

## CROSSRAIL SPONSOR BOARD MINUTES NO.106B

### MINUTES OF MEETING HELD ON

Friday 7th June 2019: 13.30-15.30

Venue: CRL, 5 Endeavour Square, Floor 10, Boardroom 1

#### Sponsor Board Members:

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

(\*Voting Members)

(\*\* Alternate Voting Member)

#### **In attendance**

Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	Joint Sponsor Team (JST), Secretariat
[REDACTED]	JST
[REDACTED]	JST
Alex Luke	DfT, Project Director
[REDACTED]	DfT
[REDACTED]	Project Representative
[REDACTED]	HM Treasury
Kenny Laird	Technical advisor to Sponsors
Mark Wild	Crossrail Limited (CRL), Chief Executive
Chris Sexton	CRL, Deputy Chief Executive
Peter Henderson	CRL, Programme Director
Howard Smith	CRL, Chief Operating Officer
Nisrine Chartouny	CRL, Head of Commercial
[REDACTED]	Network Rail (item 5)
Mark Langman	Network Rail (item 5 – dial in)

#### **Apologies**

Simon Kilonback*	TfL, Chief Financial Officer
[REDACTED]	Network Rail (item 5)
David Hendry	CRL, Chief Finance Officer
Lucy Findlay	CRL, Chief of Staff

### **1. CRL Progress Update**

CRL presented to Sponsors on the programme's progress using the Visual Management room.

*Headlines* – Progress is being made on turning the EOP into the Delivery Control Schedule. This work is expected to complete at the end of July 2019. Project progress this period has been good. Multi-train close headway testing is expected to start on Monday 10 June 2019.

*Health and safety* – CRL launched their ‘Stepping up’ campaign this week and noted positive engagement from across the workforce. The campaign forms part of the Target Zero strategy to reinforce safety to all staff and to relaunch the “Golden Rules”. CRL’s significant work to address the rate of High Potential Near Misses was also noted.

*Quality* – CRL are targeting contractor’s performance in addressing non-conformances. Leading and lagging indicators are being used to track performance.

*DCS* – Developing the DCS continues to be a priority and CRL highlighted particular challenges with [REDACTED] Ruth Hannant asked whether the Joint Venture [REDACTED] was stepping up its performance [REDACTED]

*Cost* – CRL confirmed that the new DCS and AFCDC will be presented to their Board in July. For the 28 June 2019 Sponsor Board, CRL will aim to present emerging views.

## **2. Minutes and Actions of Meeting 105b**

The minutes of the last meeting, held on Friday 3 May 2019, were discussed and comments received. The JST agreed to incorporate these for a revised version to be agreed at 28 June 2019 meeting.

Andrew Wallace summarised progress on actions from Meeting 105b:

- 105b/01 Complete: HMT, CRL and TfL met on 4 June 2019 where a briefing was given to HMT on the content and development of the Earliest Opening Programme, approved by the CRL Board on 25 April 2019
- 105b/02 Complete: Stage 5a [REDACTED] planning update is to be provided under agenda item 5 for 7 June 2019 Sponsor Board.
- 105b/03 Open: Train reliability update has been scheduled to be provided at 28 June 2019 Sponsor Board.

## **3. CRL's Commercial (close-out) Strategy**

The CRL commercial strategy has been presented to the CRL Board. CRL described that a detailed review of the strategy [REDACTED] was scheduled for 20 June 2019 and would be presented to CRL Board and Sponsors.

For other stations, the [REDACTED] However, while the definition of [REDACTED] [REDACTED] once it has been accepted by the CRL Board and CRL Investment Committee. CRL advised that they would be able to provide a copy of the Commercial Strategy to Sponsors once available (**Action 106b/01**).

An update on the [REDACTED] was provided under Any Other Business.

## **4. CRL Ops Model - role of the Operations Directorate**

David Hughes briefed CRL that a useful discussion had taken place in Part A and a series of questions would be put forward to CRL to respond ahead of the next Sponsor Board (**Action 106b/02**).

## **5. Preparation for Stage 2:2, 5a, 4 and 5**

### *Stage 5a*

Train paths are due to be agreed for the December 2019 timetable on 14 June 2019 with no issues expected. DOO CCTV works are now progressing with the addition of a third set of testing equipment. Network Rail have pulled back the delivery date of Twyford by nine days [REDACTED] and are looking at opportunities for further improvements including the use of a fourth set of test equipment if this can be obtained.

The MTR Safety Validation Panel of 14 May 2019 did not approve the entry of Full Length Units into passenger service due to issues surrounding ETCS resets, the number of driver workarounds and reaching the fault free running threshold.

The use of Reduced Length Units for Stage 5a could be employed as a mitigation but would not provide the benefits of building train reliability ahead of central section opening. Howard Smith confirmed that the Network Rail Programme Management Office were being kept informed of progress with readiness.

### *Stage 2b*

Good progress is being made with weekly testing down to Heathrow and no new software issues being identified over the past two weekends. Driver training is expected to commence at the earliest 16 September 2019 and at the latest 14 October 2019 and will take a minimum of eight weeks. Network Rail have agreed work for the Terminal 4 GSM-R fix and this is expected to be complete in September 2019. New ETCS keys are expected to be completed by 14 June 2019.

The central date for Stage 2.2 delivery is [REDACTED] with the latest date being [REDACTED] [REDACTED] Contingency would be to retain Class 360 trains for as long as needed.

### *Stages 4 and 5*

Timescales for Stages 4 and 5 will be determined once Stage 3 DCS has been finalised. CRL will provide further updates at the August or September 2019 Sponsor Board (**Action 106b/03**).

## **6. Project Representative period report letter and executive summary**

Items raised by P-Rep in their period report letter and executive summary were covered by previous agenda items.

P-Rep noted that their concern with regards to the CRL forecast cost and that the development of the DCS would hopefully provide greater clarity on CRL's position with Tier 1 contractors.

P-Rep also noted the introduction of the 't-minus' review process which they felt was giving better visibility of longer-term issues which had previously not been giving sufficient attention.

## **7. AOB**

[REDACTED]

[REDACTED]

[REDACTED]

**(Action 106b/04).**

*KPMG report actions*

CRL has now established its Advisory Panel of 14 senior programme experts, chaired by Simon Kirby. Stuart Westgate has been appointed Head of Programme Assurance and will start on 10 June 2019. A second Audit and Assurance Committee meeting is scheduled for 12 June 2019.

**Summary of actions:**

<b>No.</b>	<b>Action</b>	<b>Lead</b>	<b>Target and update</b>
106b/01	CRL to provide their finalised Commercial Strategy to Sponsors	Nisrine Chartouny/David Hendry	26 July 2019
106b/02	CRL to respond to Sponsor questions on responsibility and accountability of Operations Directorate	Howard Smith	28 June 2019 Sponsor Board
106b/03	CRL to provide an update on Stages 4 and 5 progress	Howard Smith	August or September Sponsor Board
106b/04	[REDACTED]	Simon Adams	28 June 2019 Sponsor Board