



CROSSRAIL BOARD

**Minutes of the Meeting of the Board of Directors of Crossrail Limited
Held on Wednesday 5 December 2018 at 11:08
28th Floor Boardroom, 25 Canada Square, Canary Wharf, London E14 5LQ**

Members:	In Attendance:	Apologies:
Phil Gaffney <i>Non-executive Director (Chair)</i>	Funmi Amusu <i>Assistant Company Secretary</i>	
David Hendry <i>Chief Finance Officer</i>	Dawn Barker <i>Head of Human Resources</i>	
Robert Jennings <i>Non-executive Director</i>	Jeremy Bates (part of the meeting) <i>Head of Integration</i>	
Anne McMeel <i>Non-executive Director</i>	Susan Beadles <i>Head of Legal Services & Company Secretary</i>	
Nelson Ogunshakin (part of the meeting) <i>Non-executive Director</i>	Lucy Findlay <i>Chief of Staff</i>	
Andy Pitt <i>Non-executive Director</i>	Paul Grammer <i>Commercial Director</i>	
Chris Sexton <i>Programme Director</i>	Paul Robins (part of the meeting) <i>RAB(C) Chair</i>	
Mark Wild <i>Chief Executive</i>	Howard Smith <i>Operations Director</i>	

The meeting was quorate.

NEDs Only Session	<p>Non-executive Directors held a session prior to the commencement of the Board meeting.</p> <p>Phil Gaffney chaired the meeting in his capacity as the Senior Independent Director.</p> <p>The Chair welcomed Board members and attendees.</p> <p>Directors' Interests</p> <p>Members were reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.</p> <p>There were no interests declared in relation to the business of the meeting.</p>
BD MIN 181026 & 181108	<p>Minutes of the Meetings of the Board held on 26 October and 8 November 2018</p> <p>The Board APPROVED the minutes of the meeting held on 26 October 2018 for signature.</p> <p>The Board APPROVED the minutes of the meeting held on 8 November 2018 for signature, subject to minor amendments being made as discussed at the</p>

	meeting, with regard to plans for health and safety management.
BD AC 181205	<p>Actions and Matters Arising</p> <p>There were no 'due' actions.</p>
38/19	<p>RAB(C) Update</p> <p>Paul Robins presented an update on the activities of the Railway Assurance Board (Crossrail) (RAB(C)).</p> <p>The Board NOTED the update and AGREED that the Board should continue to receive these updates at every other Board meeting.</p>
BD CBR 181205	<p>Crossrail Board Report Period 8</p> <p>The Board NOTED the Board Report for Period 8.</p> <p>The Board discussed the following:</p> <ul style="list-style-type: none"> • The heightened focus on safety whilst working within an electrified area was encouraged; • The draft Business Plan was scheduled to be presented to the Board on 10 January 2019, with the final version submitted to the Board for approval on 31 January 2019; • The Board was still not in a position to approve the Audited Financial Statements for the year ended 31 March 2018 [REDACTED] CRL was still awaiting the Sponsors' commitment to provide long term additional funding and TfL's annual letter confirming that CRL would remain its subsidiary for the next year. The Board considered CRL's insolvency scenarios and NOTED that a letter would be prepared to the Sponsors on this; • The project controls and governance pertaining to the provision of possible additional funding was considered; • [REDACTED] <p>Action: Paul Grammer</p> <ul style="list-style-type: none"> • Monitoring contractors' compliance with the requirements for achieving the Tier One Substantially Demobilised (TOSD) dates was critical and the Project Managers had been tasked with ensuring that this was done; • CRL staff moves to the offices at Westferry Circus and Endeavour Square had commenced. The first set of staff moves took place over the weekend of 1 December 2018, with the second set scheduled to move over the weekend of 8 December 2018; and • Resources were being brought in from TfL to manage internal communications for CRL.

<p>Verbal</p>	<p>MOHS Update</p> <p>The Board received a briefing on the unmitigated revised MOHS which specified the schedule for the fully compliant railway.</p> <p>The Board DID NOT APPROVE the unmitigated revised MOHS and considered that it was necessary for an alternative plan to be prepared [REDACTED]</p> <p>The Board REQUESTED a report on the strategy for communicating the revised schedule to the Sponsors, [REDACTED]</p> <p>Action: Mark Wild/ Chris Sexton</p>			
<p>39/19</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] 			
<p>40/19</p>	<p>CRLB 40/19 – Revised Terms of Reference for the Executive and Investment Committee</p> <p>The Board received a paper proposing changes to the Terms of Reference (ToR) of the Executive and Investment Committee, following changes to the membership of the Committee.</p> <p>The Board APPROVED the changes to the ToR.</p>			
<p>41/19</p>	<p>CRLB 41/19 – Project Representative Report (P-Rep) Period 7</p> <p>The Board reviewed and NOTED the P-Rep Report for Period 7.</p> <p>Mark Wild provided a verbal summary of the issues that were expected to be raised in the Period 8 report which were NOTED by the Board. These included matters relating to: health and safety; financials; Stage 2 Opening; Stage 3 Opening (Infrastructure & Systems and Handover & Operational Readiness); Stage 5a; Stage 4; and Stage 5 Full.</p>			
	<p>Minutes of Board Committees for Reference</p> <p>The Board received the following minutes for reference:</p> <table border="1" data-bbox="368 1906 1385 2007"> <tr> <td data-bbox="368 1906 852 2007"> <p>Executive and Investment Committee</p> </td> <td data-bbox="852 1906 1121 2007"> <p>EIC D 181031</p> </td> <td data-bbox="1121 1906 1385 2007"> <p>Mark Wild</p> </td> </tr> </table>	<p>Executive and Investment Committee</p>	<p>EIC D 181031</p>	<p>Mark Wild</p>
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	Verbal Updates of Recent Board Committee meetings	
	<p>Executive and Investment Committee 28 November 2018 Matters covered by the Committee were:</p> <p>Board agenda items:</p> <ul style="list-style-type: none"> • Revised Terms of Reference for the Executive and Investment Committee <p>Other items:</p> <ul style="list-style-type: none"> • Accommodation Update • Strategic/ Programme Risks Review • Revised Terms of Reference for the Commercial and Change Sub-committee 	Mark Wild
AOB	<p>The Board:</p> <ul style="list-style-type: none"> • NOTED that it was Paul Grammer's last meeting and thanked him for his contribution to the project; and • NOTED that preparations were ongoing for the National Audit Office (NAO) review of the project and REQUESTED that the terms of the NAO review should be circulated once received. <p>Action: Lucy Findlay</p> <p>There was no other business.</p>	
NEDs Only Session	Non-executive Directors discussed the day's meeting.	

Signed by: _____

Phil Gaffney
Chair