

Date: 6 March 2018

Item: Crossrail Transition Update

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to provide the Committee with an update on Crossrail transition arrangements, overseeing the transfer of functions, activities and accountabilities from those supporting Crossrail programme delivery to those supporting Elizabeth line operations. These are activities currently carried out by Crossrail which need to be transferred to and continued by TfL, and are largely back office functions.
- 1.2 A paper is included in Part 2 of the agenda which contains exempt supplementary information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of a person or authority. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

- 2.1 **That the Committee note the paper and the supplemental information on Part 2 of the agenda.**

3 Background

- 3.1 At the Audit and Assurance Committee meeting on 14 December 2017, the Committee requested a regular update on progress of the Crossrail transition arrangements to ensure the Committee has a greater level of visibility about what and how accountabilities and/or activities are being transferred from Crossrail Limited (CRL) to TfL.
- 3.2 The Committee also requested visibility of the Crossrail Transition risk register which is attached in Part 2 of the agenda.

4 Crossrail Transition Update

- 4.1 This update refers to the areas of transition covered by the Crossrail Integration project comprised of the following eleven work streams:
- (a) Agreements;
 - (b) Commercial;
 - (c) Crossrail 2;

- (d) Customer Experience;
 - (e) External Affairs;
 - (f) Facilities;
 - (g) Finance;
 - (h) IT;
 - (i) Land & Property;
 - (j) Legal & Regulatory; and
 - (k) People.
- 4.2 The work streams are primarily based on Crossrail directorates with accountabilities and/or activities identified to transition to TfL. Some of these transition activities will support the continuity and closure of the programme with planned end dates. Others are longer term or business as usual processes.
- 4.3 As referred to at the previous Committee meeting, the ongoing challenge for each of the work stream and activity owners is to understand and agree on both sides (CRL and TfL), and where necessary with other parties, such as Network Rail, the most appropriate time for these activities to transfer. This approach adopts a pragmatic view on the best time for transition while not relieving Crossrail of its obligations to deliver the project within the available budget.
- 4.4 The Master Operational Handover Schedule (MOHS) is the formal critical path schedule for the Crossrail programme. Any changes to the MOHS need to be reflected in the resource profiles across the CRL delivery teams and potentially its supporting teams. The Crossrail Integration work stream and activity owners need to understand, challenge and, where it is of mutual benefit, adapt to these changes with a clear agreement.
- 4.5 There are several processes and accountabilities of imminent transition within the External Affairs, Land & Property and Legal & Regulatory work streams. These are:
- (a) Crossrail Helpdesk;
 - (b) Insurance and Claims;
 - (c) Freedom of Information; and
 - (d) Over Site Developments.
- 4.6 The Crossrail Helpdesk activities transfer to TfL's Contact Centre Operations before the end of March 2018. This means TfL will be the primary contact point for customer enquiries and complaints relating to both the Crossrail programme and the Elizabeth line, while Crossrail property searches are also being rerouted to TfL Commercial Development at the same time.

- 4.7 The management of Crossrail Insurance and Claims transfers to TfL Group Insurance. TfL is taking over the existing Crossrail insurance arrangements, working with existing Crossrail claims handlers until these arrangements end in December 2018, when it will transfer to a new regime for the Elizabeth line.
- 4.8 Freedom of Information and Environmental Information Regulation enquiries also transition to TfL from early March 2018, with Information Governance managing future enquiries for TfL and all of its subsidiaries. Information Governance will continue to liaise with the relevant Crossrail teams on responding to enquiries before it later takes ownership of the Crossrail Archive.
- 4.9 Thirteen Crossrail Over Site Developments (OSDs) transfer to TfL by the end of March 2018. The OSDs are at various states of completeness and the transfer of the final information and further development of the sites is phased accordingly. The OSDs form a key part of the TfL Commercial Development Business Plan targets.
- 4.10 Each of these transitions presents knowledge retention, information and IT system transfer challenges. However, there are baseline plans in place for the transfer of relevant information and systems. These include dedicated IT resources working on the IT transition and support arrangements from both sides with a good and pragmatic working relationship.

5 Crossrail Transition Risks

- 5.1 The Crossrail Integration risk register comprises the specific risks to the Crossrail Integration project and its work streams. It does not include the Crossrail programme risks against delivery to cost, quality or time.
- 5.2 The Crossrail Integration risks and mitigations are reviewed and, where appropriate, updated every period as part of the reporting for each of the eleven work streams. New and existing risks for each work stream are captured on the work stream reports.
- 5.3 As with each of the work streams, risks are owned by the relevant Directors or Heads of Function. Where risks are identified as overarching, or not belonging to a single work stream, an appropriate Director or Head of Function is also assigned and updates take place with the owner and/or mitigation owners also on a periodic basis. The risk register adopts a standard TfL scoring scheme for projects valued at £100m plus.

List of appendices to this report:

A paper containing exempt supplementary information is included in Part 2 of the agenda.

List of Background Papers:

None

Contact Officer: Howard Smith, Director - Operations, Crossrail
Number: 020 3197 5976
Email: HowardSmith@crossrail.co.uk