



CROSSRAIL BOARD

**Minutes of the Meeting of the Board of Directors of Crossrail Limited
Held on Wednesday 17 April 2019 at 13:30
6RMR03, 5 Endeavour Square, Stratford, London E20 1JN**

Members:	In Attendance:	Apologies:
Tony Meggs <i>CRL Chair</i>	Susan Beadles <i>Head of Legal Services & Company Secretary</i>	Howard Smith <i>Chief Operating Officer</i>
Sarah Atkins <i>Non-executive Director</i>	Nisrine Chartouny <i>Head of Commercial</i>	
Phil Gaffney <i>Non-executive Director</i>	Lucy Findlay <i>Chief of Staff</i>	
David Hendry <i>Chief Finance Officer</i>	[REDACTED] <i>Project Representative (PRep)</i>	
Robert Jennings (via conference call) <i>Non-executive Director</i>	Peter Henderson <i>Programme Director</i>	
Anne McMeel <i>Non-executive Director</i>	Sheree Sinclair <i>Company Secretarial Assistant</i>	
Nelson Ogunshakin <i>Non-executive Director</i>	Richard Schofield <i>Programme Director, MTR Crossrail</i>	
Andy Pitt <i>Non-executive Director</i>	Eric Connor <i>Deloitte</i>	
Nick Raynsford <i>Deputy CRL Chair</i>	Richard Pike <i>Deloitte</i>	
Chris Sexton <i>Deputy CEO</i>	Rob Scopes <i>Deloitte</i>	
Mark Wild <i>Chief Executive Officer</i>	<i>Sponsor attendees (Item 4)</i> Mike Brown – TfL; David Hughes – TfL; Matt Lodge – DfT; Graham Stockbridge – DfT; [REDACTED] – DfT	

The meeting was quorate.

	<p><u>Welcome</u></p> <p>The Chair welcomed Board members and attendees.</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> <p>The Board NOTED Sarah Atkin’s appointment to the CRL Board.</p>
01/20	<p>CRLB 01/20 – Earliest Opening Programme Update</p> <p>The Board NOTED the presentation which outlined the update on the work</p>

carried out to develop the Earliest Opening Programme (EOP) for the central operating section of Crossrail and the subsequent stages 4 and 5.

The Board:

- **NOTED** the planned approach to the EOP was to have twelve trains running every hour in the Central Operating Section
- **NOTED** that there are currently 4 trains allowed during testing and this will be insufficient to build up train mileage and reliability.
- **NOTED** that by the end of this year the stations, shafts and portals will be sufficiently completed to allow transition into ROGS as soon as possible to provide an extended period of trial running to build up reliability growth.
- **NOTED** that the principle in the development of the EOP was that the earliest route to Stage 4 and 5 is via a highly reliable operation of Stage 3.
- **NOTED** that clear reliability criteria should be developed to show the route through to Stage 4.
- **NOTED** that the consequence of Stage 4 slippage would be reduced revenue for TFL as well as delay to Stage 5.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

	<p>The Board NOTED the risks included in the EOP model and that one of the key assurances would be a demonstrated control of contractors' productivity, by evidencing that the mechanisms to manage this were in place.</p> <p>The Board NOTED that further time is required for a Level 1.5 Schedule to be developed.</p> <p>The Board NOTED that further work was planned on the Operating Model to provide greater clarity particularly around the split of responsibilities between Testing and Commissioning and System Integration.</p> <p>The Board expressed concern about the step-up from Stage 3 to 4 but supported the logic of the EOP, and the transition into trial running as soon as possible and the completion of Stage 3.</p> <p><i>Bond Street Station</i></p> <p>The Board discussed the need for further information regarding completion of Bond Street station.</p>
02/20	<p>CRLB 02/20 – Red Team Assurance Review Report</p> <p>The Board NOTED the CRL Management Response to the key findings of the Red Team Assurance Review Report. The report expressed confidence ratings across 7 Lines of Enquiry (LoE) with respect to the CRL's ability to deliver the EOP technical solution. The report also identified 4 out of 7 LoE as amber/ red, where major risks or issues were apparent, with the remaining 3 rated as amber.</p>
03/20	<p>CRLB 03/20 – Black Team Assurance Review Report</p> <p>The Board NOTED the independent Black Team Assurance Review Report.</p>
AOB	There was no other business.
Verbal	<p><u>De-brief Discussion with the Sponsors</u></p> <p>The Board provided the Sponsors with an overview of the matters that had been discussed during the meeting including the approach to development of the EOP including progress towards Stages 2b and 5a.</p>
NEDs Only Session	Non-executive Directors discussed the day's meeting.

Signed by:
Tony Meggs
Chair

