

# Crossrail Sponsor Board Meeting No. 123B


Friday 25<sup>th</sup> September 2020, 1400-1430

Microsoft Teams


## Sponsor Board Members

Ruth Hannant*	Chair, DfT, Director General of Rail (Items 1 to 3)
Matthew Lodge*	DfT, Director for Rail Infrastructure – South (Items 1 to 3)
Alex Luke**	DfT, Crossrail Project Director (Chair, Item 4)
Shashi Verma*	TfL, Director of Strategy and Chief Technology Officer
Nicola Cox**	TfL, Head of Corporate Finance
Alison Munro	Independent Member

## In attendance

Kenny Laird	Technical Advisor to Sponsors
Alexandra Batey	TfL, Director of Investment Delivery Planning
Alex Luke	DfT, Crossrail Project Director
Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	JST, Secretariat
	JST
	JST
Mark Wild	Project Representative (P-Rep)
Howard Smith	P-Rep / TfL Residual Works Team
Susan Beadles	Crossrail Limited (CRL), Chief Executive Officer
Hannah Quince	CRL, Chief Operating Officer
	CRL, General Counsel
	CRL, Chief of Staff

## Apologies

Simon Kilonback*	TfL, Chief Finance Officer
	HM Treasury
Jim Crawford	CRL, Chief Programme Officer
Rachel McLean	CRL, Chief Finance Officer

(\*Voting Members)

(\*\*Alternate Voting Members)

## 1. Safety Moment

Crossrail updated that, during Period 5, the Accident Frequency Rate was close to an all-time low. Lagging safety indicators were showing positive trends and underlines Crossrail's strong commitment to safety. Nonetheless, Crossrail remain vigilant to the safety risks and there continues to be a focus on electrical safety during the current works.

Reflecting on Crossrail's safety record throughout the project, the loss of Renè Tkáčik, six years ago, was remembered as a tragic event. Crossrail re-emphasised their commitment to safety throughout the project.

## 2. Minutes and Actions of Meeting 122b

The minutes and actions for meeting number 122b were discussed and agreed with minor alterations.

A progress update was provided on the open actions arising from previous Sponsor Board meetings, as summarised in the Part B action tracker.

On reviewing open actions, it was noted that this was the last meeting of Sponsor Board ahead of the governance transition planned in October 2020 and the focus of this meeting was the close out of remaining actions and the allocation of any residual actions to the relevant governance forum post-transition.

### 3. Close and transition of Sponsor Board

The discussion was structured around the remaining open actions from Sponsor Board.

- 122b/01 – Bond Street – Crossrail updated that they expect to have an assured plan for Bond Street by 8 October 2020. Novation of contracts are now completed, although this is six weeks later than planned. Sponsors enquired as to the extent CRL expect that the revised plan for Bond Street will have an impact on cost, to which CRL updated that they anticipate that the current AF CDC allowance would be sufficient. The action remains **OPEN** and an update on Bond Street will be provided to ELDG in October 2020.
- 122b/02 – Infrastructure configuration for Trial Running – Crossrail updated that they expect the infrastructure configuration for Trial Running would be available around 12 October and that the configuration for Trial Operations would be available approximately four weeks later. It is not anticipated that decisions related to infrastructure configuration would have any implications on revenue service, but Crossrail flagged that a risk remains that the scope to be completed between Trial Running and Trial Operations may be larger than anticipated and could cause further schedule delays. In that eventuality, Crossrail may consider short term mitigations such as manual monitoring or increased staffing levels. Any further considerations that may impact revenue service would be taken to ELDG in future. The action remains **OPEN** and an update on the infrastructure configuration for Trial Running will be provided to ELDG in October 2020.
- 122b/04 – Investment Authority profile – Investment Authority profile provided by Crossrail on 10 September 2020. The action is **CLOSED**.
- 122b/05 – Delivery Control Schedule (DCS 1.1) – Crossrail updated that they would be presenting an assured baseline (DCS 1.1) to ELDG in October 2020 for consideration. It was updated that the [REDACTED] for opening were not expected to change but that interim dates for three stations were going to be adjusted by four to six weeks. The schedule will contain over 230 milestones, most of which have been set with engagement with the supply chain. Crossrail are seeking to undertake contemporaneous assurance with their Three Lines of Defence (3LoD) and their Expert Panel on 'laser guided' items based on their own root cause analysis, including scope and reliability. P-Rep would have visibility of the DCS from week commencing 28 September. The action remains **OPEN** and an update on the DCS 1.1 will be provided to ELDG in October 2020.
- 122b/08 – Sponsor Board review – The review was discussed in Part A and the scope of the review is to be provided to Crossrail. This action is **CLOSED**.

- 121b/03 – Care and custody period – Crossrail updated that they would be providing a [REDACTED] to ELDG in October 2020 which will cover care and custody, [REDACTED] and the Alternative Delivery Model (ADM). The action remains **OPEN** and an update on the care and custody model will be provided to ELDG in October 2020.
- 121b/08 – Root cause analysis – Crossrail updated that information on their response to the root cause analysis which was the focus of the Periodic Assurance Report 22 (PAR022) was available and would be shared with Sponsors following Sponsor Board. *Post meeting note: Crossrail will provide information to Sponsors in relation to their response to PAR022. This action is OPEN.*
- 120b/02 – Target Operating Model – Crossrail updated that they would share their Workforce Plan which sets out their approach to resourcing for the remainder of the project following Sponsor Board. It was also noted that the Crossrail Programme Director and Chief Operating Officer will continue to monitor and respond to the Workforce Plan going forward. *Post meeting note: Crossrail will provide their Workforce Plan to Sponsors. This action is OPEN.*
- 120b/03 – basis and assumptions of DCS 1.1 – Crossrail updated that the basis on which the DCS 1.1 is underpinned will be presented alongside the DCS 1.1 update (122b/05) as part their LoD2 assurance. The action remains **OPEN** and an update on the basis and assumptions of DCS 1.1 will be provided to ELDG in October 2020.
- 120b/07 – Resource gap analysis – Crossrail updated that this action closely relates to 120b/02 and that they had identified 65 positions within the Crossrail organisation which can be resourced from within TfL and that they would be recruiting for these positions shortly. *Post meeting note: Information in relation to the resource gap analysis will be provided to Sponsors as part of the Workforce Plan (120b/02). This action is OPEN.*

Following discussion of Sponsor Board actions, Sponsors sought clarity as to the action CRL were taking in relation to the observed milestone slippage for the signalling Safety Justification. Crossrail updated that they were intervening in order to provide greater stability in the schedule dates related to Safety Justifications, by ensuring that each Safety Justification has a lead reviewer to coordinate inputs and comments. This would help keep the reviews focused on key issues that need to be addressed. Crossrail highlighted that completing the upcoming Safety Justifications, particular for the Central Operating Section, will be a significant task for the following six weeks.

#### 4. AOB

*Ruth Hannant and Matt Lodge left the meeting during AOB and Alex Luke chaired the remainder of the meeting.*

The following points were raised under Any Other Business

**Changes to Core Agreements** – The following statement was noted in relation Sponsors Requirements.

To support the transition of the governance arrangements for the Crossrail programme, DfT and TfL have made changes to the terms of the Project Development Agreement (PDA), which changes have been agreed by CRL. During the discussions, it has become apparent that the current version of the Sponsors Requirements (version

4.1.0) clearly needs to be read in light of the outcomes of the Affirmation Process and Sponsors' Change Notices.

The overriding requirement is to support the smooth introduction of the new governance arrangements by 30 September 2020. For expediency therefore, the Sponsors and CRL have agreed to include version 4.1.0 of the Sponsors Requirements in the amended and restated PDA, whilst acknowledging that the requirements stated in that version have been subject to and must be interpreted together with the outcomes of the Affirmation Process and with the Sponsors' Change Notices since it was issued on 10 March 2010.

**KPMG cost analysis** – Sponsors reminded Crossrail that clarity was being sought on when DCS 1.1 would be made available to KPMG in order for them to complete their analysis.

Close of Sponsor Board – The Chair thanked Sponsor Board members and attendees for their commitment and attendance. It was noted that the minutes and updated action tracker will be prepared and reviewed by correspondence before being finalised. It was proposed that the minutes would be noted at the first ELDG in October 2020 to ensure smooth transition of Sponsor Board business and any outstanding actions.