

Date: 7 June 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.

2 Recommendation

2.1 **That the Committee notes the paper.**

3 Crossrail Limited Board

- 3.1 The Sponsors Agreement between TfL and the Department for Transport (DfT), and the Shareholders Agreement between TfL, Transport Trading Limited and Crossrail Limited (CRL) each set out the requirement for an independent board until the Operations Commencement Date, which is planned for December 2019. The CRL Board currently meets four weekly. It reviews the Crossrail budget and Business Plan and receives updates on transition activities.
- 3.2 The terms of office of three of the four independent non-executive directors will expire on 30 June 2018. As part of the transition arrangements, the approval of the TfL Board (on 23 May 2018) and of the Secretary of State for Transport was given for the provisions of both the Sponsors Agreement and the Shareholders Agreement to be amended such that the number of independent non-executive directors to be appointed to the CRL Board is reduced from four to one; the number of Sponsor non-executive directors that may be appointed by TfL is increased from one to three; and the number of Sponsor non-executive directors that may be appointed by the Secretary of State for Transport is increased from one to two. All other provisions of the Sponsors Agreement and the Shareholders Agreement remain unchanged.
- 3.3 Following discussion with the Mayor, the TfL Board appointed Anne McMeel and Dr Nelson Ogunshakin OBE as TfL Sponsor non-executive directors to the CRL Board from 1 July 2018 until 1 September 2019.

4 Crossrail Transition Update

- 4.1 In the last paper to the Committee on 6 March 2018, it was noted that the transfer of several processes and accountabilities from Crossrail to TfL were imminent within the External Affairs, Land & Property and Legal & Regulatory work streams. These were:
- (a) Crossrail Helpdesk;
 - (b) Insurance and Claims;
 - (c) Freedom of Information; and
 - (d) Over Site Developments.
- 4.2 All of the above have now been successfully transferred and integrated into TfL. Initial shortfalls in specific knowledge across these transitions were anticipated and planned for with an extended period of support from Crossrail resources providing background and context.
- 4.3 A technical problem resulted in some emails from the Crossrail Helpdesk not reaching their intended destination within TfL, putting complaints handling, particularly in relation to noise and vibration issues, at risk. However, a temporary process has been put in place which protects our relationships with local authorities and mitigates against delays to our contractors.
- 4.4 The 13 Crossrail Over Site Developments (OSDs) transferred to TfL at the end of March 2018, with four that have exchanged contracts and two where the CRL site handover has occurred. The transfer of final information from the CRL information management system (eB) to TfL and the developers is being phased in line with the development and delivery of each site. Although this has resulted in the TfL team requiring access to manage the information within the Crossrail IT system it means the information is being controlled and managed consistently with one version of the truth shared between the Crossrail contractors and the OSD developers.
- 4.5 Freedom of Information requests have significantly lower volumes of enquiry and the appropriate TfL teams have integrated these Crossrail processes without issue.
- 4.6 Insurance and claims is in the process of integration, which will be complete at the time of the commencement of service for the Central Operating Section. Some claims may be outstanding at this time, however, processes and procedures will be in place to allow appropriate management of these.
- 4.7 A series of review meetings have begun to capture and disseminate lessons to be learned from the early transition activities. Each review is also intended to identify any outstanding issues to resolve and/or recommendations for improvement.

5 Crossrail Accommodation and IT Plan

- 5.1 Crossrail will move from its principal offices at 25 Canada Square by the end of December 2018, when the current lease expires. The plan is for the CRL Close Out team, and Rail for London Operations, to move into the three levels CRL has leased at Westferry Circus. CRL has recently committed to extending two of these levels until the end of April 2019, and one level is committed to until the end of January 2019.
- 5.2 The move to Westferry Circus also represents the transfer from the CRL IT network to TfL's OneLondon domain. Work is already underway to establish the OneLondon network in the Westferry Circus office.
- 5.3 The risk of future changes to CRL's forecast headcount for December 2018 through early 2019 is being very closely monitored against the accommodation and IT transition plans.

6 Two-Month Look Ahead

- 6.1 The next series of activities and accountabilities to transition from Crossrail to TfL comprises the majority of those remaining within the Crossrail External Affairs team. This includes the transfer of public affairs, stakeholder engagement, marketing and digital media. Although this represents a potential shift in balance from communications around programme delivery to communications focused on operations and the launch of the Elizabeth line, there remain some key stakeholder activities to close out as part of delivery and handover.
- 6.2 The future TfL activity owners are now focused on collaborating with their Crossrail counterparts to capture the necessary information and knowledge to take on these activities.

List of appendices to this report:

None

List of Background Papers:

None

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