

## CROSSRAIL SPONSOR BOARD MINUTES NO.103A

### MINUTES OF MEETING HELD ON

Friday 8<sup>th</sup> March, 12.00-13.15

Venue: CRL, 5 Endeavour Square, Room 6RMR03

#### Present:

Ruth Hannant\*

Chair, DfT Director General for Rail

David Hughes\*

TfL, Investment Delivery Planning Director

Simon Adams

Head of Joint Sponsor Team (JST)

JST, Secretariat

#### By invitation:

Graham Stockbridge

DfT, Crossrail Project Director

DfT, Crossrail Deputy Project Director

HM Treasury

Project Representative

Project Representative

Richard Zavitz

JST

(\* Voting Members)

#### Apologies:

Simon Kilonback\*

TfL, Chief Financial Officer

Matt Lodge\*

DfT, Director for Rail Infrastructure - South

### **1. Minutes and Actions of Meeting 102a**

Ruth Hannant welcomed [REDACTED] to the Sponsor Board as a representative of HM Treasury.

The minutes of the last meeting, held on Friday 15 February were discussed. Changes were proposed and these were subsequently agreed on the week commencing 25 March. Sponsors agreed that the JST should liaise with the TfL, DfT and CRL comms to agree how the Sponsor Board minutes would be released (**Action 103a/01**).

[REDACTED] summarised the actions:

- 102a/01** Open: Sponsors have discussed and identified potential candidates for the three additional areas of CRL Board expertise (commercial, project close-out and London businesses). These are being discussed with the CRL Chairman.
- 102a/02** Closed: JST updated the KPMG narrative in paper SB102-02. (An updated narrative to reflect Sponsor comments and a draft close-out report will be presented at the April Sponsor Board – see action SB103a/04.)
- 102a/03** Open: JST will verbally present at the April Sponsor Board a recommended approach to how review and warning points might be implemented and

contingency held once CRL has finalised the revised schedule, in response to the KPMG recommendations.

**102a/04** Open: JST consulted CRL on reserved matters and it was agreed that the list would be circulated to Sponsors following Sponsor Board.  
*Post-meeting note: The reserved matters note was circulated to Sponsor Board attendees on 11 March. Since then further discussions have been held with the CRL Chairman. The CRL Chairman agreed to notify Sponsors if he had any concerns and these arrangements would then be finalised in April.*

## **2. Implementation of KPMG recommendations**

Sponsors confirmed that Alison Munro would be appointed as an Independent Member of the Sponsor Board, subject to finalising the terms of her appointment.

Sponsors agreed that they would ask their nominated NEDs to notify them if there are any significant points from Board, Board Committee and Sub Committee papers which Sponsors should consider and to provide the papers in these circumstances. Sponsors agreed they would ask for the agendas to review and discuss with their NEDs. **(Action 103a/02).**

Sponsors noted the JST paper on the implementation of the KPMG recommendations and the actions already taken to strengthen governance arrangements (see (SB103-02). Sponsors agreed that a high-level narrative should be provided explaining the revised governance approach and to reflect Sponsors' comments. Weekly calls would be organised to progress the actions **(Action 103a/03)** and the updated narrative and a draft close-out report would be brought to the April Sponsor Board. **(Action 103a/04).**

Sponsors discussed the TfL financial delegation letter from December 2018 and agreed to discuss this with CRL in Part B.

## **3. P-Rep Programme Assessment, Key Risks and Discussion of Part B Agenda**

P-Rep noted that its attendance at the CRL Board had been positive. The Board had appreciated P-Rep's report and letter and that P-Rep's messages were being recognised.

P-Rep highlighted the need to raise productivity and assurance with CRL.

On productivity P-Rep emphasised that it was the top of CRL's focus but further progress was needed. Graham Stockbridge asked what more CRL could do. P-Rep said it was about both people and processes. On processes, CRL was switching to daily reporting which should alone increase productivity due to the added focus, but identification of issues and improvement plans were also needed. On people, CRL was focussing on recruiting the necessary resource but P-Rep would like to see greater clarity on the rate of progress.

asked how productivity affected cost

Ruth Hannant asked Sponsors if they should ask for a written response from CRL in response to P-Rep's points in their periodic letters. It was agreed that in the event that Sponsors believe a point has not been addressed by CRL, Sponsor Board members would ask CRL to write to Sponsors on how they were addressing that point.

On assurance P-Rep said that Deloitte's high-level assurance plan showed highly challenging timescales for assuring the EOP. David Hughes noted that in order for CRL to have a schedule by the end of March / April 2019 there may be a trade-off in quality. Sponsors agreed that this was a decision for the CRL Board but that they would raise this with CRL in Part B.

Graham Stockbridge asked whether Sponsors should be concerned about the increased number of health and safety incidents. P-Rep said there had been two significant incidents recently. Mark Wild was putting in place measures to reflect the transition to an operational railway. P-Rep emphasised that he was concerned there was not enough focus on the health and well-being with Executives working extremely long hours and under significant pressure. Sponsors agreed to raise both issues in Part B.

#### 4. AOB

Sponsors discussed the need for aligned communications on the Early Opening Programme and agreed to discuss this with CRL in Part B.

#### Action Tracker:

No.	Action	Responsible	Target and Update
103a/01	JST to liaise with TfL, DfT and CRL comms to agree the approach to release the Sponsor Board minutes.	Richard Zavitz	Complete: Sponsor Board minutes to be released four weeks after approval as confirmed with comms leads.
103a/02	Sponsors to ask their nominated NEDs to notify Sponsors if there are any significant points from Board, Board Committee and Sub Committee papers which Sponsors should consider and to provide the papers in these circumstances. Sponsors to be provided with the agendas to review and discuss with their NEDs.	Sponsors & Simon Adams / [REDACTED]	Sponsors to raise with the CRL Chairman in April and JST to clarify with CRL Chief of Staff.
103a/03	KPMG weekly review meetings/calls to be scheduled between JST (Simon, [REDACTED] Andrew W), David Hughes and Graham Stockbridge / Matt Lodge.	Afua Asante	Complete: Calls held on 8, 15 and 22 March to progress KPMG actions.
103a/04	KPMG high-level narrative to be written explaining the revised approach to governance and draft close-out report to be prepared for April Sponsor Board.	Simon Adams / [REDACTED] Andrew Wallace & [REDACTED]	Complete and included in paper SB104-02.