



4. Governance and development model

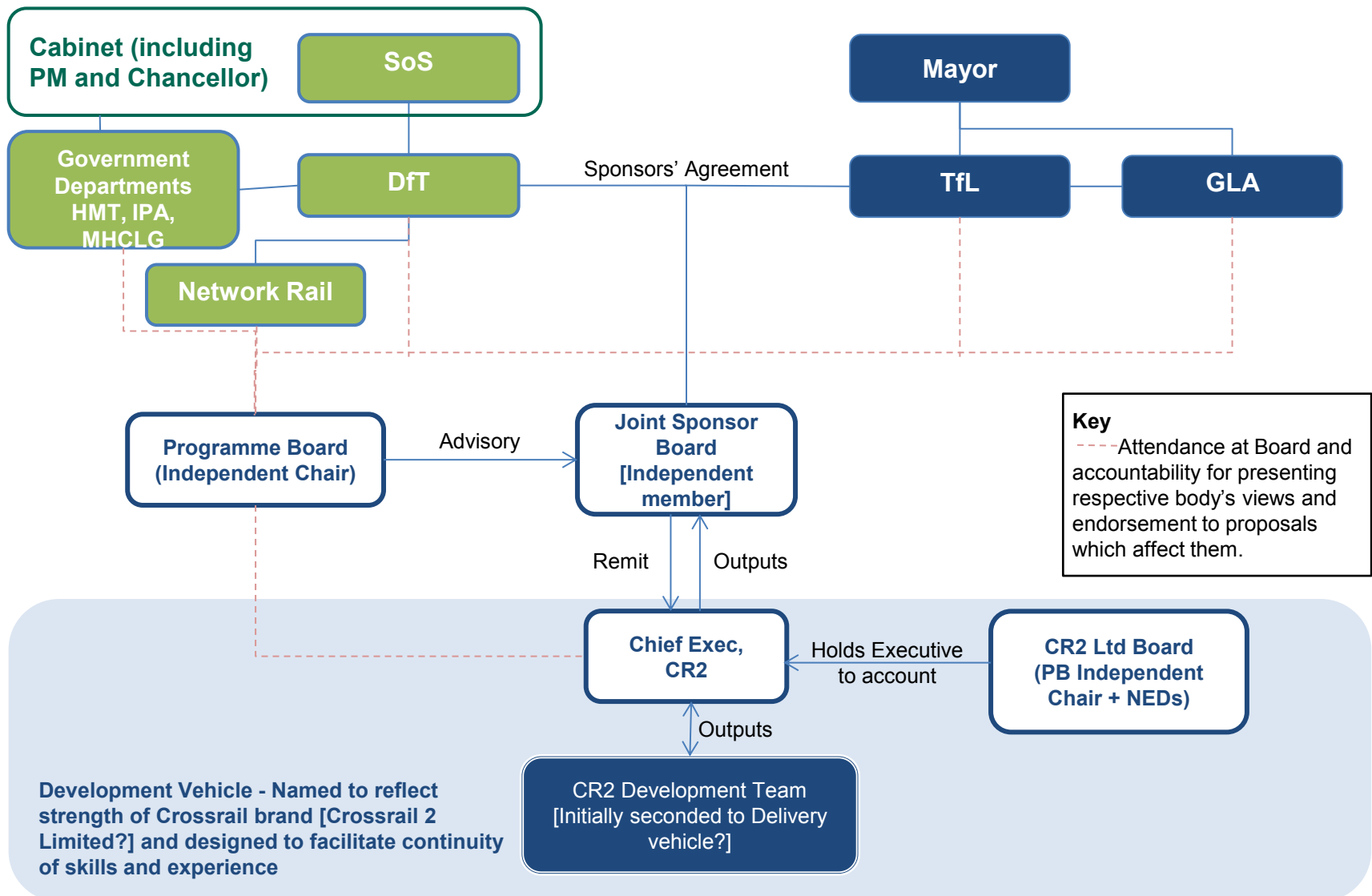
Crossrail 2 Programme Board

12 April 2018

1. Following the KPMG review of the project's governance last autumn, we have developed the diagrams attached in **Annex A** to represent:
 - a. a transitional model, suggested to be in place by summer 2018, subject to clearances through each organisation's internal governance; and
 - b. the proposed model for the development phase, subject to the results of the Independent Affordability Review and approval of a revised Strategic Outline Business Case.
2. A "Development Entity" is proposed to undertake development activity for the development phase of the CR2 programme, subject to a successful conclusion of the Independent Affordability Review (IAR) and approval of a revised SOBC.
3. The structure and governance of this Development Entity would have a view towards evolving into one or more Delivery Entities, learning from the design and governance of Crossrail Ltd (CRL), but no agreement on the Delivery Entity would be required until later in the development of the project.
4. The name of the Development Entity would reflect the strength of the Crossrail brand and facilitate future engagement with Crossrail Ltd to demonstrate continuity of skills and experience.
5. Subject to appropriate approvals, governance arrangements would be established to reflect the Joint Sponsorship of the CR2 programme by DfT and TfL:
 - A Joint Sponsor Board (JSB), to be chaired on a rotating basis by the SROs from DfT and TfL. This would be the controlling mind for the development activity and remit the TfL/NR team initially and the Development Entity when created, reflecting jointly agreed positions from DfT and TfL.
 - A new Programme Board (PB) Chair would be appointed jointly by DfT and TfL. The PB would be the key forum for DfT and TfL to test and secure endorsement from wider government stakeholders for propositions which impact the programme. It would serve as an Advisory Board to the Joint Sponsors and its perspectives would be reflected in the decisions of the JSB.
6. The role of Network Rail in the development of the scheme would be reflected in its representation at the governance Boards. It should continue to attend PB and regularly be invited to attend the JSB.



Proposed Development Model following SOBC approval



Proposed transitional model (suggested to be in place by summer 2018)

