

CROSSRAIL SPONSOR BOARD MINUTES No. 108B

Thursday 25 July 2019; 12.00-13:30

Venue: TfL, 197 Blackfriars Road, Victoria meeting room

Sponsor Board Members

David Hughes*	Chair, TfL, Investment Delivery Planning Director
Polly Payne*	DfT, Director General for Rail
Matthew Lodge*	DfT, Director for Rail Infrastructure – South
Alison Munro	Independent Member

(* Voting Members)

In attendance

Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	JST, Secretariat
	JST
Alex Luke	DfT, Project Director – Crossrail
	Project Representative
	Project Representative
Mark Wild	Crossrail Limited (CRL), Chief Executive Officer
Chris Sexton	CRL, Deputy Chief Executive
John Williams	CRL, Head of Staged Integration and Surface Works (item 4)
Lucy Findlay	CRL, Chief of Staff

Apologies

Simon Kilonback*	TfL, Chief Financial Officer
Tanya Coff	TfL, Finance Director for London Underground
Kenny Laird	Technical Advisor to Sponsors
	HM Treasury
	HM Treasury
	HM Treasury
David Hendry	CRL, Chief Finance Officer
Peter Henderson	CRL, Programme Director
Howard Smith	CRL, Chief Operations Officer

1. Minutes and actions of meeting 107b

The minutes and actions for meeting number 107b were discussed and agreed without alterations.

Andrew Wallace summarised the actions from meeting 107b:

- 107b/01:** Closed: CRL provided initial list of Tier 2 and 3 contractors on 22 July and a revised list on 26 July.
- 107b/02:** Open: The Project Representative are to provide their analysis of CRL's progress on non-conformance reports.
- 107b/03:** Open: CRL are to present on operational readiness at a future Sponsor Board.

- 107b/04** Closed: CRL responded to points raised by the Project Representative in their Period 2 letter on 8 July 2019.
- 107b/05** Open: The Project Representative are to discuss a way forward with CRL regarding concerns raised in their Period 2 report.
- 107b/06** Closed: CRL presented on their cost and schedule Targeted Assurance Review at 25 July 2019 Sponsor Board (Item 3 below)
- 107b/07** Open: CRL are to provide further information related to their Project Delivery Partner revised commercial terms.

2. CRL progress update

CRL presented to Sponsors on the programme's progress using the Elizabeth line integration weekly dashboard. CRL emphasised the high level of transparency achieved. The Project Representative noted the risk that site managers and operatives might become cautious, when sharing views with P-Rep, if they were concerned about those views being disclosed out of context.

Performance

CRL updated on their performance which is being tracked against cardinal milestones, adding that while these were being achieved, the outlook was challenging.

Progress and productivity

With regards to project documentation, CRL explained that while production was on target, a proportion were yet to go through document acceptance and validated by Project Controls before being accepted. CRL planned to undertake an assurance review on this process in the coming months.

An update on delivery was also provided with a particular focus on Bond Street. CRL commented that works on the site need accelerating to keep pace with the tight schedule and that they were writing a Staged Assurance Plan for the station. It was agreed that this would be presented at a future Sponsor Board (**Action 108b/01**). CRL were also looking at opportunities for process improvement to drive up productivity, focusing on what was needed at different Staged Completion dates and balancing this with the need to test the railway as early as possible.

Cost

Headcount reduction is being used as one measure of spend and CRL emphasised that they were looking to drive down numbers where resource was no longer needed. The Project Representative added that they were going to undertake their own analysis of [REDACTED] costs to understand why there had been increases on this contract.

Train and system software

CRL noted that a 'Plateau' team had now been established, which co-located members of CRL, Bombardier Transportation and Siemens. As well as developing the train and systems software, the team were also assessing what functionality was needed to commence activities such as Trial Running.

Health and Safety

CRL had recently completed a Stepping Up week with focus this time on moving towards working in a railway environment. They were also looking to speed up responses to

identified areas of concern, addressing this through the production and implementation of a Safety Improvement Plan, and re-establishing Three Lines of Defence on Safety.

3. Delivery Control Schedule and Targeted Assurance Review update

CRL provided an update on the development of the Delivery Control Schedule, noting that a Quantitative Schedule Risk Assessment is planned during Period 4.

The development of integrated system software continues to be a top risk. Sponsors questioned whether there was scope to accelerate the overall delivery programme to which CRL stated that achieving Stage Completion at stations, shafts or portals quicker would provide little or no benefit without the routeway in place for testing.

Sponsors challenged CRL on its progress towards handover. CRL explained that, with regards to the production of documentation, they were exploring options for the Infrastructure Managers to take a greater role in writing manuals (**Action 108b/02**). This was following lessons learned at handover of the first assets to the infrastructure managers where, the unmitigated process, was resulting in delays of up to two months.

It was agreed that having clear lines of responsibility and accountability was key and that the project would benefit from a single point of accountability in TfL (**Action 108b/03**). The Project Representative highlighted that they were continuing to push for greater involvement of the Infrastructure Managers in delivery (**Action 108b/04**).

CRL summarised the outcomes of two recent Targeted Assurance Reviews on schedule and cost which were completed concurrently to the development of the DCS. The reviews concluded that issues remained to be worked through on the schedule, particularly around CRL's five areas of 'tightening'. The reviews also identified areas of process improvement and that CRL agreed to repeat the assurance reviews in the coming weeks. It was agreed that the outputs of these reviews would be presented at a future Sponsor Board (**Action 108b/05**).

4. Preparation for Staged Opening

John Williams joined the meeting to provide an update on staged opening progress.

Stage 5a

It was highlighted that the decision had now been taken to convert 12 9-car Full Length Units (FLUs) to shorter 7-car Reduced Length Units (RLUs) as a precautionary contingency measure to Network Rail platform extension works not being complete in time for Stage 5a opening. While this was the case, the project was still planning to open Stage 5a with FLUs. Noting the final decision on the use of FLUs and RLUs would not be required until October 2019. It was emphasised that FLU introduction was key for mileage accumulation and reliability growth ahead of Stage 3 (**Action 108b/06**).

Elsewhere, delivery with Network Rail works was broadly progressing to schedule, although the programme is on the critical path. It was emphasised that installation of driver cameras needed close integration with other works and that Site Acceptance Testing was essential prior to commissioning.

Stage 2:2

It was noted that a solution for providing GSM-R at Heathrow Terminal 4 was still being developed, although an interim solution had now been identified to enable testing to

commence. Similarly, development and testing of train software continues with Bombardier Transportation's Consent to Operate being a critical milestone for driver training.

Stage 4

An update on Stage 4 infrastructure works was provided. With regards to the date for opening, this was still being worked through by CRL as part of their programme development but DfT stressed that they believed that Stage 4 opening should not be bound by timetable change dates and encouraged engagement between Rail for London and Network Rail to discuss potential options (**Action 108b/07**).

5. AOB

No items were raised under Any Other Business

Action Tracker

No.	Action	Lead	Target and Update
108b/01	CRL to present its Staged Assurance Plan for Bond Street station	Mark Wild	Sponsor Board 110, September 2019
108b/02	CRL to demonstrate how lessons learned are being applied in engaging IMs as part of delivery and handover process	Mark Wild	Sponsor Board 109, August 2019
108b/03	TfL to identify single point of accountability for Crossrail	David Hughes	Sponsor Board 109, August 2019
108b/04	P-Rep to update on their view on IM integration within delivery structure and any blockers to progress	Project Representative	Sponsor Board 109, August 2019
108b/05	CRL to present its second Targeted Assurance Review on cost and schedule.	Chris Sexton	Sponsor Board 110, September 2019
108b/06	CRL to update on decision to operate FLU or RLUs as part of Stage 5a opening.	John Williams / Howard Smith	Sponsor Board 110, September 2019
108b/07	Rail for London to engage with Network Rail on potential Stage 4 opening strategy	John Williams / Howard Smith	October 2019