

**CROSSRAIL 2 PROGRAMME BOARD**

**23 September 2019**

**TfL Offices, 55 Broadway, London SW1H 0BD**

**Minutes**

**Attendance:  
Members**

[REDACTED]	Independent Board Member (CHAIR)
[REDACTED]	Managing Director, Crossrail 2, TfL
[REDACTED]	Chair, Network Rail
[REDACTED]	Crossrail 2, Interim Deputy Director, Rail Major Projects, DfT
[REDACTED]	Heads of Transport, GLA
[REDACTED]	Head of Infrastructure Delivery, IPA
[REDACTED]	Policy Advisor, HMT
[REDACTED]	Policy Advisor, MHCLG (for Simon Ridley)

**CR2 Project Teams**

[REDACTED]	Programme Planning Manager, Crossrail 2, TfL
[REDACTED]	Head of Planning, Crossrail 2, TfL(Presenter)
[REDACTED]	Chief of Staff, Crossrail 2
[REDACTED]	Head of Crossrail 2, Network Rail
[REDACTED]	Business Operations Manager, Crossrail 2, TfL ( <i>Secretariat</i> )
[REDACTED]	Crossrail 2, Rail Major Projects, DfT ( <i>Secretariat</i> )

**Apologies:**

[REDACTED]	Chief Finance Officer, TfL
[REDACTED]	Director, Housing & Land, GLA
[REDACTED]	Independent Board Member
[REDACTED]	Director General, High Speed & Major Rail Projects, DfT
[REDACTED]	Director, Major Rail Project Development

Ref	Item	Decision	Action/Notes	To Action
1.	Introductions/ apologies		Apologies were noted as above	
2.	Minutes & matters arising from previous meeting		<p>The minutes of the 19 February 2018 Programme Board were agreed. MD said that attempts had been made to hold Board meetings since February but it not been possible for a variety of reasons but it was important to bring the Board up to speed on the 2019 SOBC prior to the DfT BICC (Board Investment Commercial Committee) meeting on 28 October.</p> <p>MD said that a copy of the Executive Summary of the 2019 SOBC was available for all Board members with the caveat that it was not for onward distribution.</p>	
3.	2019 SOBC	Noted	<p>MD said that the 2019 SOBC had been a good joint collaboration with DfT colleagues.</p> <p>CM took the meeting through a slide pack that covered the principal elements of the SOBC . The key points were:</p> <ul style="list-style-type: none"><li>• MD said that the latest funding / financial case was a significant change to that in the last SOBC in 2017, reflecting the outcome of the IAR and the impacts of [REDACTED] Crossrail 2.</li><li>• CM set out key elements of the strategic and economic cases, including the scheme options assessed, and how it performed against the new background population and employment forecasts</li><li>• IA described the depth of scheme development work that lay behind the Crossrail 2 proposition which has been costed.</li><li>• CC said that NR were yet to refine NR designs to the same degree as TfL but had a good level of understanding of cost and risk.</li><li>• MD said that development &amp; construction costs relied on MCIL 2 coming on stream but as this was being used by Crossrail1 the project was now reliant on monies through the TfL Business Planning process for development and the timetable for starting and finishing construction had been moved back – hence the financial case considering [REDACTED] opening year</li></ul>	

			<p>scenarios.</p> <ul style="list-style-type: none"> <li>• SPH asked about potential OSD receipts and how they compared with Crossrail – Crossrail 2 should aim to get a bigger share than that achieved by Crossrail, which the team acknowledged it was.</li> <li>• JC acknowledged MHCLG's involvement in the updated Housing Report and the assessment of potential new homes unlocked by the scheme, confirming that MHCLG were comfortable with the analysis and evidence presented.</li> <li>• MJ said that the management case was broadly unchanged from the previous version but had been refreshed to reflect lessons from Crossrail and HS2.</li> <li>• MJ said that the DfT's request for a review of the consents strategy is due to their concerns over Parliament's capacity for more than one HB at a time and concerns over the availability of Parliamentary Agents.</li> <li>• MJ said that the case reflected changes to governance arising from the KPMG review in 2017 and CR1 lessons learnt. SPH said that the conclusions of the Williams Review would be better known before the BICC meeting on 28 October and that could have some impact on proposed governance arrangements. Evidence from the review of HS2 suggests that separation of the delivery body from the operating body did not always work well.</li> <li>• MD said that an outcome of the [REDACTED] is that Crossrail 2 has time for a pre delivery period post Royal Assent which will allow for a longer period to carry out detailed delivery planning ahead of construction.</li> <li>• MJ noted that an important aspect of the IPT's approach to mitigate risk was to capture the design in a digital twin and the approach would be shared with the IAP as [REDACTED] (Chair of the Independent Assurance Panel) had expressed an interest in this. IA added that the project was already implementing the approach</li> <li>• MD said that regardless of the decision on the SOBC the scheme needed to be safeguarded, otherwise all the work up to this date would have been wasted.</li> </ul>	
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			<ul style="list-style-type: none"> <li>CG said that they were putting advice regarding safeguarding to Ministers for consideration; this would then go to the SoS.</li> <li>SD said that the 2019 SOBC built on the high quality of the 2017 SOBC and was of higher standard. He observed that from his experience it would be important to:               <ol style="list-style-type: none"> <li>1) reflect the lessons learned from Crossrail</li> <li>2) propose a governance model that gives confidence</li> <li>3) provide a cost estimate that gives confidence</li> </ol> </li> <li>MD said it was accepted that the project would be scrutinised on cost; the assurance process that was in place to assure the cost estimate via the Expert Review Groups (ERGs) was designed to do that.</li> <li>SD noted that in the current context where that had been an outflow of confidence in major project cost forecasts that the project should expect to have to provide a greater level of evidence to substantiate its cost forecasts.</li> <li>With reference to the commercial case SD suggested that a balance scorecard approach be considered learning from good practice on HS2.</li> <li>SPH said that it was important to continue to learn lessons from other schemes. for example, as part of the HS2 review it appears that the specification is behind some of the cost increases – e.g. a requirement for 0% water penetration in tunnels, and for the trains to be able to run faster than anywhere else in the world. On this point, SPH acknowledged that he thought it encouraging that the Crossrail 2 proposition represented “pretty sober stuff”.</li> <li>IA said that it was for this reason that it was important to have an agreed set of sponsor requirements.</li> <li>MD closed this item by saying that Crossrail was a good prototype for our scheme; we should learn from it and build a better railway and not re-invent it.</li> </ul>	
4.	Next steps	Noted	MD said that the project needed a decision on the 2019 SOBC; the project would continue with safeguarding and would work on a [REDACTED] opening scenario unless told	



			<p>otherwise.</p> <p>MD said that the Mayor remained supportive of the project.</p> <p>CG said that it was great to see the progress the project had made from when she left to go on maternity leave. She said that the project was built on a strong evidence base.</p> <p>MD said that the current programme meant a hybrid bill deposition was scheduled for [REDACTED] but there were other priorities such as NPR (Northern Powerhouse Rail) that would be potentially competing for parliamentary time.</p> <p>MD said that it was important to remember that the delivery of housing would need oversight as well as the railway and this would need to be considered as part of the governance arrangements.</p>	
6.	Regular programme update	Noted		
7.	AOB		<p>The Chair said that it might be useful for the Board to meet on a quarterly basis and the next meeting might be before Christmas.</p> <p>MD to arrange for a meeting before Christmas.</p>	MD
<b>Dates of future meetings</b>			<b>tbc</b>	