

CROSSRAIL SPONSOR BOARD MINUTES No. 111B

Thursday 17 October 2019, 1015-1200

Venue: CRL, 5 Endeavour Square, Floor 6, Visualisation Room (Item 1)
and Floor 10, Small Auditorium (items 2 to 5)

Sponsor Board Members

David Hughes*	Chair, TfL, Investment Delivery Planning Director
Simon Kilonback*	TfL, Chief Financial Officer
Ruth Hannant*	DfT, Director General for Rail
Matthew Lodge*	DfT, Director for Rail Infrastructure - South
Alison Munro	Independent Member

(* Voting Members)

In attendance

Kenny Laird	Technical Advisor to Sponsors
Alex Luke	DfT, Project Director – Crossrail
Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	JST
██████████	JST, Secretariat
██████████	Project Representative
Mark Wild	Crossrail Limited (CRL), Chief Executive Officer (item 1 and 2)
Howard Smith	CRL, Chief Operations Officer
David Hendry	CRL, Chief Finance Officer
Chris Sexton	CRL, Deputy Chief Executive
Hannah Quince	CRL, Chief of Staff
Nick Gray	Network Rail (Item 4)

Apologies

Shashi Verma	TfL, Director of Strategy and Chief Technology Officer
██████████	JST
Tanya Coff	TfL, Finance Director for London Underground
██████████	HM Treasury

1. CRL Visualisation Board progress update

CRL presented progress using its visualisation room. Sponsors expressed concern on progress in the period and specifically asked CRL to explain project performance, progress in demobilising the Tier 1 contractors, progress with assurance and handover to IMs and status of PDP ██████████.

Health and Safety

CRL reiterated their commitment towards safety, noting that they were alert to the change in the safety risk as the project transitions to operation, as illustrated by 2 recent incidents at Canary Wharf station where the electrical installation was not in line with the as built drawings.

Performance

CRL updated Sponsors on performance against Cardinal Milestones, adding that while some milestones were being achieved, such as Victoria Dock Portal, the outlook was challenging. This is particularly due to pressures associated with train software development, which could push Stage 3 opening to the back of the opening window, announced in April 2019. The successful release of version PD11 was noted as being critical to delivery within the window **(Action 111b/01)**.

CRL noted that they will advise if Phase 5a will operate with 7 or 9 car trains, 4 weeks prior to the timetable change **(Action 111b/02)**.

CRL noted the actions taken to improve output including 24/7 working at critical locations, changes in access procedures to cut out the wasted time and greater direct control of critical T2 and T3 contractors. An update on station delivery focused on improvements at Whitechapel and Bond Street and the continued poor performance at Paddington.

Tier 1 demobilisation

CRL noted an increase in overall project resource this period but emphasised that they were continuing to drive contractor productivity and develop proposals for an exit strategy for Tier 1 Contractors, and the proposals will be presented to the December CRL Board and subsequently Sponsor Board **(Action 111b/03)**.

Assurance and Handover

CRL highlighted the progress with assurance, indicating that a "structured engineering judgement" approach was being developed to release the assurance pinch point, but that did mean "end state" documentation will not be available for Trial Running.

All Handover Execution Plans (HEPs) have been drafted and are in the process of being approved, and work is underway to incorporate the revised approach to assurance within them, underpinned by improved productivity across the supply chain. CRL is continuing to explore options to accelerate the handover process by involving the IMs in the production of handover documents.

PDP [REDACTED]

Sponsor Board members received an update on the PDP [REDACTED].

2. Minutes and actions of meeting 110b

The minutes and actions for meeting number 110b were discussed and Sponsors agreed the minutes should be revised to be more succinct in style but with no substantive changes. A progress update on actions from meeting 110b was provided:

110a/01 Closed: CRL shared their investment profile, detailing the future funding commitments that CRL expect to make.

3. DCS update

CRL provided an update on the work on the Delivery Control Schedule (DCS), noting the risk from software development continues to be fluid. It was noted that the stations, shafts and portals (SSPs) and routeway are largely in line with dates, ranging between October and December 2019, with the outstanding issue being the duration of the gap between Stage Completion 3 (SC3) and SC3 ROGS and how to optimise and utilise the interim "care and custody" period effectively **(Action 111b/04)**.

CRL stated that there was potential for the deterministic date for the commencement of Trial Running to slip and the next step would be to determine the [REDACTED].

Sponsors challenged CRL on the dates and CRL explained that they are exploring opportunities to mitigate the identified risks, including options for the Infrastructure Managers to take a greater role in supporting Tier 1 contractors, in particular with handover documentation (**Action 111b/05**).

The Project Representative highlighted that risks are being identified and they are continuing to push for CRL to speed up the pace of decision making to support the timely implementation of mitigation actions.

CRL reported an overall AFCDC of £15,004m, which has not changed materially since last period; [REDACTED]. CRL stated that the project AFC review process appeared to be showing that forecasts were stabilising.

CRL noted that existing Investment Authority was almost fully utilised. Sponsors confirmed that the process to increase that authority was underway (**Action 111b/06**).

4. Staged opening update

Stage 5a

Network Rail reported on progress with works ahead of Stage 5a opening, noting the work on platform extensions and driver-only operation were on target. It was stated that the next software update is due on 22 November and it remains a pre-condition for use of the full length units (FLUs). The current plan is to commence service in December with the reduced length units (RLUs) and determining when the FLUs will be in service in 2020, which would be confirmed once the software testing is concluded.

CRL explained that they are extending the DCS to include stages 4 and 5 and Sponsors noted that if stage 4 and 5 were delayed then there would be a potential impact on other franchised operators. It was agreed the DfT would look at the potential impact on its franchised operators (**Action 111b/07**).

5. AOB

Sponsors requested that CRL present the revised CRL KPIs that are being developed to measure project delivery performance across the programme (**Action 111b/08**).

Action Tracker

No.	Action	Lead	Target and Update
111b/01	CRL to provide an update on PD11 software development	Mark Wild	Sponsor Board 112, November 2019
111b/02	CRL to notify Sponsors on MTR decision to operate 7 or 9 car trains.	Howard Smith	15 November 2019
111b/03	CRL to present proposals on the exit strategy for Tier 1	Mark Wild	Sponsor Board 114,

	contractors.		January 2020
111b/04	CRL to update on how 'care and custody' period will be optimised and used	Mark Wild	Sponsor Board 114, January 2020
111b/05	CRL to update on options for Infrastructure Managers to take a greater role in supporting Tier 1 contractors	Mark Wild	Sponsor Board 114, January 2020
111b/06	TfL to provide written confirmation to CRL on increase in Investment Authority	Simon Kilonback	Complete
111b/07	DfT to clarify that they have the necessary information to assess the potential impact on its franchised operators	Alex Luke	Complete
111b/08	CRL to present KPIs used measure project delivery performance across the programme	Mark Wild	Sponsor Board 112, November 2019