that the Joint Sponsor Team, P-Rep and CRL had recently met in order to validate CRL's certified information in relation to the August drawdown from the GLA loan. Sponsors approved the August drawdown and asked the Joint Sponsor team to confirm the outcome of the discussion with the GLA.

Public Accounts Committee

It was noted that the Public Accounts Committee had recently published a report into the Crossrail Project and that the report's recommendations would be responded to in due course.

Summary of actions:

No.	Action	Lead	Target and Update
108a/01	JST to provide an update to Sponsor Board on confidence levels in cost reporting	Simon Adams	Sponsor Board 109, 23 August 2019