

## London Assembly Transport Committee – Wednesday, 9 January 2019

### Transcript of Item 6 – Elizabeth Line

**Caroline Pidgeon MBE AM (Chair):** Let us move on to our main item today, which is looking at Crossrail and the Elizabeth line. Our first session is with Sir Terry Morgan. Welcome, Terry. Thank you for coming before us today as the former Chair of Crossrail Ltd.

I would like to start the questions and give you the opportunity, Sir Terry, to respond in some ways to the session we had in December [2018] with the Mayor and the Commissioner of Transport for London (TfL), and also perhaps go into what you actually did tell the Mayor on 26 July [2018] about the likelihood of Crossrail being delayed.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Thank you. Good morning, everyone. I have obviously had the advantage of having read 60 pages of script from the meeting you had on 19 December [2018]. My apologies for not being able to be there at that time. What I wanted to do, though, was to try to clarify and that might indeed guide you to certain questions about what I am going to say in the next couple of minutes that were said on 19 December [2018], which you will not be surprised I was disappointed by.

I guess I have to start by reminding everybody: I am - or was - the non-Executive Chair of Crossrail and had been the non-Executive Chair for 10 years. My role as Chair is non-Executive and, indeed, my contract was renewed on 1 June 2018. When you look at some of the information, I was reappointed at a time when there were clearly concerns about the programme. Indeed, in the reappointment that I received, my contract included an option to be extended by a further six months.

The programme is something I am very proud of and nothing will ever change that. Crossrail is a wonderful programme and when it opens it will be something that London will really see why this is such a phenomenal programme. However, there were certain things said, as you said, Chair, in reference to the meeting that I am sure we will come back to, but if I could just play back a little bit because there were a lot of documents that I had not seen that were given to you in the pack and the release some months after we discussed that with the Mayor. There is new information to me that I would just like the opportunity to clarify.

For example, in the pack there will be reference to the fact that the Mayor has been receiving, usually, weekly updates on the Crossrail status. They were not based on the Crossrail input. They were amended by TfL. Nothing ever went to the Mayor that first had to go through some degree of scrutiny. I would like to come back to that if I could later to clarify just what that means in terms of how messaging can be changed.

We had a Board meeting on 19 July [2018] - and nothing changes as far as I am concerned in that regard - when the Board concluded that delivery in 2018 was not feasible and we looked at three options for delivery depending on probabilities about what we thought was possible. I make reference to that because, again, I did not realise - and I have no problems with this - which is that I assume that the nominated non-Executive Director from TfL on the Crossrail Board took the material that we presented to the non-Executives and used that to brief the Deputy Mayor [for Transport] on 20 July [2018]. Why I say that is that the first page of the presentation that I now have seen is the very page that you see in the pack that was given to the Mayor on 26 July [2018], and so it is quite clearly a copy of material that was used at the Board meeting on 19 July

[2018] and shared with the Deputy Mayor on 20 July [2018]. I personally find it very interesting that one of the sheets you look at is a sheet that actually starts to detail the consequences of the fact that we will not deliver in 2018 in terms of its impact on revenue. Therefore, to my mind, there was a very clear indication that there was an understanding that we were not going to be able to deliver Crossrail in 2018.

It is also true to say that there was a TfL Board meeting on 25 July [2018] and I just want to clarify that. It never happened before, but I was given this sheet. In spite of what was said on 19 December [2018], I was given this sheet by TfL about what to say at that Board meeting. That took out any reference to not being able to deliver the programme in 2018.

You might say, "Why did you follow that line? You were there as a representative of Crossrail". I am in attendance. That is true. However, my conclusion was that the Mayor was not able to attend the Board meeting on 25 July [2018]. I was, indeed, seeing the Mayor on 26 July [2018]. This was the Deputy Mayor's first meeting as Chair of the TfL Board meeting. This was given to me on the basis that the conversation would follow up the following day. I was given a brief to follow and I am quite willing to share that with you.

**Caroline Pidgeon MBE AM (Chair):** That would be very helpful. Thank you.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** As you might imagine, it is undated, but it is what I was asked to say, and it clearly takes out any reference to the fact that there was going to be a delay in 2018.

I saw the Mayor on 26 July [2018] and I guess you will come back to that. I stick to my line on this. I do not know what other interpretation in English terms you can give to the fact that we said delivery of Crossrail in 2018 was not feasible, full stop. There was no other information provided around anything that alluded to the fact we could deliver in 2018.

It is a fact that as I left that meeting with the Mayor he did say, "Are you going to talk to the Department for Transport (DfT)", the other sponsor of the programme, and I met with the Secretary of State three days later and gave him the same briefing. Therefore, this, again, was very much part of what I considered to be absolutely right and proper in governance terms to treat both sponsors in an equal-handed way in terms of talking about the consequences of the delay.

It is a fact that - I know but I cannot prove it - much of August [2018] was then devoted to basically developing a communications strategy about how the news should be handled when we confirmed that at our Board meeting in late August [2018]. Indeed, I did see the Mayor the day after our Board meeting, which concluded exactly what we had said in July [2018]: that we were not able to deliver the programme in 2018. You will not find email traffic - that is my impression - about the communications strategy because they did not go through the email system that exists inside TfL. You can draw your own conclusions about why that was the case, but that was driven by how to handle it. You cannot possibly develop a communications strategy from the 28th to the 30th that determines how you are going to tell the media what is actually happening.

**Caroline Pidgeon MBE AM (Chair):** Just on that, are you saying that a communications strategy was being developed in August [2018] --

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** In my understanding, it went offline.

**Caroline Pidgeon MBE AM (Chair):** -- that went offline and was not used through --

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** You will not find it.

**Caroline Pidgeon MBE AM (Chair):** -- where we could use a freedom of information (FOI) [request] or a summons?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** You can try but my impression is that you will not find it.

**Caroline Pidgeon MBE AM (Chair):** Thank you.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** You might well come back to the whole issue -- because, again, I want to clarify. I am absolutely emphatic that this rolling stock contract was a TfL contract, in spite of what was said on 19 December [2018].

I need to explain why there is this ability to use words that do not actually clarify the true situation. When Crossrail was first established as a programme, this programme was going to be under a private finance initiative (PFI) and we were charged on an agent basis to manage the procurement for the sponsors. It is true to say - and, again, I had no issue with that - TfL was very set against the prospect of another PFI and indeed thought it was financially not advantageous to London, and so there were a lot of negotiations because the Government wanted to use a PFI model. There were a lot of conversations that probably lasted the best part of a year and, at that same time, we were still running a competition on the basis of a PFI proposal. When TfL was able to persuade the Government that it could extend its borrowing capacity to fund the procurement of the rolling stock we were about to procure, that was when it changed to being a direct contract.

That, indeed, in some part, was the end of the role. We had to manage inside the Crossrail procurement team how to change the competition from what was a PFI to a straightforward competition. We got all the bidders to agree to that and we were not subject to any legal challenge, which of course has happened on other programmes. That did not happen. We managed our way through that.

However, at the same time, because this was now a direct contract with TfL, TfL nominated an executive to come onto the Executive of Crossrail who had dual responsibilities: one to the Managing Director of London Underground and secondly to the Chief Executive of Crossrail. He sat on, and indeed attended, Board meetings and sat on the Executive. It was a direct --

**Caroline Pidgeon MBE AM (Chair):** Who was that person?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Howard Smith, whom you have seen in the past. He was charged with the responsibility to manage that contract.

The Commissioner said at the meeting on 19 December [2018] that Crossrail was responsible for systems integration. I have absolutely no issue with that. We were indeed responsible, but it is equally true to say that TfL was responsible for delivering the rolling stock against those contractual obligations and that is why we issued an adverse notice in mid-2017 that said the rolling stock was late. You have seen that there has been some other correspondence earlier this year that said - and I think it is still the case now - that the trains were actually 18 months behind schedule, which was having a direct impact on the ability to actually undertake systems integration.

If you remember, Crossrail was planned to be delivered in five stages. Stage 1 was from Shenfield to Liverpool Street and, in the complexity of this huge project, by and large it delivered what we wanted it to do. We wanted it to go in early with very simple systems capability. It was not fully functional, but we did what we wanted it to do, which was to enable us to get some maturity into a brand-new train before we put it into very hard service.

To remind you - and I have seen notes to this effect - Stage 2 was to replace the Heathrow Connect service out of Heathrow airport. The complexity of that and why we wanted to do it was that that would entail having to deal with a second signalling system called European Train Control System (ETCS). We were putting a lot of effort into trying to get Stage 2 away.

In spite of what has been said in the public - I do not know what people are on about - we are running to the west. We are not running Stage 2 as it was intended. What we have at the moment is a service out of Paddington to Hayes & Harlington, which in many respects is a replication of what we did from Liverpool Street to Shenfield. Indeed, as far as I know - and you have to bear in mind my knowledge is now almost five months out of date - I do not believe we yet have the capability of running trains into Heathrow.

I make that point because there was a huge amount of effort and the problem was that, again, on systems integration, the programme was finding itself with some huge difficulties about resource allocation. There was a plan to do Stage 3 at the end of 2018 and we were finding ourselves in a position where we were compromising Stage 3, which is basically from Paddington to Abbey Wood, by trying to get Stage 2 to work. Again - and I have reflected on it - at that time we made a conscious decision to deprioritise Stage 2 and to prioritise the work on Stage 3, but it had an impact on the work. That is something that we have struggled with all the way through.

I guess finally I would just want to say that I cannot tell you how disappointed I am that this great project is going to be late and is costing us more. I am very disappointed. I cannot explain some of the latest costs that I have seen.

This was subject to a number of independent reviews and, again, I note that the Mayor used the words "tanks on my lawn". I have as the Chair of the Board, and indeed the Executive have, on frequent occasions, taken it upon ourselves to invite independent assessment of the conclusions that we were coming to about what to do. Again, there was some reference in the notes I saw to 'John Rannachan' and 'Ian Boss'. Actually, it is John Boss and Ian Rannachan, both of whom are well known to the programme, and the Crossrail Executive commissioned that work. The sponsors, quite rightly, saw what -- and that work was all about trying to come up with some robustness behind the programme that the Executive was looking at. The decision by the sponsors was that they wanted to own that work. Again, that was not a problem for us, but I just feel that when I read the notes it looked as though every change had been forced on Crossrail. That is just factually not correct.

My final point is that, again, there have been some changes around the Board. It sounds like me being very arrogant, but it was my instigation as part of a transition plan to propose to TfL and the sponsors that the three outgoing non-Executives should be replaced by three TfL non-Executives. When I read it and it looks as though that change has been to try to bring better transparency and better governance into play, that is a disservice to those outgoing non-Executives, who I thought did a great job for us.

**Caroline Pidgeon MBE AM (Chair):** Thank you very much for that and for that detail. We would like a copy of the note with the messages you were to put out to that meeting.

Just to clarify, you said - and the documents we have seen make it very clear - that it was not feasible for the opening of the central section in December 2018 for the meeting you had with the Mayor on 26 July [2018]. Was that also repeated verbally as well as in writing? The case the Mayor and the Commissioner put before us in December [2018] was, "Whatever the paperwork says, we were told very clearly that it could still open".

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I emphatically deny that either the Chief Executive or myself -- because it would have been something the Chief -- at these sorts of meetings with the Mayor, the host rule was that the Chief Executive would talk to the operational issues around the programme and that I would support him if I felt something more needed to be added, but it was the Chief Executive who actually made -- and I was with him all the way through. I emphatically state that. There was no suggestion we could deliver this in 2018.

However, again, I noticed some comments being made about work that was done in August 2018. If I can explain what that meant, it was that by the very nature of these projects - and time is money - we had to be really careful about what we told our supply chain because we did not want them taking commercial advantage of a delay for themselves. Therefore, the back end of the programme around dynamic testing and trial operations was something that we contained within the programme.

I made the decision to call a meeting with what I considered to be the key players - Bombardier, Siemens, Alstom and Costain - to advise them of what we had briefed the Mayor on, which was that on the basis of what they had done and what they had told us, they were no longer capable of delivering the programme. I thought it was right and proper to tell them that this was what was happening and at the same time say to them, "If you have any ideas about how to improve the delivery of this programme, then please feel free to do so". I have to say that at the meeting with the Mayor I had not made the decision to call that meeting. To be frank, it was after I had met the Secretary of State that I decided that it would be appropriate to do so. It is rare for me as Chair to actually meet with the Executives of the supply chain. My role was very often to talk to the Chairmen of those businesses to make sure that, again, there was some proper division about accountabilities. The Chief Executive clearly had that responsibility. At that meeting, which I did chair, Mark Wild and Simon Wright [former Chief Executive and Programme Director, Crossrail Ltd] were in attendance too.

**Caroline Pidgeon MBE AM (Chair):** Then Mark Wild's briefing note to the Deputy Mayor [for Transport] and the Mayor's Chief of Staff on 20 July [2018] said that a December [2018] opening was not possible. Just to be clear, that came from the Crossrail Board meeting on 19 July [2018] when you met, and it was clear that you could not open this year?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Chair, if you look at the sheet on page 2 and then you go to the meeting with the Mayor on 26 July [2018], they are the same page. It is the same page.

**Caroline Pidgeon MBE AM (Chair):** Mark Wild is an expert in integration of signalling and so on. Was he very clear at the Crossrail meetings? Was he asking the questions that showed that it could not open and that there was nothing that could be done to get the project open by the end of the year?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Can I just say that Mark is the very best solution to how to get Crossrail and so I will say nothing that does anything else other than support what Mark is going to have to do. He was a very active participant in the Board and indeed outside the Board in terms of -- Howard Smith I made reference to, for example. He worked for Mark.

There were a lot of discussions particularly around rolling stock. I personally never got involved in Bombardier. That was always a TfL responsibility. If there are any contacts at a senior level, I never made those. Those were always made by the Commissioner.

Yes, Mark was very involved. He was worried because of the complexity of the programme and just how difficult it was becoming.

**Caroline Pidgeon MBE AM (Chair):** His assessment, where he clearly put, “It was not possible to open”, you absolutely agree with?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Totally.

**Caroline Pidgeon MBE AM (Chair):** Thank you very much.

**Florence Eshalomi AM (Deputy Chair):** I am just wanting to clarify, Sir Terry. You said that the meeting on 26 July [2018] was called after you had met with the Secretary of State?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** No. I met the Secretary of State on 31 July [2018]. It was the Mayor’s suggestion, which I thought was very helpful, that I should make sure that I went and briefed the Secretary of State after I had briefed the Mayor. I am very clear on the briefing note. I used the same document, to be frank, but I did not leave the document with the Department.

**Florence Eshalomi AM (Deputy Chair):** On that then, I just wanted to ask. Why were you then in your role as Chair, Sir Terry, negotiating a funding package with the DfT? The funding was announced by Jo Johnson [MP, former Minister for Transport] on 24 July [2018]. Is that not correct?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** There was a ministerial statement made on 24 July [2018], correct. It was a very difficult time, to be frank, because there were a number of delays to that statement and we were always very aware, as were both sponsors, that we should say nothing that compromised what was said in the written statement. I do not think you will find anything in there that actually concluded that we had done that.

**Florence Eshalomi AM (Deputy Chair):** You stated that you were given a briefing by Crossrail. At our September [2018] meeting you appear to have now contradicted yourself. I will read out what you mentioned at that meeting to us, Sir Terry.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Please do.

**Caroline Pidgeon MBE AM (Chair):** Please do, yes.

**Florence Eshalomi AM (Deputy Chair):**

*“The fact is that we did not have a formal position to take until 29 August [2018]. We did brief informally about concerns that we had at the Board meeting and indeed in briefings with the Mayor, but the Mayor did not have any information of the sort that we provided on 30 August [2018] any day earlier than that date.”*

In your *LBC* interview in December [2018], that was a different account that you gave. In effect, were you misleading us as the Assembly in September [2018] or *LBC* listeners in December [2018]?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** No. Can I be really clear? I do not see a conflict in anything you have just said. We briefed the Mayor. To be frank with you, I do not recognise when I brief the Mayor or the Secretary of State the difference between 'informal' and 'formal'. If I am briefing someone as important as that, it is a statement of fact, but there is a formality that we have to work through the sponsors in terms of giving notice. From my point of view, we gave notice on 26 July [2018] that it was no longer possible to deliver in 2018.

However, what we said was two things, really. One was that we did not know what the cost consequences would be because we did not have that information, and then we needed to go away and validate that number. Secondly, when you look at the delivery programme, there were a huge range of probabilities around dates and we wanted, again, to spend more time on that.

That is why we commissioned the external assessment of the programme that the Executive developed and, indeed, ironically, we probably commissioned the best part of three or four independent assessments by experts, all of whom came back with different answers. That just demonstrates the complexity.

You are right to say that we issued an adverse notice on 29 August [2018] because, until then, the Board had not actually considered the cost consequences and nor, indeed, were we in a position to write that note to the sponsors. I should explain that there was also a Sponsor Board meeting on 26 July [2018], the same date, when we again advised the Sponsor Board quite appropriately in exactly the same way we had briefed the Mayor on 26 July [2018].

**Florence Eshalomi AM (Deputy Chair):** That is fine. Just going back to that funding announcement - and again, I appreciate you are saying that discussions were being had behind closed doors with Ministers and with TfL - that additional £300 million was to complete the project.

You have stated, Sir Terry, that you have been involved in this and what everyone will appreciate is that with big projects like this inevitably there will be delays and there will be additional cost pressures. That is fine, but you were Chair for 10 years and then reappointed in July 2018, just before everything then went - if I can use the words - out of control. The latest estimates are close to £2 billion. Would you not say that as Chair for over 10 years all of this had happened under your leadership and maybe it is the case that you did not have a grip on what was actually going on then?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Let me explain the £300 million because that was earlier in the year. It was not around the dates that we have been talking about.

We had a breach of the funding arrangements earlier in the year and in that regard - again, I read the script and so I can at least clarify this - the sponsors, not Crossrail, hired a company called Jacobs to act as their project representative. They were basically the external auditor of the programme, not in financial terms but acting as the external auditor and reported each month to the Sponsor Board about their assessment of the programme.

It is true to say that when we were in breach the Executive concluded that it needed £211 million more than we had the capacity to fund. Then - and I was not involved in that discussion because this was an executive matter with the sponsors - there was a set of discussions about trying to understand the basis of the breach.

In that regard, they also commissioned Jacobs, the project representative, to undertake an independent assessment - again, something we welcomed - about what they thought was needed. The number that came back was in excess of the £200 million that we had identified and was identified by the Executive but less than the £300 million that was actually looked for in terms of additional funding. Therefore, the conclusion of that work done by external assessment was that there was sufficient funding to complete the project with what was known at that time.

On your point about losing control, I cannot answer the question about where these costs have come from because I have been out of this now for four or five months. To me, they sound very large, but I guess in some respects they also indicate just how complex a project this is. There was a combination of the construction work running late. If I use that as an example of the pressure that the Executive was trying to manage, trying to finish the construction work and allow access for testing was a conflict. The proposal from the Executive was to run what was described as 'five-two', five days of construction and two days of testing. We did not get the productivity out of the testing. Indeed, we compromised the construction work as a consequence.

I know there is still work to be done on completing construction, but Mark Wild did share with me a couple of weeks ago some of the shots at Woolwich, which has now been signed off. It looks fabulous.

**Florence Eshalomi AM (Deputy Chair):** You will remember that we came to visit one of the stations, Bond Street, and it was a really exciting visit. I do remember at that visit we asked you in terms of the date and you were very clear that we were still on course for December [2018]. I remember that date clearly because, looking at the purple, I was thinking that it would be nice to wear purple for that date in December [2018]. I was going to gate-crash if I did not get an invite. Do you feel that maybe you were a bit optimistic about that opening date in your role as Chair?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Yes, of course I do, but then there is a question of how you interpret that reply. The project team had a fantastic can-do attitude. It has done things with this programme that just are the pride of the rest of the world in terms of what was achieved, but there was this whole question about not having the ability to develop the train. The train system, as described by Siemens, was 18 months late. That has not changed. It was 18 months late. We were trying to mitigate the consequences of that late train arrival and the impact it had on other aspects of the programme. I agree with what you have just said.

I have to say that I have been to TfL Board meetings and I am on record as saying that the work that was done at both Paddington and Bond Street was the most challenging in terms of the relationship with the joint venture. It was difficult. It always was difficult.

**Florence Eshalomi AM (Deputy Chair):** Could you just remind us? Again, you said that your role is non-Executive. How many days were you committed to Crossrail in your role as Chair? How many days did you work?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** On a piece of paper, two or three days a week.

**Caroline Pidgeon MBE AM (Chair):** In reality?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Sometimes it could be seven days. There were things going on all the time. I did not look at my diary on a weekly basis and say, "Did I do my two to three

days?" I did what was necessary. As I said, I am a non-Executive. There was always this challenge about making sure that I did not try to deal with Executive work.

**Florence Eshalomi AM (Deputy Chair):** That is fine. Just lastly from me, you state that Crossrail did not issue the adverse notice to the sponsors in July [2018]. Again, what was the main reason for that? Why did you then wait a whole month until the end of August [2018], literally the last day of August [2018]?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** We had no costing data. You would not issue an adverse notice with what fundamentally was an incomplete story. Everybody was waiting for that.

To be frank with you, I sometimes say to myself, "Why are we arguing about who knew what and when?" We briefed the Mayor as soon as we knew we could not deliver in 2018. We had the Executive advice and we had work to do to enable us to issue an adverse notice with the detail that is required in there for the sponsors to react to it. I have to say that I do not understand why there is this emphatic statement about, "We did not say that delivery in 2018 was not feasible". Whether the Chief Executive said it, it is on a piece of paper there. When Simon [Wright] sat down with the Mayor doing the briefing, we turned the pages. This was not simply put on the table and ignored. We turned the pages and talked through each page in that presentation pack.

**Florence Eshalomi AM (Deputy Chair):** That is fine.

**Tom Copley AM:** I wanted just some clarity on this presentation that Mark Wild gave to the Deputy Mayor [for Transport] on 20 July [2018].

**Caroline Pidgeon MBE AM (Chair):** Yes, and the [Mayor's] Chief of Staff [David Bellamy].

**Tom Copley AM:** Thank you, and the Chief of Staff. We - Assembly Member Eshalomi, the Chair and I - had an exchange with Mike Brown [MVO, Commissioner of TfL] about this at the last meeting. I just want to read you something that Mike Brown said from the transcript. This is regarding the presentation. He said:

*"It is fair to say that there were some risks that the Operational Team had within London Underground who would be responsible for the Elizabeth line operation ultimately. There were concerns that they had. I think that has been highlighted in this presentation. As I say, the difficulty was or the response to that from the Crossrail Executive and very, very explicitly from the Crossrail Chair was, 'Look, this is not something that we would accept or acknowledge; that the December 2018 date still maintains'."*

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** When was that said?

**Tom Copley AM:** This is what Mike Brown was saying. This is what you were saying around the same time as that presentation was given. Is that correct?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I do not recognise it in that way. Alluding to personal comments I might or might not have made, I do not recognise it.

Could I just give you a sense or a flavour of what was going on at the time? I have a document that I, again, did not know about. As you might imagine, I have just gone back through some of the material I have. We did issue a weekly briefing note to the Mayor and I am looking at one dated 19 June [2018]. As I said earlier, this does not go to the Mayor without it being cleared by TfL first.

There are two paragraphs in there that interested me. One says basically that Crossrail is continuing to follow up with Siemens following a visit to Germany on 5 June [2018]. This is when the meeting took place, three months after Siemens had written to the Commissioner [of TfL] about concerns about the condition of the programme. It goes on to say that they are:

*“... considering the scope needed to deliver the Elizabeth line in December [2018] and, if reduced, what impact this would have on the testing plans.”*

That is what we said. Then there is a second paragraph that says:

*“At the moment, there is insufficient time to complete the testing required ahead of the joint trial running and trial operations from 1 October [2018]. This remains an area of serious attention and an improved plan that balances construction and testing time is being developed over the next few weeks.”*

That second paragraph in what went to the Mayor was deleted by TfL.

**Caroline Pidgeon MBE AM (Chair):** Why?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** It is one of these things we have had to learn. You can actually find out who did the tracked changes and so you can find it. That is the difficulty. When you read a document like this and you read it on 19 June [2018], the only version you have is the cleaned-up version. It is not necessarily the version that Crossrail submitted.

**Tom Copley AM:** This does directly contradict some of what we have been told by Mike Brown.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** This is why I have read the --

**Tom Copley AM:** I just want to go back because I want to get clarity around who was saying what. What we heard from the Commissioner at the last meeting was that -- it was the Chair that put it to him. Caroline [Pidgeon MBE AM] said, “Your top person, Mark Wild, is giving a presentation and saying, ‘We do not think this opening date is possible’, and you are taking what he said was the word of Crossrail”. He was saying that although Mark Wild - and of course Mark Wild does have a foot in both camps because he is also a non-Executive director of Crossrail - although Mark Wild was saying in the presentation that the December 2018 opening date was not possible, essentially Mike Brown was saying he was being told by you, the Crossrail Executive, that it was. Are you saying that that is not the case?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Mark and I spoke on many -- because he is a non-Executive and I talked to him regularly. I still do talk to him regularly. There was always a conversation about the importance of delivering Crossrail in 2018, always. That was a common conversation between the Commissioner and me. We did all sorts of things. For example, a question was asked about Bond Street and the difficulties of completing Bond Street on time. The conversation then talked about, “Can we mitigate it? Do we have to open Crossrail including Bond Street at the same time?” There were these conversations going on, to my mind, very positive, “Let us find a solution to a problem”. Those conversations were always ongoing about needing to make sure we delivered in 2018.

What I cannot comment on is the revenue impact, which -- the business plan is not mine. If you look back over time, there were clearly huge risks still in the programme. It was not my decision about what was put in the numbers that would underpin the business plan for TfL.

**Tom Copley AM:** I just want to touch quickly on what you also had to say on the visit that Assembly Member Eshalomi mentioned. You did tell us you had booked the Queen, and so you were being quite bullish to us. I know you are not accountable to us and so you might be putting a brave face on it, but you did say that you had booked the Queen.

**Caroline Pidgeon MBE AM (Chair):** You did because I put it in my diary.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Where did I get that from?

**Tom Copley AM:** You did say. You told us --

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I know I did. I am not denying it. I did, and I still hope that we could do that. That was the plan. It was quite clear around the time that we had the Board meeting when we concluded around June or July [2018] that this was becoming increasingly more difficult and we were not making progress on getting ourselves into a state of being able to do the testing of the rolling stock in the way that we had envisaged.

**Tom Copley AM:** Just quickly on a governance, this is a question I am going to be putting later on. You have said several times that you were the non-Executive Chair. There are a number of non-exec directors of which Mark Wild was one. Did you view your role as a non-Executive more to provide advice and expertise or actually to hold to account the Executive members?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** My view is that when the Executive came with plans, our role was to challenge the depth and quality of their presentation. That is why around the table the nominations -- because we went through an open -- again, when people talk about transparency, we followed the right process to recruit the right non-Executives and we selected them on the basis of their skillsets. There would be people who were expert in construction, expert in rolling stock, and some people knew about the politics of London. That, again, was very helpful in terms of the relationship with the city. It was a very active Board. It would be true to say that the Executive never felt it got a free ride off the Board about proposals. They had to work really hard at actually getting support from us. However, having said that, once the Board had decided on something, as Chair of the Board, my job was to support the Executive.

**Tom Copley AM:** Thank you.

**Keith Prince AM:** Good morning, Sir Terry.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Good morning, Keith.

**Keith Prince AM:** Firstly, you referred to a note that was given to you to read out by TfL at the beginning and you said that that was worded by TfL. Was that based on an original brief that you gave them or a note that you intended to send out in the first place?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** To be fair, I had never been provided with this before, and that is what the Commissioner said. That is true, but I was given one for 25 July [2018]. My assumption was that this note was based on a conclusion from the meeting that took place on 20 July [2018] with the pack that was given to the Chief of Staff and the Deputy Mayor [for Transport]. I had no right to make that conclusion, but it was the conclusion I came to.

**Keith Prince AM:** Is it usual that people just use you in that way to --

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** No, it has never happened before, Keith, but it reflected the fact that the following day, 26 July [2018], there was a meeting. The Mayor was not there, and I do not know whether it was Heidi's [Alexander, Deputy Mayor for Transport] first Board meeting but it was certainly the first time she had ever chaired a [TfL] Board meeting. I concluded that I was asked to do this to keep the conversation with the Mayor the following day in a way that enabled us to go to him without the controversy of what was said at the Board meeting.

**Keith Prince AM:** I am going to say a couple of things now and I just want to make it very clear, Terry, that you are someone I have always held in very high regard. I have always thought you were very eminent and professional and so on. However, I am struggling a bit here because there does seem to be a conflict in what you are saying now and what you said in the past.

The thing I would like to refer to is the meeting that we were both at with a number of Members of Parliament on 23 July [2018]. That was an All-Party [Parliamentary] Group (APPG) on Crossrail. This was clearly after 19 July [2018], when you have said it was clear there was going to be a delay. It was also after 20 July [2018], when you had another meeting and it was clear there was going to be a delay. At that meeting on 23 July [2018], Terry, you did not allude in any way whatsoever that there was going to be a delay and I checked that with my parliamentary colleagues.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** So did I and I have actually met the APPG since to explain exactly where we were at. You are right --

**Keith Prince AM:** Can I just say this, Terry?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** By all means.

**Keith Prince AM:** The last time we met I gave you the opportunity to explain it clearly. Maybe then you had some kind of restrictions on what you were able to say. You do not now. Can we have --

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** By all means. I had a restriction even on 23 July [2018] about what I could say. I am not going to tell the APPG something I have not told the sponsors formally in the way that we did on 26 July [2018]. That just is inappropriate. That is not the way to find out that sort of news. I do not believe I said anything that actually was not truthful. I did talk about the complexity and the challenge of the programme. However, there was no way I could explain at that meeting on 23 July [2018] the basis of what was going to be discussed on 26 July [2018]. You would have been shocked if I had actually told the APPG something I was going to tell the Mayor three days later. That would have been completely inappropriate.

**Keith Prince AM:** You did not give that explanation last time I asked you that question, Terry.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** No? I do not remember that, to be frank with you. A lot has happened since that date in September [2018]. I have spoken to the Chair of the APPG and other members of it since. We had another meeting and it was a very constructive meeting, trying to explain what had happened, and I still hold the APPG in high regard in terms of the support it has given us over many years.

**Keith Prince AM:** Fine. Thank you.

**Caroline Pidgeon MBE AM (Chair):** Just before I bring other Members in, these were original Crossrail briefings that then went via TfL to the Mayor's office. Are you able to supply those to us, Sir Terry?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I thought you already had them.

**Caroline Pidgeon MBE AM (Chair):** We have the version that went to the Mayor.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I am no longer with Crossrail, Caroline. You will have to ask whether you have access to that.

**Caroline Pidgeon MBE AM (Chair):** We will have to find a way to ask. Are you aware whether you provided briefings between 12 July and 9 August [2018]? There is a huge gap where there were no briefings to the Mayor in that time.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** There would not have been.

**Caroline Pidgeon MBE AM (Chair):** That is correct? OK.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** There would not have been, no. 31 July [2018] was when I saw the Secretary of State and my understanding then is that there was a lot of work done between the sponsors about getting ready for what needed to be announced once the Board meeting had taken place on 28 August [2018].

**Caroline Pidgeon MBE AM (Chair):** I have two other Members who want to come in on this, if we could be quick before we move into the next bit with Caroline [Russell AM].

**Joanne McCartney AM:** I just want to ask you about those dates in July [2018] because your meeting was with the Mayor on 26 July [2018] and the Mayor when he was in front of us in December [2018] stated that what you said at that meeting was that:

*"[You] had asked [your] Executive Team to go away and do more work; that the December 2018 opening was at high risk but still achievable; and that [you] wanted to have another go with the contractors to see whether anything was possible."*

Is that right?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Can I just repeat? What does the word mean? Delivery in 2018 is not feasible. What does it mean? That is a hard copy --

**Joanne McCartney AM:** The reason I ask, Sir Terry --

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I will try to explain, Joanne. It is that because we had not made the supply chain aware of the delay in this programme in 2019, what I decided to do - and it has been turned into something else - was for the very first time to ask the Executive to come in from the supply chain so that they knew the consequence their late delivery was having on the programme itself. I did ask

them, if they had any idea about how to improve the programme, I would like to know what it was. I have to tell you that one of the contractors came and said, "We will deliver on time". They did not. Two of the others just said, "You have the programme and that is what it is". There were not meetings taking place to try to improve it. It was just to make sure that the supply chain, not the whole supply but those key people, were aware of the decision that had been made at the Board meeting on 19 July [2018].

**Joanne McCartney AM:** The reason I ask is because we have had the slides that were given but we do not know what was said. The Mayor was quite clear that you said, despite the slides, that actually it was still achievable and that you wanted to have another go with the contractors. Then, a few days later, you did have a meeting with contractors, you asked them what they could do to improve the situation --

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** All right. Let me be very clear, Joanne. Whether I said it or Simon [Wright, former Chief Executive and Programme Director, Crossrail Ltd] said it, on 26 July [2018] there were no plans to have the meeting with the supply chain, and so why would I have said that? I made a decision after seeing the Secretary of State on 31 July [2018] that I needed to get the supply chain in to explain exactly what we had to do in terms of talking to the sponsors, and so I did not say what you have just said.

**Joanne McCartney AM:** We can ask other people a little later.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Of course you can.

**Joanne McCartney AM:** The Mayor also went on to say - because they were very concerned about what you were saying and the answers that you were giving - that the sponsors then commissioned their own piece of work. This was the piece of work that then was published later in August [2018]. Do you accept that?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** No.

**Joanne McCartney AM:** Why did those sponsors commission their own independent piece of work, then, if they had confidence in what you were saying?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Again, there is a reference to John Boss and Ian Rannachan in terms of that independent assessment. That work was commissioned by the Executive to help them conclude the work that needed to be done about the timing and the cost implications of the programme. Indeed, I think I am right in saying that Crossrail paid for at least some of that work that was done. The sponsors came along after we had commissioned this independent assessment and said it would be a better idea that the sponsors owned that work. That was a right and proper decision and so there was no issue. That report was made available, as indeed have all independent assessments that have been done with the sponsors. That report was given both to the Executive and to the sponsors to help them formulate the plans.

That again is asking the right question in the right way. I am very clear - and you can do your own research on this - that that work was commissioned by the Executive, not even by the Board but by the Executive, to help them with their work. The sponsors then took that work over. I do not have a problem with that at all.

**Joanne McCartney AM:** Thank you. You said earlier that you had a meeting with the Secretary of State about three days after you met the Mayor.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Yes.

**Florence Eshalomi AM (Deputy Chair):** On 31 July [2018].

**Joanne McCartney AM:** What was his response?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Angry. No different to the Mayor, to be frank. Angry that it was going to be late and a similar question, "Is there anything we can do to hold the date? Can we come up with something that is based on a reduced scope?" There was a huge amount of pressure but, again, we did not give any sense that there was an alternative to acknowledging that we were not going to get there in 2018.

**Joanne McCartney AM:** Thank you.

**Navin Shah AM:** At our December [2018] meeting, I put it to the Mayor referring to the *LBC* comment that you made after our September [2018] meeting as to what the Mayor's account was about that *LBC* comment. The Mayor clearly stated that you were probably "misremembering" and then he went on to say that he was "disappointed" by what you had recently said; what you said was "simply untrue" and "incorrect". What do you have to say to that?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Let me repeat that what was said was more likely to have been said by the Chief Executive. I am really fascinated by this personalising of this against me. That would have been said by the Chief Executive because it was an operational issue, but I was with him and so I was repeating that. I stand by what was said. I am not intending to -- I do not suffer from loss of memory. Do you really not think, when a piece of paper says, "Delivery in 2018 is not feasible", that it is what it is? Do you not think that at the same time, as an Executive and a Board, we would say, "That is where we are? What can we do?" It has always been the case. "What can we do to try to mitigate some of the things that we are working with?" Some of it was to try to improve the quality of the testing, to improve the performance of the train testing, to improve the output from the construction teams. I saw how that interview with *LBC* was interpreted. You will not have seen me change very much in terms of anything I have said around the programme that we came through with in the meetings that we had on 26 July [2018].

**Navin Shah AM:** See, the problem we have, clearly, is that there is contradiction in terms of what you said to us in September [2018] and in what you said on *LBC* later on. Indeed, there is contradiction between your account and the Mayor's account. Something is not quite right. Things do not add up, which is a huge problem. Who do we believe? That is the question.

Let me move forward. I also then asked Mike Brown, the Commissioner, to comment on your statements and he commented, "I agree with every word that the Chair, Terry Morgan, said at that Committee", and he was referring to 12 September [2018]. "That is entirely consistent with my recollection." What do you have to say to Mike Brown?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Why would I comment on what Mike thinks the Mayor said and what do you think the Commissioner would do? It sat with the Mayor. I cannot comment on that. I have tried to clarify some of the things that were said at the same time. How do you respond to the fact that I was given a brief for the meeting on 25 July [2018] and a line to follow? That clearly was --

**Caroline Pidgeon MBE AM (Chair):** Could you just tell us who gave us that briefing?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Yes, somebody in this room. I was given it before the meeting started.

**Caroline Pidgeon MBE AM (Chair):** By whom?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I know who it is. I am not going to name them now. I would be prepared to share that but --

**Caroline Pidgeon MBE AM (Chair):** Somebody who was in the Chamber with you?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Somebody who works for TfL.

**Caroline Pidgeon MBE AM (Chair):** OK.

**Navin Shah AM:** Thank you, Chair.

**Caroline Pidgeon MBE AM (Chair):** Let us move on. Some of the issues on rolling stock and future funding have been picked up, but, Caroline, do you want to pick up the rest of the questions?

**Caroline Russell AM:** Yes, thank you. Just going back to the rolling stock, we know that there was the adverse event notice in July 2017 and that Siemens was still worried in February 2018 about the increasingly unrealistic expectation on Siemens to recover the delays that had been caused by others. To what extent do you think that the delays in the rolling stock contributed towards the overall delay of the scheme?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** This is a very integrated programme. Anybody who suggests that the late delivery of the Bombardier trains to be integrated with those systems would be fooling themselves that it had no impact. It had a direct impact because there were programmes on construction that were directly impacted in terms of access. We could not run trains and continue with some of the building work that we were doing trackside. We could not do it. We had to stand down work that was being done on the track in order to allow the trains to run. There was a direct impact.

**Caroline Russell AM:** We heard from Mike Brown on 21 December [2018]. He was claiming that the procurement of the trains was a function that was carried out by Crossrail. He said, "They procured these trains". What is your response in terms of the relationship between TfL and Crossrail? Mike Brown was saying that Crossrail was the system integrator of everything including the trains and the signalling system and he was saying that TfL was an entity that was going to be going into the future and therefore it was appropriate that it procured the trains, but he seemed to be putting the responsibility back towards Crossrail. Can you comment on that?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** What was your interpretation of what Mike said?

**Caroline Russell AM:** Are you asking me personally?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I am. There is nothing in there that you have said that is factually incorrect. As I explained earlier, the trains initially were going to be procured under a PFI. TfL did not want a PFI. I had no problems with it. Again, Mike said at the meeting on 19 July [2018] that it did cause a delay in making the decision on who the awarding contract should be given to. It had no impact on

the programme. That is what Mike said and that is right because it made the procurement process much easier and cleaner when the decision was made to allow TfL to extend its borrowing capacity in order to buy the trains. That was something the Government had to agree to and so that decision was made. You may have been left with the impression that we ran the procurement of that, but our job was to make sure that the procurement did not get damaged because we had changed it from a PFI to a non-PFI proposal. We made the recommendations on who should be awarded that contract. The contract was placed by TfL. It is a TfL contract.

As I explained earlier, one of the executives of Crossrail has dual responsibility to the Managing Director of London Underground and to the Crossrail Chief Executive and that is the way he carried out his role. In fact, I think I am right in saying that that individual has been to this sort of meeting in the past and would normally be talking. He was the guy, for example, who managed the trains being introduced successfully between Shenfield and Liverpool Street. It was that individual who had to work with Bombardier on a regular basis.

It is right to say that we at Crossrail were responsible for the systems integration but, at the core of it, we had to have a train that actually had a master system on it that we could work with.

**Caroline Russell AM:** One of the other things that has been suggested about the delay is that Rob Holden, who is a former Chief Executive of Crossrail, had said that it went right back to a decision taken in 2011 when the procurement was delayed. Do you think that has any bearing on this?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** He is wrong. What I said was that the process of not doing it through a PFI was much cleaner and so we were able to make a nomination about who should win the contract and placing that contract very quickly. If I use as a comparison Thameslink, that was a PFI. It took forever to conclude that there was the ability for Siemens to start delivering the trains. It made the process much easier.

The important thing is that when the contract was let, we had a set of clear milestones from the contractor, Bombardier, in terms of what they would deliver. That was what was in the Siemens letter because then Bombardier placed a contract, as did Crossrail. Bombardier placed a contract on Siemens to do some systems integration work for them on the control system on the train and we placed a contract on Siemens to do some systems integration, too. That was always a very difficult part of the programme.

**Caroline Russell AM:** Do you think that TfL could have done more to address the issues with the rolling stock?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** The truth of the matter is that the approach that we always tried to take on this was that - and it might sound slightly strange saying it this way now - the only way of delivering this programme is by TfL and Crossrail working together. It is the only way to do it. In terms of whether Crossrail ignored the problems with the trains, we did not, but we would look towards the Executives responsible - and we reported to the Board to that extent - to actually take the accountability for delivering the promises from Bombardier. That did not happen. It was not a question of saying, "It is somebody else's problem". That is not the way we behaved.

**Caroline Russell AM:** Do you think, with hindsight, that the response to the adverse event notice in July 2017 from the project sponsors was sufficient or do you think that that contributed to the problems? We have recently had the letter from Siemens to Mike Brown, which was sent in February 2018, where they were

still worried. They talked about an “increasingly unrealistic expectation on Siemens to recover the delays caused by others”. Do you think that the reaction between July 2017 and earlier last year was sufficient?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** It did not get better. If you read the letter of 7 July [2017], it reasserts in terms of the adverse event. I would say in the experience at that time this was not a letter that the sponsors welcomed, but it emphasised the importance of Crossrail Ltd and Rail for London working collaboratively together to build up more confidence in the rolling stock contract. It is the only way to do it, but we were obliged because this was a key element of the programme and it was not delivering what we were promised.

**Caroline Russell AM:** Thank you. I am going to move on and look at the new funding package for Crossrail and ask you whether you think that this is going to be enough to actually deliver the project.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I have no idea now. I am too far removed.

**Caroline Russell AM:** It is too far out?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I am too far removed from the detail and, to be frank with you, this has been a negotiation that takes place between the sponsors and those who authorise the funding. I would not have been allowed to come here and say, “I do not have a date for opening yet”. You would have been rather challenged by a statement like that, but I can understand Mark [Wild, Chief Executive, Crossrail Ltd] wanting some time for whatever he commits to do because the new team is very good and has the right skillsets to be able to deliver it. I regret the fact that I am not being allowed to complete the role. That is what I wanted to do, but the new team is very good. They need some support and help to make sure they can get there.

I hope they can improve on the delivery date and Mark alluded to the fact that there might be some improvement opportunities, but maybe that is my optimism bias showing itself too strongly again.

**Caroline Russell AM:** Can I finally just ask you what recommendations you would make to your successor about improving the governance and transparency of Crossrail?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I do not know the answer to that, to be frank with you, because I know there was a KPMG report commissioned on governance. You may have seen it. I have not.

**Caroline Pidgeon MBE AM (Chair):** We have not, no. We are still waiting for it.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I can only tell you that with my behaviour towards the whole question about governance I tried to ensure that we had an effective Board. I tried to ensure that we developed best practice. For example, we regularly carried out a Board effectiveness review and we looked for opportunities to improve our performance. If you take Tony Meggs, who is the new Chair, I know him very well. He is a good guy. I also know Nick Raynsford [Deputy Chair, Crossrail Ltd], who was the champion for Woolwich Station and you cannot get a better guy than that. However, I will not accept that the non-Executives that were in place before on the Crossrail Board are going to be displaced by some people who might be considered to be better; nor do I recognise the question of transparency.

It is true to say on the question of transparency that we did not issue Board meeting minutes and that was a question of discussions that took place over time. I was asked when things started to get very rough in September [2018] about issuing those minutes in September [2018] and I was asked one late evening and I agreed one late evening to do just that, subject to conditions about redacting things that might be considered to be commercially sensitive.

**Caroline Russell AM:** Thank you.

**Caroline Pidgeon MBE AM (Chair):** Assembly Member Devenish, you wanted to ask something?

**Tony Devenish AM:** Sir Terry, we have talked around the subject a lot over the months and you have worked with everybody from John Prescott [former Deputy Prime Minister] to George Osborne [former Chancellor of the Exchequer] and so good luck with that. Do you actually think, being blunt, that the TfL Board is fit for purpose with the current team?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** You have never heard me criticise the TfL Board. I think the Board that exists right now is a very good Board. I sit and listen to it and there is a lot of challenge in exactly the way I described the way the Crossrail Board works. There are people with expert knowledge. It is a good Board, actually.

**Tony Devenish AM:** In terms of the culture of the Board from the Chair downwards, what kind of culture do you think that Board sends?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** I have gone through a few changes. The Chair of TfL is very good at encouraging participation from Board members and so you will not hear me criticise the performance of the TfL in any way, shape or form. I think it is good.

**Tony Devenish AM:** Thank you.

**Florence Eshalomi AM (Deputy Chair):** Sir Terry, just to go back to your involvement and your long history with the Board over 10 years, I will go back to when I first got elected. I appreciated you coming personally to visit me and give me a briefing on Crossrail, which I found very helpful.

In terms of then maybe the oversight and involvement you have had over those many years and once all these issues came out, was there any point when you felt that you would tender your resignation as Chair and maybe let someone else take over?

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Personally, no, there was not. I got asked that question before and I reiterated the fact that I am very proud of the programme. Nothing will ever change that. I wanted to finish the job I had started but, in September [2018], I was asked to stand aside. I was naturally very disappointed by that feedback. From then on, I was asked not to attend Board meetings, which I did not, but I carried on with every other aspect of being Chair of Crossrail for the next couple of months. I split my time between Crossrail and High Speed 2 on that basis.

**Florence Eshalomi AM (Deputy Chair):** Great. Thank you.

**Caroline Pidgeon MBE AM (Chair):** Thank you very much indeed, Sir Terry, for your answers this morning and the additional information you have given us. We would like a copy of that briefing note that was given to

you ahead of that TfL Board meeting and we will be looking at how we can summons the additional briefings that you have referred to and see if we can get hold of those. Thank you so much for your time this morning and for your support and work on this project over 10 years.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Thank you. Can I just say, Caroline? The important thing now, please, is that Crossrail has to get delivered.

**Caroline Pidgeon MBE AM (Chair):** Yes, absolutely.

**Sir Terry Morgan CBE (former Chair of Crossrail Ltd):** Whilst I will try to demonstrate that I have tried to be open and honest about this as much as I can, but the importance of getting the likes of Mark [Wild, Chief Executive, Crossrail Ltd] and Tony [Meggs] and Nick [Raynsford] together and for them to get on and do the job is really important.