



Extract from
Thameslink Programme Governance
Industry Governance Arrangements
For
Transport Select Committee Timetable
Hearing

Figure 2: Relationships

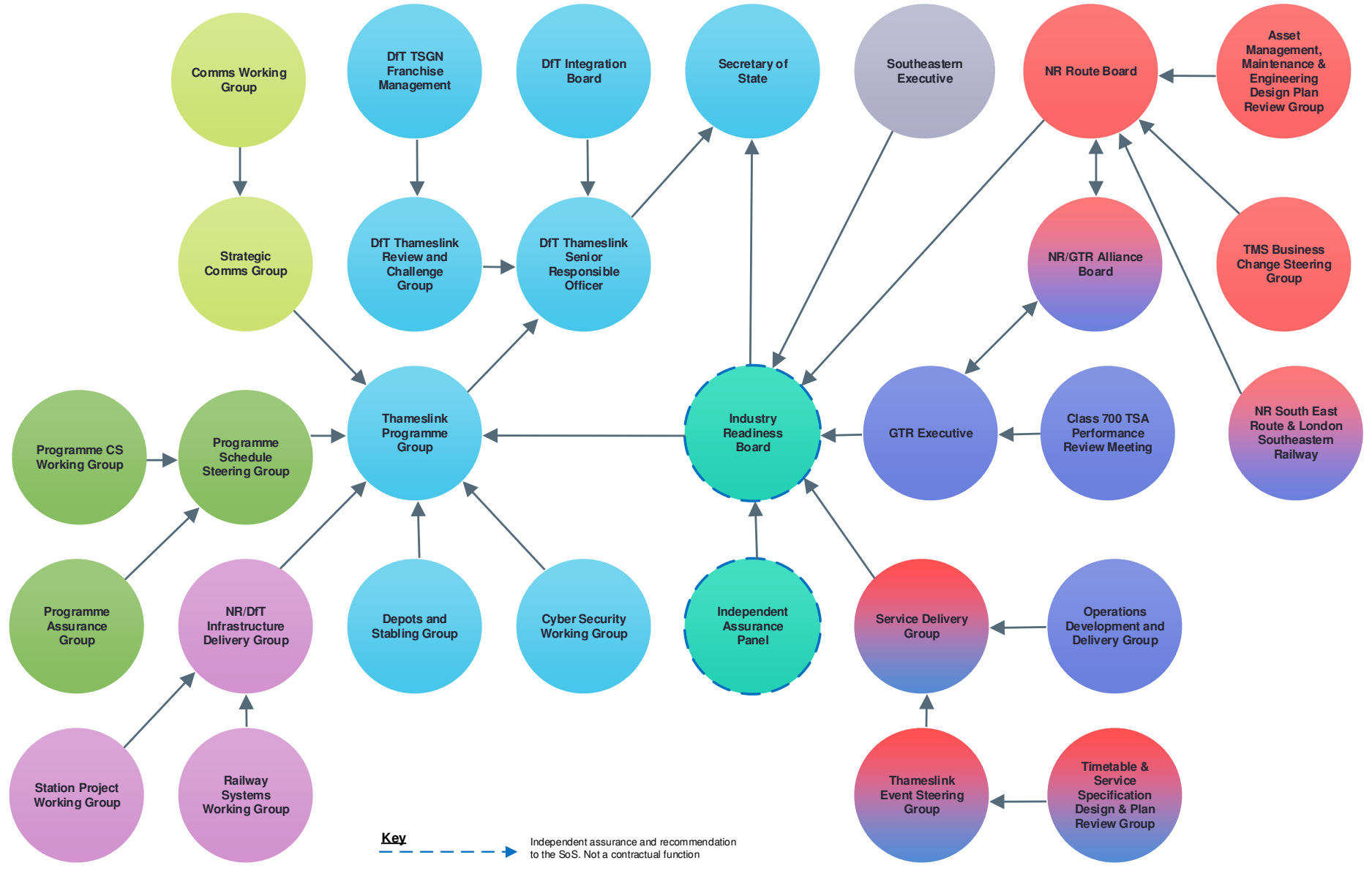
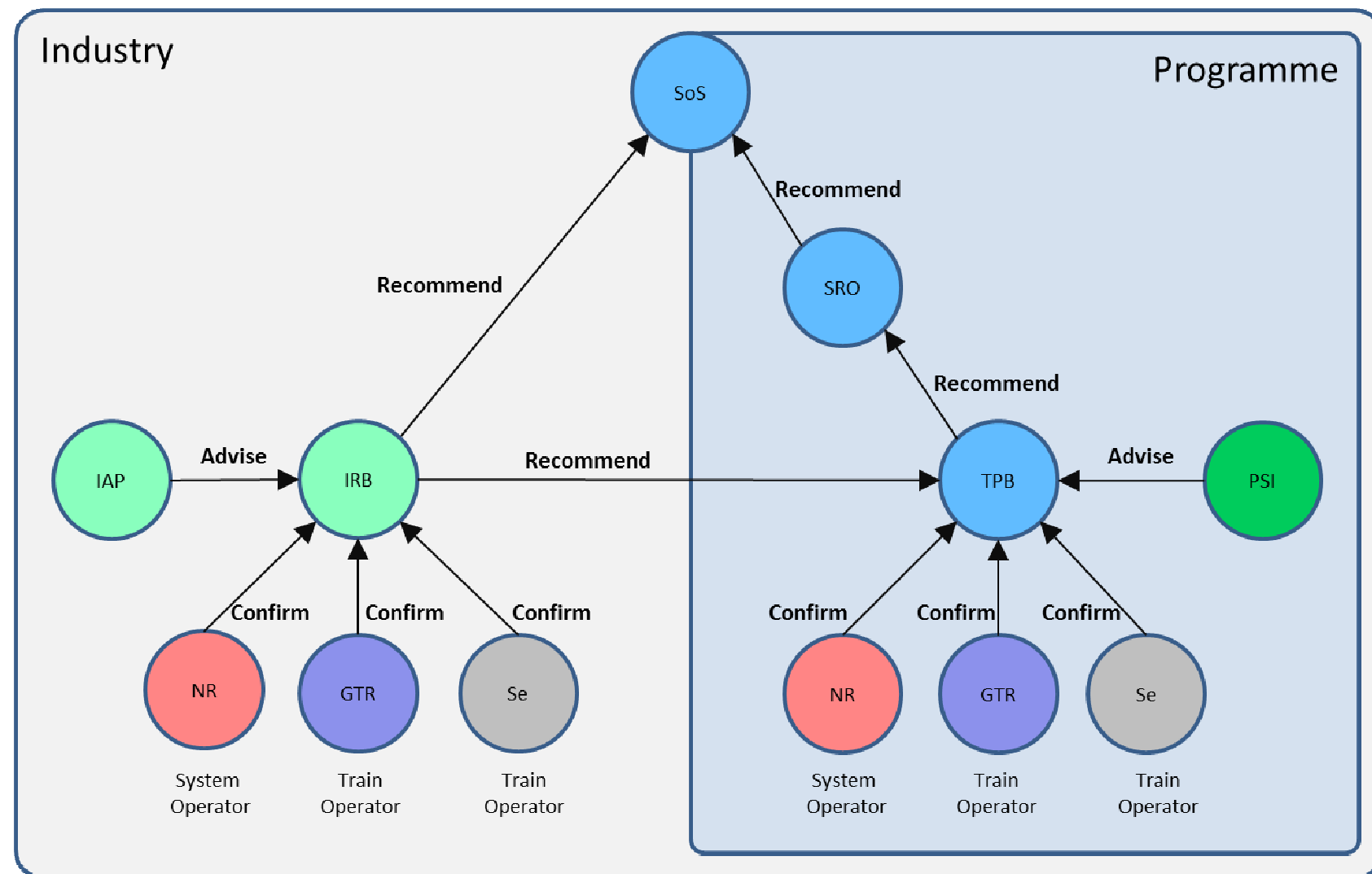


Figure 1 Relationships between the Governance Groups

Figure 3: Decision Tree



NOTE: Planned timetable changes to proceed unless the Secretary of State is advised to the contrary or recommended that there is a significant reputational risk to proceeding with the change, in which case the Secretary of State may choose to exercise his powers to delay a timetable change.

Table 1: Governance Groups Meeting and Reporting Schedule

1 PROGRAMME BOARD

1.1 Purpose

1.1.1 The Thameslink Programme Board is a top-level strategic forum for reaching common, cross-industry agreement and understanding on material issues affecting the programme. Its purpose is to help the Thameslink Senior Responsible Owner steer the timely and efficient delivery of the overall Thameslink Programme including delivery of infrastructure, rolling stock and depots, and the TSGN franchise; management of system integration risks; vehicle introduction; passenger communications; and benefits realisations.

1.1.2 Members expected to secure formal commitments from their organisations to support actions agreed at the board meetings.

1.2 Membership

1.2.1 The Thameslink Programme Board is a senior director-level meeting comprising Department for Transport, Network Rail, the Train Operating Companies (TOCs) and the Train Manufacturer and Maintainer (TMM). In addition, the Office of Rail Regulation is invited to be in attendance. Membership of the Thameslink Programme Board is shown in the following table:

Organisation	Position	Name
Department for Transport	SRO and Director, Major Projects & Growth, (Chair quarterly risk review meetings only)	Matthew Lodge
	Project Director, Thameslink Programme(Chair)	Jonathan Daley
	Deputy Director, Cross London Network Markets	Tim Rees
	Thameslink Programme Sponsor	Alexander Bray
	Thameslink Programme Benefits Realisation Manager	Rachel Webbe
Network Rail Infrastructure	Major Programme Director, Thameslink	Simon Blanchflower
Siemens	TRSP Programme Director	Dave Hooper
Govia Thameslink Railway (GTR)	Thameslink Programme	Gerry McFadden
	Service Delivery Director	George McNulty
Southeastern	Train Services Director	Ellie Burrows
	Head of Major Programmes	Anne Clark

TERMS OF REFERENCE

Cross London Trains XLT	Executive Chairman/Managing Director	Andy Pitt/Charles Doyle
Eversholt Rail Group	Head of New Fleet	Bev Evison
Office of Rail and Road	Senior Enhancements Projects Manager	Peter Doran
Operations and Performance Function	Senior Programme Manager, Thameslink Route Readiness South East Route	Jon Ruch
Programme & System Integration Function	Head of System Integration	Mark Burton
Communications Function	Head of Communications Function	Sharon Willis
Independent	Industry Readiness	Chris Gibb

Table 2: Membership of the Thameslink Programme Board

1.3 Role of the Thameslink Programme Board

1.3.1 The Thameslink Programme Board will:

- Provide forward looking leadership to the Programme
- Probe and support progress against the baseline plan, including infrastructure delivery, vehicle introduction and operational readiness
- Review programme-critical risks/issues
- Review risk and issues associated with realisation of the Thameslink Programme business case benefits
- Review Health and Safety of the Programme
- Review other key elements of the Programme, as required
- Take action to unblock issues as they emerge
- Review the status of the working relationships between delivery partners
- Review strategic communications and provide a forward looking focus
- Provide a forum for reaching common agreement and understanding on material issues.

1.4 Format of Meetings

1.4.1 The Board will review periodic and other reports received from Programme Function Heads. It will also review papers on topics of interest or issues that need unblocking to ensure successful delivery of the overall programme, including:

- Class 700 Introduction
- Timetabling
- Operational Readiness, including people elements and readiness for configuration states/key milestones of the programme
- Technical Integration
- Train Service Improvements
- Passenger impacts
- Strategic Communications including TDM
- Potential Change to Programme baseline, including unfunded scope
- Benefits Realisation
- Programme Assurance, including Readiness Reviews

TERMS OF REFERENCE

1.4.2 Adherence to schedule and programme-critical risks and issues will be reviewed and actions delegated as necessary to ensure that risks are adequately managed, and steps taken to maintain progress to schedule.

1.4.3 The status of the working relationship between delivery partners will also be reviewed, as appropriate.

1.5 Location and frequency of meetings

1.5.1 Meetings will be held at periodic intervals at the NR Offices, James Forbes House on Wednesdays of week 4, unless otherwise advised.

1.6 Chair and Secretariat Services

1.6.1 The DfT Director of Major Projects and Growth, SRO will chair Programme Board Meetings where the quarterly risk review is discussed. The DfT Project Director for Thameslink will chair the other Programme Board meetings.

1.6.2 Rachel Webbe, DfT will act as secretariat for the Thameslink Programme Board.

1.6.3 All Programme Board papers, including Function reports and topic related papers/presentations, must be submitted to the DfT by the Friday of the week before the Programme Board.

1.7 Outputs

1.7.1 The meeting will produce action-centred minutes for circulation and approval by Members within 5 working days of the meeting.

2 INDUSTRY READINESS BOARD

2.1 Purpose

- 2.1.1 The purpose of the Industry Readiness Board (IRB) is to independently review, direct and challenge industry programmes for Thameslink 2018 operational readiness to minimise all risks associated with entry into service and on-going sustained operations.
- 2.1.2 Thameslink 2018 Industry Readiness Board will focus on delivering 2018 readiness between GTR, NR and all industry partners, and cover all aspects of operational, station and customer preparations. The Board provides confirmation to the Secretary of State and Thameslink Programme Board of Go/No-Go recommendations for entry into service milestones.
- 2.1.3 The objectives of the IRB are:
- Recap and review existing actions, including latest update of key issues regarding the timetable development, gaining commitment for any new actions required to address key issues or learn lessons from discussions or those identified by the independent panel;
 - Achieve a common understanding of GTR proposals for implementing a metro timetable and strategy for depots and driver training; and
 - Review latest update regarding performance metric analysis and current baseline position, identifying any key risks to note and/or actions to take.

2.2 Membership

- 2.2.1 The IRB comprises decision-maker representatives from each industry partner organisation who are able to play a full part in complex discussions and decision making on behalf of their organisation. The following industry partner organisations will be invited to each meeting:
- Department for Transport
 - Network Rail
 - Siemens
 - Cross London Trains
 - Govia Thameslink Railway
 - Southeastern
 - East Midlands Trains
 - Virgin Trains East Coast
 - Arriva Rail London
 - Abellio Greater Anglia
 - Transport for London
 - London Underground
 - Office of Rail Regulation
- 2.2.2 Chris Gibb has been asked to independently chair the IRB by the Secretary of State. He will be accountable to the Thameslink Programme Board and the Secretary of State for its success.
- 2.2.3 Membership of the IRB is shown in the following table. Others may attend by invitation for specific topics or to deputise.

Organisation	Position	Name
Chair	Independent Chair	Chris Gibb
Department for Transport	Major Projects Director, Department for Transport	Matthew Lodge
	Franchise Markets Director, Department for Transport	Jane Cornthwaite
Network Rail	Thameslink Major Programme Director, Network Rail	Simon Blanchflower
	Programme Manager (Change), Network Rail	Jonathan Gunga (notes/actions)
	Route Managing Director, Network Rail	John Halsall
	Capacity Planning Director, Network Rail	Chris Rowley
Govia Thameslink Railway	Chief Operating Officer	Nick Brown
	Head of Business Change, Thameslink	Tom Hanham
	Service Delivery Director	George McNulty
Siemens	Programme Director, Siemens	Dave Hooper
Office of Rail and Road	Deputy Director Rail Planning and Performance,	Graham Richards
Arriva Rail London	Managing Director, Arriva Rail London	Will Rogers
Stagecoach	Managing Director, UK Rail Stagecoach Group	Tim Shoveller
Southeastern	Managing Director, Southeastern Railway	David Statham

Table 3: Membership of the Thameslink Programme Industry Readiness Board

2.3 Role of the Thameslink Industry Readiness Board

2.3.1 The Thameslink IRB will:

- Provide added assurance to the DfT and industry partners that all elements of the new system will be ready
- Achieve a common understanding of the Thameslink 2018 and the industry system requirements to support it
- Build visibility and awareness of key concerns
- Gain commitment for the IRB and Independent Assurance Panel Governance Process

2.3.2 The Thameslink IRB has the following accountabilities:

- Clarify the outputs and capabilities the industry will be capable of delivering in 2018 (and beyond)
- Review Thameslink system integration road map
- Review Thameslink operational readiness programmes for 2018
- Identify risks and issues across industry programmes for successful 2018 entry into service
- Onward communication to industry stakeholders of readiness.

2.3.3 The Thameslink IRB has identified the following success factors:

- Stakeholder advocacy around 2018 operational readiness
- Successful entry into service of Thameslink operations in May 2018 and December 2019

2.4 Chair and Secretariat Services

2.4.1 Chris Gibb has been appointed as the independent chair for the IRB by the Secretary of State. He will be accountable to the Thameslink Programme Board and the Secretary of State for its success. He will be supported by representative at NR.

2.5 Reporting

2.5.1 The IRB has the following key inputs:

- Thameslink Independent Assurance panel findings
- Thameslink system integration roadmap
- Franchise roadmap
- Network Rail's Thameslink operational readiness programme, risks and issues
- GTR's 2018 Metroisation programme, risks and issues

2.5.2 The IRB has the following key outputs:

- Assurance of readiness to DfT (Thameslink Programme Board) and Secretary of State
- Assurance of readiness to Network Rail / Govia joint performance board
- Assurance to other operators of operational readiness via RDG / NTF

2.5.3 The meeting will produce minutes for circulation within 5 working days of the meeting.

2.6 Location and frequency of meeting

2.6.1 Meetings will be held at NR office at Cottons Centre or GTR Monument Place once every month on a Friday (see Table 4 Governance Groups meeting and reporting schedule) following Programme Board meetings, unless otherwise advised.

3 INDEPENDENT ASSURANCE PANEL

3.1 Purpose

3.1.1 To provide independent assurance on Thameslink's operational readiness to deliver the full 24tph timetable by December 2019 to the highest level of performance.

3.2 Scope

3.2.1 The Panel is required to review all aspects of Operational and Systems Readiness for the major 24tph timetable change in December 2019 in close cooperation with the various executive teams. The objective is to identify risks and threats to the delivery of a high quality from the first day of operation and to identify proposed remedies to the Industry Readiness Board for auctioning.

3.2.2 The Panel should identify the key requirements for a successful service introduction with the executive teams and the Panel Coordinator should then organise briefing papers, expert witnesses, visits etc as appropriate to ensure the Panel is fully briefed by the fullest possible range of rail industry players.

3.3 Membership

3.3.1 The Thameslink Independent Assurance Panel (IAP) will be set up with the following four Expert Panel Members:

3.3.2 The Panel consists of the following members:

Organisation	Position	Name
Chair	Expert Panel	Chris Green
Deputy	Expert Panel	Phil Bearpark
Independent	Expert Panel	Brian Cook
Independent	Expert Panel	Simon Pilkington
Network Rail	Exec Member Panel Coordinator	Jon Ruch
Govia Thameslink Railway	Exec Member -Service Delivery Director	George McInulty

Table 4: Membership of the Independent Assurance Panel

3.4 Reporting

3.4.1 The Panel Coordinator will be the main interface for the Panel and will issue agreed Agendas; organise venues and provide papers and witnesses.

3.4.2 The Panel will provide a brief written report to the subsequent Thameslink 2018 Industry Readiness Board, listing the results of its reviews with any recommendations for the improvement of operational delivery in 2018. The Panel Chair (or representative) will also be a member of the Industry Readiness Board.

3.5 Location and Frequency of Meetings

- 3.5.1 The Panel will meet monthly and the meeting will be located at the Cottons Centre or a suitable location which will be communicated to all Panel members.