

CROSS LONDON RAIL LINKS

PROGRAMME PARTNER
OJEU Notice 2008/S 65-088136 Lot 1
(Contract No. C2072 Lot 1)

Invitation to Tender Part 2

Appendix 1 - Scope

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1.0 Introduction

- 1.1.1 This document sets out the scope of services for the *Programme Partner* in working with the *Employer* to deliver the Programme to the functional, technical, time, cost, safety, quality and environmental requirements as set out in the Project Development Agreement (PDA), the Crossrail Act and the Industry Partner Agreements. Terms in capitals in this document have the same meaning as used in the PDA unless defined otherwise in this contract.
- 1.1.2 The *Programme Partner* will work with the *Employer* to form a seamless and highly professional, integrated Programme delivery team. This integrated team will work together to manage the delivery of the Programme including those elements being delivered by other parties. The *Programme Partner* and the *Employer* will have common aims and objectives, and will work to a common management plan to enable the successful delivery of the Programme.
- 1.1.3 The *Employer* is also procuring the services of a Project Delivery Partner who will be responsible for the successful delivery of the central section Project. This document needs to be read in conjunction with the scope of services for the Project Delivery Partner to ensure that the split of responsibilities between the two Partners is understood and that the interface between the two is managed effectively and efficiently without duplication. The *Programme Partner* will be required to work in a supportive and collaborative manner with the Project Delivery Partner.
- 1.1.4 The *Programme Partner* will provide the additional resources needed to ensure that the integrated team has the overall capability and capacity needed to fulfil its role in delivering the Programme. Key aspects of the integrated team's role are:
- i) the organisation and management of the various elements and related interfaces;
 - ii) ensuring the effective integration of all parts of the Programme to deliver the railway transportation system;
 - iii) the provision of a single point of responsibility for the delivery of the programme by the due date and within the budget set; and
 - iv) managing safety, quality and the environment.
- 1.1.5 Part A of this Scope sets out the duties and support services to be undertaken by the *Programme Partner* from the outset of the contract and that must be covered in the first Service Delivery Plan. In summary, the key areas for which the *Programme Partner* is required to take responsibility are:
- i) Development and implementation of Programme controls;
 - ii) Planning;

- iii) Schedule monitoring and analysis (design, procurement, implementation, testing and commissioning);
 - iv) Costs monitoring and analysis;
 - v) Risk management;
 - vi) Change management;
 - vii) Systems engineering;
 - viii) Interface management; and
 - ix) Reporting
- 1.1.6 Part B sets out further activities that the *Programme Partner* may be required to provide assistance to the *Employer* during the course of the contract. In defining these activities, the *Programme Partner* should note that the Project will be delivered by the Employer assisted by the Project Delivery Partner. Therefore, the scope for the Programme Partner on the Project is, at the outset, limited to oversight of their activities, along with those of the other Industry Partners and their respective delivery partners (including those for Rolling Stock and Depots).
- 1.1.7 The *Programme Partner* will not have direct responsibility for managing the activities of the Project Delivery Partner other than by providing staff to work under CLRL's control.
- 1.1.8 The *Programme Partner* will only potentially become directly involved in the delivery of the Project in exceptional circumstances where the *Employer* takes back, in full or in part, responsibilities contracted to the Project Delivery Partner.
- 1.1.9 In developing Crossrail to the current position the *Employer* has established some organisational arrangements, strategies, systems, and processes to support the ongoing delivery of the Programme and Project. The *Employer* has also established effective working arrangements with a wide range of stakeholders and interested parties. Where the existing arrangements and relationships will be continuing, the *Programme Partner* will be required to provide a fully supportive and committed approach in taking them forward. The *Programme Partner* will also be required to identify any gaps in the current arrangements and systems and to set out proposals for ensuring the successful delivery of the Programme.
- 1.1.10 The resource requirements of the Programme delivery team in terms of skills and capacity will vary over the duration of the Programme delivery. The *Programme Partner* will need adequate flexibility in its management of resources to ensure that the appropriate resources will be available at the right time.

PART A Programme Partner Duties

This Part A of the Scope sets out the duties and support services to be undertaken by the *Programme Partner* from the outset of the contract. These duties and services will form the basis of the Resource Schedule in the First Service Delivery Plan. The duties and services may vary over the duration of the contract and changes will be reflected in subsequent Resource Schedules.

2.0 Engineering

2.1 Assurance

The *Programme Partner* shall:

- 2.1.1 Provide support to the *Employer* in ensuring that the detailed design meets the Crossrail Project Functional Requirements ("CPFR");
- 2.1.2 Ensure that the conventional interoperability regulations are applied where appropriate in the delivery of the Programme;
- 2.1.3 Participate in the development of the system assurance strategy and assist in the management of submissions to the Compliance and Assurance Group in conjunction with the Project Delivery Partner or corresponding Industry Partner;
- 2.1.4 Implement and manage progressive assurance throughout the planning, management and implementation of the Programme;
- 2.1.5 Work with the Project Delivery Partner and Industry Partners to ensure that systems engineering management is applied to control the integration risk between various elements of the Programme;
- 2.1.6 Work with the Project Delivery Partner, Industry Partners, the Rolling Stock and Depot Contractors, and the passenger services operator to agree an overall Programme schedule.

2.2 Design Management

The *Programme Partner* shall:

- 2.2.1 Develop and manage the Programme level processes for ensuring design is continually checked against technical standards, the CPFR and the PDA;
- 2.2.2 Ensure that the Programme wide requirements address all necessary interfaces and interdependencies at a Programme, project and contract level;
- 2.2.3 Develop the Programme wide management framework for documenting the strategic operational engineering requirements and standards for the Programme and all its constituent projects;

- 2.2.4 Provide support to the Employer in developing and managing the Programme wide framework for securing all necessary stakeholder approvals for designs whether required by legislation or not.

2.3 Third Party Liaison and Interface Management

- 2.3.1 The *Programme Partner* shall provide Programme level liaison and interface management and assist in the preparation of procurement and management strategies with Network Rail, Rail for London, London Underground, the passenger services operator, the Depot Contractor, the Rolling Stock Contractor and other third party stakeholders such as the Canary Wharf Group and Berkeley Homes.

3.0 Programme Controls

3.1 Programme Controls

The *Programme Partner* shall:

- 3.1.1 Define and implement Programme control systems and procedures, including ensuring that any new software or system requirements are communicated to the *Employer's* IT function to maintain of software and protocols across the Programme;
- 3.1.2 Develop and manage the *Employer's* overall strategy for Programme controls, including the implementation of all necessary supporting electronic and physical management systems;
- 3.1.3 Produce key Programme management documents, processes and reports to satisfy the Sponsors, statutory and other *Employer* requirements.

3.2 Cost, Schedule and Estimating

The *Programme Partner* shall:

Cost

- 3.2.1 Manage the Programme costs, including the performance by Others, to minimise the Anticipated Final Cost in accordance with best value, as set out in the PDA;
- 3.2.2 Verify and validate the resource plans for the Programme;
- 3.2.3 Support to the *Employer's* financial management and accounting procedures;
- 3.2.4 Provide programme-level aspects of cost planning, budgeting, estimating, forecasting, reporting, managing and controlling of all the costs, assets and liabilities associated with and arising from the planning, design, procurement, construction and commissioning process;

- 3.2.5 Provide timely and accurate information to the *Employer* on cost, based on sound cost management and control, including the management of any contingency provision agreed by the *Employer*;
- 3.2.6 Provide regular forecasts and re-forecasts of cost as required by the *Employer*;
- 3.2.7 Provide monthly update reports for the *Employer's* cost management reviews, providing detailed analysis of expenditure to date and the latest cost forecasts;
- 3.2.8 Specify requirements and manage the administration of payments and purchasing systems;

Schedule

- 3.2.9 Manage the adoption of the *Employer's* existing work breakdown structure (WBS) throughout the Programme and undertake further development where appropriate;
- 3.2.10 Organise, manage and co-ordinate the scheduling of each of the different elements of the Programme so as to promote the efficient, timely and cost effective delivery of the Programme as a whole, in accordance with the PDA;
- 3.2.11 Develop and maintain an integrated master schedule for the Programme, including reports on schedule variances and corrective action as required;
- 3.2.12 Develop and manage the establishment, maintenance and updating of time schedules (including key milestones) for design, procurement, construction, manufacture, installation and commissioning, including all necessary approvals and access requirements, railway possessions, etc;
- 3.2.13 Undertake schedule analysis, planning and monitoring for design, procurement, logistics, construction, testing and commissioning, and handover;

Estimating

- 3.2.14 Develop and implement the Programme wide estimating methodology, including pre and parallel tender estimates, trend and value engineering estimates;
- 3.2.15 Prepare Programme level estimates where required;
- 3.2.16 Check estimates carried out by Others.

3.3 Change Control

The *Programme Partner* shall:

- 3.3.1 Develop and manage a Programme wide process for controlling change and for obtaining the *Employer's* agreement to changes, before they are adopted;

- 3.3.2 Develop and manage a Programme wide trend process and produce periodic reports for *Employer* review as required.

3.4 Risk Management

The *Programme Partner* shall:

- 3.4.1 Develop the *Employer's* risk policy;
- 3.4.2 Implement a programme of continuous risk management including identification and assessment of risks, analysis of risk budgets, mitigation planning, monitoring and records, draw down of contingency and residuals;
- 3.4.3 Provide risk management input to Programme and commercial insurance provisions;
- 3.4.4 Undertake the identification, qualitative and quantitative assessment, mitigation, management and control of risk throughout the Programme consistent with the *Employer's* risk management policy;
- 3.4.5 Obtain the *Employer's* approval of mitigation, management and control procedures;
- 3.4.6 Manage the *Employer's* business continuity plan including emergency planning and disaster recovery.

3.5 Programme Reporting

The *Programme Partner* shall:

- 3.5.1 The Programme Partner shall assist the *Employer* in the production of Programme progress reports that report on progress of Programme. The format and content of this report is to be agreed with the *Employer*;
- 3.5.2 The Programme Partner shall support the *Employer* and provide timely and accurate information to enable the *Employer* to comply with the reporting requirements set out in the PDA;
- 3.5.3 Produce progress, commercial and other reports on the status of the Programme, and all its constituent projects to fully inform the *Employer* and Others of the progress of the Programme, resolution of design and construction issues and commercial agreements and settlements;
- 3.5.4 Manage, review and collate progress, commercial and other reports produced at a project level;
- 3.5.5 Provide forecasts of future progress, costs and cash-flow;
- 3.5.6 Attend Programme and project associated progress meetings as required;
- 3.5.7 Provide accurate and timely technical, status, progress and options appraisal reports in accordance with good industry practice for all functions of the integrated Programme delivery team;

- 3.5.8 Collect all necessary data for the compilation of these reports and for developing and managing the associated project level reporting protocols;
- 3.5.9 Provide these reports at intervals defined by the *Employer*;
- 3.5.10 Contribute, as required, to reports to be produced by the *Employer* for Others.

4.0 Programme Implementation

4.1 Procurement

The *Programme Partner* shall:

4.1.1 For the *Employer's* corporate procurement needs (excluding Project contracts):

- i) Produce work package procurement strategies;
- ii) Prepare OJEU Notices;
- iii) Prepare pre-qualification packs;
- iv) Assess suppliers and prepare tender lists;
- v) Produce and issue tender invitation documents;
- vi) Receive and evaluate tenders;
- vii) Prepare recommendations for award

Responsible Procurement

4.1.2 Assist with the development, maintenance and application of the *Employer's* Responsible Procurement Implementation Framework to fully comply with the Greater London Authority's responsible procurement policies.

4.2 Commercial

The *Programme Partner* shall:

Agreements Management

4.2.1 Support the *Employer* in its management of the agreements with Network Rail, London Underground, Docklands Light Railway, Canary Wharf Group, Berkeley Homes and in due course the third parties responsible for Rolling Stock and Depots;

4.2.2 Take responsibility for Programme wide interface management activities with a particular emphasis on:

- i) Specification of the information to be submitted by third parties to allow the *Employer* to fulfil its Programme management function across all the constituent projects;
- ii) Ensuring that the plans and programmes of the works elements to be undertaken by the various Industry Partners are co-ordinated and integrated within the Programme schedule; and
- iii) Understanding and advising on the linkages and dependencies between the respective schedules;

Value Management

4.2.3 Develop and implement a Programme wide value management, engineering process and reporting regime to review and assist the

Employer in achieving value for money in the design, procurement and construction of projects and contracts.

4.3 Strategic Planning

The *Programme Partner* shall:

- 4.3.1 Assist the *Employer* with the finalisation of the Delivery Strategy.

5.0 Logistics

5.1 Logistics

The *Programme Partner* shall:

- 5.1.1 Provide functional expertise to match Programme logistical activities;
- 5.1.2 Provide geographical co-ordinators to co-ordinate logistics activities within and across projects;
- 5.1.3 Co-ordinate logistics activities with other major projects and interested third parties;
- 5.1.4 Assist the *Employer* with managing the Programme oversight of logistics and Programme wide site planning and coordination of transport, labour movements, material disposal, material requirements, storage and all related matters;
- 5.1.5 In conjunction with the *Employer*, develop strategies for procuring and managing any common user services between projects;
- 5.1.6 Provide a detailed logistic plan for the construction stage of the Programme, to implement the *Employer's* developing logistics strategy.

6.0 Health, Safety, Quality and Environment

6.1 Health and Safety

- 6.1.1 The *Programme Partner* shall assist the *Employer* to develop Health and Safety strategies, policies and processes in consultation with the Industry Partners and ensure that the Industry Partners comply with strategies, policies and processes incorporated into the Industry Partner Agreements.

6.2 Safety Management

The *Programme Partner* shall:

- 6.2.1 Operate a health and safety management system that fully satisfies BS OHSAS 18001;

- 6.2.2 Promote a positive safety culture across the Programme through leadership and communication;
- 6.2.3 Put in place suitable arrangements for the effective implementation of the HSQE management system;
- 6.2.4 Set health and safety objectives which shall be monitored and reviewed and used to improve performance;
- 6.2.5 Assist the *Employer* to develop and manage the Programme health and safety assurance process. Health and safety assurance includes obtaining assurance for the *Employer* from Industry Partners. Assistance to be provided by the *Programme Partner* shall include:
 - i) Developing arrangements for the health and safety assurance to be provided to and received from Industry Partners and in reaching agreement with those organisations; and
 - ii) Managing assurance reporting, monitoring and close-out.

6.3 Quality Management

The *Programme Partner* shall:

Quality Management System

- 6.3.1 Operate an approved Quality Management System (QMS) based on the 'best-practice' model BS EN ISO 9001 or equivalent. The QMS shall align with the *Employer's* Business Management System (BMS)

Management System Audits

- 6.3.2 Establish an audit schedule for the *Employer's* activities, which includes the monitoring of their supply chain organisations. The schedule shall be planned to ensure that all key activities are audited at a time and frequency appropriate to the significance of the activity under review. The schedule shall be approved by the *Employer's* team accountable for the work and integrated into the *Employer's* audit programme once deemed acceptable by the *Employer's* HSQE management team.
- 6.3.3 Ensure that the Project Delivery Partner, Design Framework Consultants and contractors record and manage the timely close out of any audit non-conformities.
- 6.3.4 Analyse audit findings and communicating the results to interested parties to enable system and process improvements and where appropriate management actions.
- 6.3.5 Ensure that audits are carried out by appropriately trained and qualified staff, in accordance with the requirements of BS EN ISO 19011.

6.4 Environmental Management

The *Programme Partner* shall:

- 6.4.1 Provide training on environmental requirements to their own staff and to integrated Project delivery team staff as necessary.
- 6.4.2 Gather information on environmental performance as it relates to the Programme.
- 6.4.3 Provide information on environmental performance at the Programme level to *Employer's* planning and environment team.

7.0 Human Resources

7.1 Human Resources

The *Programme Partner* shall:

- 7.1.1 Where the *Programme Partner* is identified as being responsible for providing their own Programme related accommodation:
 - i) Arrange any office moves and changes to facilities that are required through the lifetime of the Programme;
 - ii) Organise the movement of all employees working on the Programme and documents and facilities belonging to the *Programme Partner*, after consultation and planning with the *Employer*;
- 7.1.2 Cooperate fully with the *Employer* in office accommodation and facilities arrangements and ensure compliance with all relevant health, safety and place of work legal requirements and the *Employer's* standards.

8.0 General Obligations

8.1 Compliance with the *Employer's* Procedures

The *Programme Partner* shall:

- 8.1.1 Comply with the provisions set out in the *Employer's* management plan, which defines the *Employer's* policies, processes and procedures for the delivery of the Programme;
- 8.1.2 Ensure that staff are registered with the Construction Skills Certification Scheme (CSCS) as required by the *Employer's* CSCS policy.
- 8.1.3 Liaise and co-operate with the *Employer's* procurement expert panel;
- 8.1.4 Co-locate with the *Employer* in the *Employer's* offices.

8.2 Contract Reporting

8.2.1 The *Programme Partner* shall submit contract reports covering its contract activities at intervals to be agreed with the *Employer* that include but are not limited to the following:

- i) Progress review of the *Programme Partner's* activities detailing achievements during the reporting period including progress against the Interim and Programme KPIs up to the date of submission;
- ii) Measurement of performance against the Interim and Programme KPIs including a summary of delays and any proposals for recovery that may be required by the *Employer*;
- iii) *Programme Partner's* programme update showing the critical path activities and any variances that exist;
- iv) Variations both existing and proposed that may impact on the progress of *Programme Partner's* services;
- v) Price for services provided to date by the *Programme Partner* and forecasts of the price to completion of the *Programme Partner's* services;
- vi) *Programme Partner's* cost summary including variation costs both agreed and proposed;
- vii) *Programme Partner* staff matters including any changes to staff that are proposed and a summary of staff records;
- viii) Any other commercial issues;
- ix) Demographic information on staffing, training provided, and other human resources information as required by the *Employer* to fulfil the *Employer's* reporting requirements; and
- x) Any other progress or management issues.

8.2.2 Copies of the report shall be numbered in accordance with the *Employer's* document management procedures and shall be delivered to the *Employer* no later than noon on the fifth day of the period following the reporting period or as otherwise agreed with the *Employer*.

8.3 Meetings

Progress Meetings

8.3.1 The *Programme Partner* shall attend progress meetings at four-weekly intervals, which shall be convened and chaired by the *Employer*. The meetings will include a review of the *Programme* progress report and the contract report for the previous period. The *Programme Partner* shall be responsible for writing the minutes of the meetings, which shall be submitted to the *Employer* for approval.

Quarterly Review Meetings

- 8.3.2 The *Employer* may convene quarterly meetings to be held in London at approximately three-monthly intervals. The *Employer* shall notify the *Programme Partner* of the date of such meetings not less than 28 days before they are to be held.
- 8.3.3 Quarterly meetings shall be held over a period of up to 3 days in order to review the overall progress of the Programme. Such meetings shall be chaired by either the Chief Executive Officer or Programme Director of the *Employer*, and the *Programme Partner* shall have in attendance one senior representative of director level from each of the companies comprising the *Programme Partner*, together with the managing director of the company acting as leader or sponsor of the *Programme Partner* if it is a joint venture, consortium or partnership.

8.4 Programme Partner's Employees

- 8.4.1 The *Programme Partner* shall maintain a register of personnel on the *Programme Partner's* team from commencement until completion of the Programme. The register shall contain details of the *Programme Partner's* personnel assigned to the Programme and shall be updated daily or as necessary.
- 8.4.2 The register shall contain the following minimum information – name; employer; position and grade; any local/site specific safety/competency certification; track safety certificate; qualifications or licences held; medical certificate of fitness; principal duties under this contract. For security purposes a copy of the passport shall be retained.
- 8.4.3 The register is subject to initial acceptance by the *Employer* and subsequent acceptance of changes thereto. An update of the register shall be maintained in the Programme office which shall be available for inspection at any time by the *Employer*.

8.5 Communications and Correspondence

- 8.5.1 The *Programme Partner's* communications, correspondence and any associated submissions in connection with the services provided to the *Employer* shall be in conformity with the *Employer's* document control system and shall state if they have been sent for information, comment, review, acceptance or approval.
- 8.5.2 The *Programme Partner* shall comply with the *Employer's* quality control procedures in the production of all documents provided by the *Programme Partner* to the *Employer* and each document shall indicate that it is compliant.

8.6 Resource Schedule

- 8.6.1 The *Programme Partner* shall provide a Resource Schedule to accord with each programme for the services that he provides.

- 8.6.2 The Resource Schedule shall be a detailed schedule of the resource analysis of the *Programme Partner's* activities detailing all of the staff resources required to complete each activity. The *Programme Partner's* activities shall represent all the activities required to carry out and complete the services.
- 8.6.3 The Resource Schedule shall detail each staff member together with contract grades, rates and periods and shall be presented in the form of a bar chart covering the entire duration of the *services*, including the level of resource fluctuations envisaged.
- 8.6.4 The *Employer* may require proposed changes to the *services* to be supported by detailed resource projections in the manner described above. The *Programme Partner* shall submit such projections to, and in the form and at the times required by the *Employer*.

8.7 Electronic Data Handling

- 8.7.1 The *Programme Partner* shall use the *Employers* IT systems.
- 8.7.2 On issuing any electronic data in any form the *Employer's* IT system shall check for viruses with up-to-date virus-checking software.
- 8.7.3 The *Programme Partner* shall ensure that security arrangements relate to information security management and legal admissibility of electronically stored data.
- 8.7.4 The *Programme Partner* shall ensure that all information is safeguarded and data properly accessed, that the data can be secured and is interpretable for future reference and a clear audit trail is provided, including the date and time events occurred.

8.8 Contract Close Out

- 8.8.1 Fifteen months prior to the scheduled date for handover of the Programme, the *Programme Partner* shall review with the *Employer* the administrative procedures to be adopted for close out of the *Programme Partner* contract.
- 8.8.2 The following will form the basis of discussions to enable a close out plan with supporting procedures to be agreed no later than 9 months before handover of the Programme:
- i) Submission of proposals by the *Programme Partner*, including options if applicable, for the run down, demobilisation and close out of the *Programme Partner* contract. This will take account of advice provided by the *Employer* as to the transition of the *Employer* staff structure from Programme delivery to operational state, post handover of the Programme;
 - ii) Handover and archiving of all Programme record documentation, not only of hard copy records, but specifically taking account of the transfer of electronic records in formats compatible with the *Employer's* ongoing operations.

- 8.8.3 During the 9 months prior to handover of the Programme, meetings will be held monthly to review and adjust the close out plan as appropriate:
- i) Clear definition of work outstanding, how and when it will be completed and by whom;
 - ii) Clear understanding of financial position: commitment, expenditure to date, expenditure to complete; reconciliation between the *Employer* and the *Programme Partner* of paid values for all contracts and purchase orders including identification of outstanding invoices and claims;
 - iii) Clear definition of warranties, guarantees etc for all work, material and equipment, their commencement dates and durations.

9.0 Service Delivery Plans

9.1 General

- 9.1.1 The *Programme Partner* performs the *services* set out in this Scope. Further definition of the *services* and of deliverables for a period is set out in the Service Delivery Plan for that period. Service Delivery Plans are agreed between the *Employer* and the *Programme Partner* at intervals required by the *Employer*.
- 9.1.2 Service Delivery Plans shall include the following information:
- i) Further definition of the *services*;
 - ii) Deliverables;
 - iii) Programme for *services*;
 - iv) Resource Schedule;
 - v) Key Dates and conditions;
 - vi) Key persons and other staff, identifying responsibilities;
 - vii) Incentive schedule (Interim Incentive Scheme); and
 - viii) Any further information required by the *Employer* or proposed by the *Programme Partner* and agreed by the *Employer*.

9.2 First Service Delivery Plan

- 9.2.1 The First Service Delivery Plan has been agreed between the Parties during the tender process for this contract and is at Appendix 5 to this contract. The First Service Delivery Plan is the Service Delivery Plan under the contract until it is replaced with a new agreed plan.

9.3 Advance plans

- 9.3.1 The Service Delivery Plan under the contract shall be the plan for the relevant period of time as agreed from time to time between the Parties. In addition, the *Programme Partner* shall prepare and agree with the *Employer* draft plans for the two years following the expiry of the period covered by the current Service Delivery Plan so that plans are being considered between the Parties on a rolling 3 year basis.

- 9.3.2 These draft plans do not constitute the Service Delivery Plan for the purpose of this contract, until such time as they are agreed as such.
- 9.3.3 The purpose of the three year rolling plans is to assist in the forward forecasting of resources and in setting medium term Programme objectives.

Part B Areas of Potential Assistance

These Part B *services* are additional to those required from the outset of the contract (as set out in Part A) and shall only be performed by the *Programme Partner* as and when requested by the *Employer*. The expectation is that Part B *services* will be delivered by the *Employer* but the scope of this contract allows them to be delivered by the *Programme Partner* as and when required by the *Employer*. Allowance for these *services* should not be made in the Resource Schedule in the First Service Delivery Plan. The Part B *services* set out below are indicative and there may be other services that the *Employer* may require the *Programme Partner* to perform.

10.0 Engineering

The *Programme Partner* shall:

10.1 Assurance

- 10.1.1 Develop requirements from the PDA to define scope and allocate to specific Programme projects;
- 10.1.2 Provide assurance that the preliminary and detailed designs at a Programme and project level are consistent with the requirements of the CPFR and that Crossrail is capable of being operated and maintained safely;
- 10.1.3 Develop and oversee the handover strategy at a Programme level including spares, training and maintenance and operational data provision;
- 10.1.4 Develop and programme manage the framework for obtaining HMRI and similar acceptances and approvals for Programme, project works and rolling stock;
- 10.1.5 Provide any assistance to the Operators in obtaining all necessary Railways Act and ROGs consents and where applicable, the preparation and establishment of a Safety Management System and a Safety Verification Scheme;

10.2 Design Management

- 10.2.1 Consider and assess proposals received relating to the requirement for and the scope of design Package Orders to be let under the Design Framework Consultants' agreements;
- 10.2.2 Manage the procurement and internal authorisation processes leading to the award of design Package Orders;
- 10.2.3 In the event of the Project Delivery Partner being unable to perform its duties, carry out the duties and responsibilities of the Employer's Agent under design Package Orders let under the Design Framework Consultants' agreements;

- 10.2.4 Develop and manage the overall engineering and technical framework for design development at a Programme and project level;
- 10.2.5 Develop the Employer's CPFR, design guides, standards, assurance plans;
- 10.2.6 Make decisions with regards to the balance of cost, schedule, quality, value for money, phasing and sustainability;
- 10.2.7 Monitor the progress of design activities and submissions across all elements of the Programme;
- 10.2.8 Carry out performance modelling of the designed and specified requirements and outputs;
- 10.2.9 Ensure integration of infrastructure, components and systems across the Programme including all rolling stock/infrastructure interface issues, to ensure that the completed railway operates efficiently as a single working railway system;
- 10.2.10 Provide programme management oversight of design development.

10.3 Utilities

- 10.3.1 Set the overall strategy and attend Utility Steering Group meetings;
- 10.3.2 Ensure that those undertaking works at a project level are aware of the standards set by the Programme with regard to these works and can demonstrate that they are being followed;
- 10.3.3 Ensure that those undertaking works for the Project procure the design, construction, commissioning and completion of the infrastructure for the utility supplies in accordance with the requirements of the PDA;
- 10.3.4 Ensure co-ordination of utility works across projects and with other major infrastructure works;
- 10.3.5 Ensure that there are agreed operations manuals with each utility company;
- 10.3.6 Develop processes and procedures for Programme delivery of utility diversions and other works;
- 10.3.7 Provide Programme level oversight of utility works undertaken at a project level.

10.4 Planning, Environment and Traffic & Highways Consents

- 10.4.1 Maintain, monitor and report against, the Planning, Environment, Traffic & Highways (PET) consents element of the Programme (including the planning consents required for oversite Developments);
- 10.4.2 Perform PET consents programme review and risk identification and management;

- 10.4.3 Liaise regularly with all relevant project delivery teams within the Programme concerning the PET programme.

10.5 Undertakings and Assurances and third party Agreements

- 10.5.1 Ensure compliance with and performance of all undertakings and assurances concerning the Programme;
- 10.5.2 Allocate undertakings and assurances to the different elements of the Programme to be delivered by Others;
- 10.5.3 Build appropriate undertakings and assurances activities into the Programme schedule as appropriate, and ensure that they are carried out in a timely manner;
- 10.5.4 Identify risk for any Programme-related undertakings and assurances;
- 10.5.5 Assist the Employer to fulfil its duties and obligations under any Industry Partner Agreements or agreements with Sponsors.

11.0 Programme Controls

The *Programme Partner* shall:

11.1 Planning

- 11.1.1 Develop and document the Programme and project management plans, incorporating all directly managed projects and all third party activities and interfaces;
- 11.1.2 Validate sequencing of design, procurement, logistics, construction, testing and commissioning and handover for the Programme, including Rolling Stock, Depot and all Industry Partner works associated with the Programme or for which there is a Programme interface;
- 11.1.3 Produce Programme-wide resource forecasts.

11.2 Cost, Schedule and Estimating

- 11.2.1 Oversee the scheduling of each of the different elements of the Programme so that progress of design, construction, completion, commissioning, acceptance, and handover are properly planned and coordinated across the Programme, in accordance with the requirements of the PDA;
- 11.2.2 Ensure, in accordance with the PDA, that the progress and delivery of the Programme meets the Programme Milestones;

11.3 Change Control

- 11.3.1 Operate change control procedures for scope change and emerging issues throughout design and implementation of the Programme, including trend

management, cost/benefit analysis of proposed changes and authorisation of change.

11.4 Information and Document Management

- 11.4.1 Manage all Programme documentation including plans, drawings, change control documents, specifications, calculations, subcontracts and supplier documents;
- 11.4.2 Develop and implement procedures to meet the requirements of the *Employer*, functional guidance and contractual pre-requisites.

12.0 Programme Implementation

The *Programme Partner* shall:

12.1 Delivery

- 12.1.1 Programme manage all of the projects within the Programme, through design, procurement, construction, implementation and manufacture through to hand over, including, but not limited to, enabling works, main works infrastructure and Rolling Stock and Depot;
- 12.1.2 Define organisation and communication lines for each project within the Programme, including the development of RACI charts and other documents as required to fully define roles, responsibilities and management interfaces;
- 12.1.3 Supervise Programme level surveys and investigations;
- 12.1.4 Develop and manage the *Employer's* industrial relations strategy;
- 12.1.5 Prepare Programme wide construction plans;
- 12.1.6 Develop and manage the *Employer's* interface management strategy including railway and regulatory interfaces;
- 12.1.7 Programme manage and liaise to achieve successful test running and trial operations including the provision of suitably trained staff;
- 12.1.8 Programme manage and assess completion for all works and services within the Programme;
- 12.1.9 Establish and implement testing, commissioning and handback procedures to confirm that the requirements of the CPFR have been satisfied, and in accordance of the requirements of the PDA;
- 12.1.10 Provide support to the *Employer* in developing and managing the Programme wide framework for managing, monitoring and reporting on designer, contractor and supplier performance, and for addressing any non performance or under achievement by the supply chain;

- 12.1.11 Review the Programme at key stages of development including those in accordance with the PDA;

12.2 Stakeholder Management

- 12.2.1 Manage stakeholder and interface management issues flowing down from the Industry Partners and third party agreements;
- 12.2.2 Work with Rail for London (RfL) to plan and provide the Employer's new rolling stock;
- 12.2.3 Work with RfL to plan and provide the train operating company;
- 12.2.4 Plan and liaise on prospective service and other disruptions to existing services;
- 12.2.5 Incorporate and mitigate the impact of dependencies from related bodies and projects including planning and consents, conditions from stakeholders and other third party agreements;
- 12.2.6 Provide assistance to the Project Representative in accordance with the PDA;

12.3 Procurement

Project Procurement Operations

- 12.3.1 Support assessment teams with the evaluation of expressions of interest and tenders for Project contracts;
- 12.3.2 Support OGC Gateway review processes;
- 12.3.3 Liaise with Project Delivery Partner procurement team;
- 12.3.4 Review of work package procurement strategies;
- 12.3.5 Liaise on strategic opportunities with Network Rail, London Underground, Canary Wharf Group and Berkeley Homes;
- 12.3.6 Liaise on strategic opportunities with other major clients (including: planning shared procurement initiatives with other client organisations, investigating use of other client frameworks, co-ordinating of procurement, shared market intelligence and cost-benchmarking);

Other Programme Procurement Operations

- 12.3.7 Assist with all other *Employer*-led Programme procurement;

12.4 Construction Management

- 12.4.1 In the event of the Project Delivery Partner being unable to perform its duties, carry out the duties and responsibilities of the Project Manager and Supervisor for Project works and/or supply contracts (including enabling works);

- 12.4.2 Carry out the duties and responsibilities of the Development Manager under the Agreement relating to Procurement of Professional Services for the Design and Delivery of Enabling Works (Agreement No.1169);
- 12.4.3 Manage all internal and external Programme interfaces and the arrangements for ensuring the coordination and management of the problems which may occur at project boundaries;

12.5 Commercial

- 12.5.1 Value manage at pre-agreed stages and implementation of agreed outputs;

13.0 Logistics

The *Programme Partner* shall:

13.1 Logistics

- 13.1.1 Define and develop the Programme wide logistics strategy;
- 13.1.2 Ensure this strategy is cascaded to a project level;
- 13.1.3 Oversee the production of detailed logistics strategy at a project level;
- 13.1.4 Co-ordinate these detailed logistics plans across all projects;
- 13.1.5 Ensure compliance with the logistics functions objectives, undertakings and assurances and any other constraints;
- 13.1.6 Manage logistics risks at Programme level;
- 13.1.7 Manage the logistics interface with other major projects;
- 13.1.8 Manage the logistics interface with Others;
- 13.1.9 Manage the Programme oversight of logistics activities including Programme wide site planning and coordination of transport, labour movements, material disposal, material requirements, storage and all related matters;
- 13.1.10 Ensure compliance with logistics objectives;
- 13.1.11 Develop strategies for procuring and managing any common user services between projects;
- 13.1.12 Plan and monitor railway and highway access, service diversions and rail and road plant movements;
- 13.1.13 Develop and implement the Programme wide security function. This will include consideration of physical and IT based security systems;

- 13.1.14 Investigate the economic feasibility of purchasing materials in advance or in bulk;
- 13.1.15 Develop strategies for avoiding or overcoming shortages of materials, equipment and staff resources for delivering the Programme;

13.2 Supply Chain

- 13.2.1 Forecast and monitor workforce requirements necessary to meet the Programme master schedule and the key milestone dates within it and for making proposals for addressing any identified shortfalls;
- 13.2.2 Advise the *Employer* in the decision making process leading up to supplier selection and sources of supply, including the tracking of material availability and pricing trends;

13.3 Security

- 13.3.1 Develop and implement the Programme wide security function, in accordance with the *Employer's* Programme level strategy, processes and procedures. This will include consideration of physical security systems. The security, labour control and health and safety management functions are likely to be linked;
- 13.3.2 Liaise with the *Employer* and the police service, together with other emergency services as agreed with the, and for the development, management and implementation of the Project security strategy.

14.0 Health, Safety, Quality and Environment

The *Programme Partner* shall:

14.1 HSQE Policy and Management Systems

- 14.1.1 Define business principles, policies and requirements under which the *Employer* will deliver the Programme. These shall apply to all business functions and all activities and as such will include the *Employer*, the project delivery teams, the design consultants and all other key supply chain organisations;
- 14.1.2 Approve all programme related management plans, related processes and procedures, for suitability and adequacy, prior to their issue and implementation;
- 14.1.3 Manage and maintain the Employer's corporate business management system;
- 14.1.4 Facilitate the establishment of critical business processes that support the goals of the business;
- 14.1.5 Maintain independent third party certification against the requirements of the Quality Management Standard, ISO 9001;

- 14.1.6 Support the business in order to achieve certification to the Occupational Health & Safety Standard, BS OHSAS 18001;
- 14.1.7 Establish and maintain an integrated programme of HSQE management system audits;
- 14.1.8 Verify the implementation and effectiveness of business management system arrangements throughout the *Employer* and supply chain organisations, through a programme of internal and external management system audits;
- 14.1.9 Provide support to the business to ensure the principles of continual improvement are rigorously applied throughout the Programme life cycle;
- 14.1.10 Evaluate consultants, contractors and suppliers prior to their selection to provide assurance of their ability to fully satisfy the *Employer's* business requirements;
- 14.1.11 Co-ordinate business performance meetings and communicate this information throughout the business;
- 14.1.12 Ensure that the HSQE management system for Programme delivery aligns with the *Employer's* corporate arrangements for managing the business and be designed to continually improve the delivery team's performance;

14.2 Quality Management

- 14.2.1 The achievement of the *Employer's* objectives requires that the Programme is underpinned by a systematic approach with a 'right first time' attitude. The Programme shall operate a quality management system that fully satisfies BS EN ISO 9001 'Quality management systems - Requirements';
- 14.2.2 Promote a positive culture through leadership and communication;
- 14.2.3 Put in place suitable management arrangements for the effective execution of the Programme;
- 14.2.4 Demonstrate commitment to the continual improvement of the management arrangements throughout the project life cycle;
- 14.2.5 Set quality objectives which shall be monitored and reviewed and used to improve performance;

14.3 Environmental Management

- 14.3.1 Where appropriate/necessary, develop and manage the *Employer's* environmental management policies and procedures to ensure compliance with the requirements of the *Employer's* environmental management systems;
- 14.3.2 Comply with the *Employer's* environmental policies and procedures throughout the Programme.

15.0 Human Resources

The *Programme Partner* shall assist the *Employer* to achieve:

15.1 Human Resources

- 15.1.1 The recruitment of suitably qualified and capable people in the appropriate disciplines to help the deliver the Programme;
- 15.1.2 The establishment of a series of skills related initiatives that will equip communities along the line of Crossrail with the skills that will be required to deliver the Programme infrastructure, including:
 - i) Providing secondment opportunities, experiential learning placements and opportunities for community representatives to attend the *Employer's* skills academies;
 - ii) Attending schools and colleges along the route to publicise the Programme and to encourage young people in a career in engineering or construction;
 - iii) Attending career fairs and universities to explain the Programme and the benefits of a career in construction;
- 15.1.3 The appointment of one organisation to oversee the distribution, promotion and monitoring of take up of all vacancies within the supply chain.

16.0 Operations

The *Programme Partner* shall:

- 16.1.1 Be an active member of the specification steering group and respective operational working groups, representing the required timeliness and granularity of the emerging *operational functional requirements* and associated specifications, providing a feedback loop regarding cost and programme impact;
- 16.1.2 Work closely with the *Employer* to ensure that any changes to functionality and specification processed through the change control process have been adequately assessed with respect to programme and cost implications;
- 16.1.3 Ensure that any agreed changes to operational documentation, requirements and specification are passed through to the Project Delivery Partner and the associated Design Framework Consultants;
- 16.1.4 Ensure, through continual liaison with the *Employer's* Operations team that adequate timescales are provided for the review of emergent designs emanating from the Programme;
- 16.1.5 Work closely with the *Employer*, stakeholders and other appointed railway operating bodies to ensure the timely, managed handover of assets and associated information for testing and trial running and other associated

activities, ensuring that a proactive culture of openness exists regarding any risk to the Programme.