

CROSSRAIL SPONSOR BOARD MINUTES NO.107B

MINUTES OF MEETING HELD ON

Friday 28th June 2019: 14.30-16.30

Venue: CRL, 5 Endeavour Square, Floor 6 Visualisation Room (Item 1)
and Floor 10, Boardroom 1 (Item 2-6)

Sponsor Board Members

David Hughes*	Chair, TfL, Investment Delivery Planning Director
Ruth Hannant*	DfT, Director General for Rail
Matthew Lodge*	DfT, Director for Rail Infrastructure - South
Tanya Coff**	TfL, Finance Director for London Underground

(* Voting Members)

(** Alternate Voting Member)

In attendance

Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	Joint Sponsor Team (JST), Secretariat
[REDACTED]	HM Treasury
[REDACTED]	HM Treasury
Kenny Laird	Technical Advisor to Sponsors
[REDACTED]	Project Representative
Chris Sexton	Crossrail Limited (CRL), Deputy Chief Executive
Peter Henderson	CRL, Programme Director
Howard Smith	CRL, Chief Operations Officer
David Stacey	CRL, Finance Manager
Lucy Findlay	CRL, Chief of Staff
[REDACTED]	Network Rail (Item 6)
[REDACTED]	Network Rail (item 6)
Alex Luke	DfT

Apologies

Simon Kilonback*	TfL, Chief Financial Officer
Alison Munro	Independent Member
[REDACTED]	DfT
[REDACTED]	Project Representative
Mark Wild	CRL, Chief Executive Officer
David Hendry	CRL, Chief Finance Officer
[REDACTED]	Network Rail (Item 6)

1. Minutes and actions of meeting 105b and 106b

The minutes and actions for meeting numbers 105b and 106b were agreed with minor changes.

Andrew Wallace summarised the actions from meeting 106b:

106b/01: Open: CRL are currently updating their Commercial Strategy and expect to provide a revised version to Sponsors at the end of July.

- 106b/02** Closed: The Joint Sponsor Team provided CRL with questions related to the Operations Directorate on 18 June 2019. CRL's response is covered under agenda item 3.
- 106b/03** Open: CRL are scheduled to provide an update on Stages 4 and 5 at the August or September 2019 Sponsor Board.
- 106b/04** Open: Detail on CRL's [REDACTED] were received by Sponsors on 27 June 2019. Further clarification [REDACTED] is required to be provided by CRL prior to Sponsor approval.

2. CRL progress update

CRL presented to Sponsors on the programme's progress using the Visual Management room, focusing on a number of key areas; safety, performance, progress and assurance and handover.

Health and safety

CRL explained that while overall performance is good, there continues to be a focus on reducing the occurrence of high potential near misses.

Performance

CRL continued to focus on getting to the root cause of issues which was viewed to be impacting productivity. Mitigation plans were being identified to deliver technical solutions and improve the availability of delivery resource. Tier 2 contractors prioritising non-Crossrail contracts over Crossrail was viewed as one example of an issue and CRL agreed to provide a list of those contractors for TfL to review and engage with where they hold multiple contracts (**Action 107b/01**).

Progress and productivity

CRL updated Sponsors on progress against their Cardinal Milestones. It was explained that CRL now have a credible plan for delivering the railway, that productivity was improving and that the first of 120 newly-established Cardinal Milestones had been achieved in June 2019.

Assurance and handover

It was explained that the use of a T-minus process was helping to get a better handle on the scale of handover activity to be undertaken - in terms of gross numbers, what was required and by when. This was being supported by CRL's detailed schedule.

On assurance, CRL advised that a Deputy Chair had been appointed to the Rail for London Assurance Body for Crossrail (RAB-C) to provide additional capacity.

CRL also provided an update on rectifying issues that do not conform to the project design specification and requirements. The Project Representative indicated that some further analysis on this matter had been completed by the team and could be reported back to Sponsors (**Action 107b/02**).

3. Operations Directorate update

It was noted that CRL had responded to questions posed by the Joint Sponsor Team ahead of the Sponsor Board.

In addition, CRL also explained how they were working with Network Rail on a 'one vision' document for delivery and integration.

With regards to the specific relationship and respective roles of CRL, London Underground and Rail for London Infrastructure as infrastructure managers, and Rail for London as operator, it was agreed an update would be provided at the next Sponsor Board on how the process was proposed to be managed within TfL (**Action 107b/03**).

4. Train reliability

CRL explained their approach to growing train reliability. It was emphasised that reliability was not solely focused on the train but included all aspects and interfaces of the railway including, train, signalling, screen doors and wayside equipment.

Establishing 'exit' and 'entry' criteria is seen as important in defining thresholds for building reliability during delivery of the railway. This definition is now nearly complete and the transition between trial running and trial operations, Stage 3 opening and Stage 4 opening are viewed as the critical points to test reliability.

It was also set out that defining metrics for reliability growth should not just be a function of time/distance between faults, but also what is the distribution, causation and response to fault identification.

5. Preparation for Stage 2:2 and 5a

An update was provided by Network Rail and CRL on the delivery of Driver Only Operation (DOO) CCTV equipment and platform lengthening works and readiness for passenger service for Stage 5a. DOO CCTV was viewed as being on the critical path and CRL confirmed that there was no practical contingency if the equipment was not ready for passenger service in December 2019. It was recommended that DOO CCTV works were priorities over other station works when agreeing works access to reduce the risk of late delivery. Platform lengthening works were seen as being on schedule for being ready for December 2019.

CRL updated that MTR had undertaken an exercise to convert a 9-car train to a 7-car train should the shorter trains be required as a contingency to delays to platform lengthening. This activity had confirmed that it was technically possible and MTR were now reviewing the latest possible date they could be notified to implement the contingency if required.

CRL gave an update that they anticipated Bombardier Transportation to submit a proposal to MTR for approval of entering 9-car trains into passenger service on 10 July. Fault-free running, ETCS resets and the list of driver defects requiring management were seen as key issues to securing MTR approval.

6. Project Representative Period 2 letter and executive summary

It was requested that CRL provide a written response to the questions posed to the Head of the Joint Sponsor Team in the Project Representative Period 2 letter (**Action 107b/04**).

The Project Representative also highlighted that they had a number of key points included in the main body of the Period 2 report to discuss with CRL (**Action 107b/05**).

7. AOB

Targeted Assurance Review

CRL updated that they were undertaking a Targeted Assurance Review of the cost and schedule in parallel to developing their revised schedule. This is to be presented to the CRL

Board on 18 July 2019. Sponsors requested that the presentation should also be made to Sponsor Board (**Action 107b/06**).

It was noted that CRL had provided background to the [REDACTED] ahead of the meeting but that some information was outstanding and should be provided before they are progressed for Sponsors approval (**Action 107b/07**).

Action Tracker

No.	Action	Lead	Target and Update
107b/01	CRL to provide list of tier 2 & 3 contractors to Sponsors	Mark Wild	Complete
107b/02	Project Representative to provide analysis on CRL non conformance reports	Project Representative	26 July 2019
107b/03	TfL operational readiness slides to be presented at Sponsor Board	Howard Smith	Sponsor Board 109, August 2019
107b/04	CRL to respond to P-Rep Period 2 letter and executive summary	Lucy Findlay	Complete
107b/05	P-Rep to discuss key concerns from their Period 2 report with CRL and identify way forward for responding.	Lucy Findlay / Project Representative	26 July 2019
107b/06	CRL to present on their cost and schedule Targeted Assurance Review	Chris Sexton	Sponsor Board 108, July 2019
107b/07	CRL to provide milestone information on [REDACTED]	Peter Henderson	26 July 2019