# **Crossrail Sponsor Board Meeting No. 113b**

Friday 13 December, 1130 -1230

Venue: TfL, 197 Blackfriars Road, Floor 11, Wapping Room

### **Sponsor Board Members**

Shashi Verma\* TfL, Director of Strategy and Chief Technology Officer

Matthew Lodge\* DfT, Director for Rail Infrastructure – South

Alex Luke\*\* DfT, Project Director

Julian Ware\*\* TfL, Senior Principal, Finance

(\*Voting Members)

(\*\*Alternate Voting Members)

In attendance

Kenny Laird Technical Advisor to Sponsors
Simon Adams Head of Joint Sponsor Team (JST)

Andrew Wallace JST

JST, Secretariat.
Project Representative

**HM Treasury** 

Mark Wild Crossrail Limited (CRL), Chief Executive

Hannah Quince CRL, Chief of Staff

Rob Halstead Head of Risk Management

**Apologies** 

Simon Kilonback\* TfL, Chief Financial Officer Ruth Hannant\* DfT, Director General of Rail

Alison Munro Independent Member

### 1. Minutes and Actions of Meeting 112 Part B

The minutes and actions for meeting number 112b 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.

## 2. CRL Period 8 progress & Cost/Schedule Update

Health & Safety

CRL provided an update on the health and safety performance, highlighting the focus on mental health of the workforce and the need to manage stress levels.

#### Trial Running

CRL highlighted that there is a focus on completion of the activities required to deliver trial running on schedule. Sponsors probed CRL on the key activities outstanding at stations between now and handover, requesting more clarity and visibility of the activities on the critical path and when the FTE profile is likely to trend downwards. CRL highlighted that completing the Acceptance Certificates (ACs) remains a challenge due to systematic integration gaps which need to be addressed.

CRL confirmed they are

focussed on identifying and implementing mitigations to deliver a turnaround and the CRL dashboard will be updated with FTE glide path and new KPI metrics to provide visibility and highlight progress with Elemental Outstanding Works Lists (EOWLs) and Master Assurance Acceptance Tracker (MAATs) (Action 113b/01).

Sponsors asked CRL if there are any actions required of Sponsors to support delivery. CRL stated that they had confirmed the availability of the Mayor and Ministers to meet with in the New Year. Sponsors agreed to confirm the date for the Mayor and Secretary of State/Ministers (Action 113b/02).

### Train and Signalling Software

Sponsors sought an update on signalling software and CRL stated that the software testing is progressing, with a pass rate of 60/70%. CRL confirmed that uploading PD+11 software had commenced as planned and regression testing with multiple trains will commence in January 2020. CRL highlighted the importance of ATC securing ORR approval to allow for more intensive safety testing under the ROGS exception, as this has the potential to reduce the risk and shorten the duration of trial running. CRL stated that that they will confirm if PD +12 software will be required in January as it has a big uplift in control centre functionality (Action 113b/03).

Sponsors asked CRL if there are any actions required of Sponsors to support delivery and CRL stated that TfL Sponsor support is required to help ensure that there are sufficient signal testers recruited to complete full functionality testing in Germany. Sponsors agreed to raise this within the relevant part of TfL. (Action 113b/04).

Sponsors agreed that given the significance of the uplift in control centre capability provided with PD+11 software, it was important to have an update on Romford ROC control capability, capacity and progress with operational training, included on the agenda of future Sponsor Board meetings (Action 113b/05).

CRL concurred and agreed to arrange for the Technical Adviser to Sponsors to visit to Romford to experience the role and functionality of the facility (Action 113b/06).

#### Cost Performance

Sponsors challenged the CRL spend rate and asked whether CRL are actively looking at potential efficiencies to mitigate costs, as set out in Schedule 1 – Conditions to the Waiver. CRL stated that the proposed Alternative Delivery Model (ADM) is an intervention designed to mitigate the spend rate of the Tier1's and drive delivery. The current spend profile does not yet reflect the impact of the proposed Alternative Delivery Model.

#### 3. Alternative Delivery Model

CRL presented the options being considered on the and the delivery of non-urgent works to go. Sponsors challenged CRL on the need to move at pace with the proposed alternative delivery model and asked CRL if there were any actions required of Sponsors to support delivery.

CRL stated that progress had been made in identifying outstanding items on the EOWL list, noting that the items now need to be recategorised into the 3 "buckets" of work and prioritised for delivery in relation to key milestones - trial running, trial operations and opening dates (Action 113b/07).

CRL acknowledged the need for timely decision making to prioritise the work and plans are in progress to reshape the CRL governance and organisation to improve decision making and support delivery.

CRL stated that the adequacy of IM resources and capacity were a concern and Sponsors asked the Head of JST to brief the Managing Director of London Underground on the current risks to Handover and need to develop plans to augment TFL/RFL capability where required (Action 113b/08).

### 4. AOB

Sponsors asked the JST to review the structure of Sponsor Board meetings going forward considering the planned changes in the CRL governance and organisational arrangements (Action 113b/09).

Sponsors asked for an update on and noted that the CRL Board had approved the on 9 December and asked Sponsors to confirm their approval. Sponsors to advice if they are content to approve the updated CRL proposal, and the Head of JST will respond to CRL accordingly (Action 113b/10).

# **Summary of actions:**

No.	Action	Lead	Target and Update
113b/01	CRL dashboard to be updated with FTE glide path and new KPI metrics highlighting progress with Elemental Outstanding Works Lists (EOWLs) and Master Assurance Acceptance Tracker (MAATs)	Mark Wild	January 2020
113b/02	Agree a date for the round table with the Mayor and Secretary of State/Ministers	Matt Lodge	Mid-end January 2020
113b/03	CRL to update SB on whether PD+12 software will be required in January	Mark Wild	January 2020
113b/04	TfL Sponsor to help ensure that there are sufficient signal testers recruited to complete full functionality testing in Germany.	Shashi Verma	February 2020
113b/05	Update on Romford ROC control capability, capacity and progress with operational training to be included on the agenda of the SB	Simon Adams	February 2020

113b/06	CRL to arrange for the Technical Adviser to Sponsors to visit to Romford to experience the role and functionality of the facility	Mark Wild	February 2020
113b/07	CRL to update on categorisation of items as part of EOWL into the Alternative Delivery Model (ADM) and prioritisation in relation to trial running, trial operations and opening.	Mark Wild	January 2020
113b/08	Head of JST to brief MD of London Underground on the current IM capability and capacity for handovers and need to activate the plans.	Simon Adams	December 2019
113b/09	A review of the structure of SB meetings and governance arrangements to be undertaken and a proposal presented to Sponsors	JST	January 2020
113b/10		JST	January 2020