

CROSSRAIL SPONSOR BOARD MINUTES No. 109B

Friday 23rd August 2019: 14.00-16.00


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

Sponsor Board Members

Simon Kilonback*	Chair, TfL, Chief Financial Officer
Ruth Hannant*	DfT, Director General for Rail
Matthew Lodge*	DfT, Director for Rail Infrastructure – South
Alison Munro	Independent Member

(* Voting Members)

In attendance

Kenny Laird	Technical Advisor to Sponsors
Andrew Wallace	JST
	JST, Secretariat
Alex Luke	DfT, Project Director – Crossrail
Emma Lucas	TfL, Chief of Staff to CFO
Solene Delion	TfL, Corporate Finance
Mark Wild	Crossrail Limited (CRL), Chief Executive Officer
Chris Sexton	CRL, Deputy Chief Executive
David Hendry	CRL, Chief Finance Officer
Howard Smith	CRL, Chief Operations Officer
Nick Gray	Network Rail (item 4)

Apologies

David Hughes*	TfL, Investment Delivery Planning Director
Simon Adams	Head of Joint Sponsor Team (JST)
Tanya Coff	TfL, Finance Director for London Underground
	Project Representative
	Project Representative
	HM Treasury
Lucy Findlay	CRL, Chief of Staff

1. Crossrail progress update

CRL presented programme progress to sponsors beginning with the Visual Management room.

CRL explained that while overall safety performance is good, there continues to be a focus on reducing the occurrence of high potential near misses. Additionally, there was an incident where three workers suffered minor injuries when a bench they were sitting on collapsed; lessons have been shared.

DCS assurance activities will continue through September and report in October. Work to deliver stage 5A is progressing well. A decision will need to be made 4-weeks in advance of the timetable change on whether to commence services with 9 or 7-car trains, which will be

determined by the availability and maturity of software. Should the service start with 7-cars, the introduction of 9-cars would be followed shortly after.

When asked whether a 7-car service would offer a reduced service for passengers, CRL explained that they expected significant benefits even with the shorter trains. CRL will share details of the impact (positive and negative) on passengers of introducing 7 and 9-car trains from Paddington to Reading in December 2019. **(Action 109b/01)**

CRL reported that DOO is on track for 5A, with a mid-November delivery date. Sponsors asked CRL if there were contingency plans if DOO is not available at all platforms; CRL explained that there are plans to manage this scenario.

Sponsors asked CRL what steps they are taking to build confidence in their DCS. CRL explained that they are developing leading indicators that will be used to illustrate the relative trajectory of delivery, along with 12-tests to determine delivery of the schedule. CRL will share both at the next sponsor board. **(Action 109b/02)**

2. Minutes and actions of meeting 108b

All outstanding actions remain open.

3. DCS and accompanying cost forecast

Sponsors asked about mitigation plans to ensure the DCS remained on track. CRL explained that they have six 'tightening areas', which are the focus for mitigations, with a [REDACTED] risk provision and visible interventions for each area. Furthermore, CRL reported that the P50 forecast indicates the opening window will be met, although challenges are considerable and risks remain.

[REDACTED]

CRL were asked how they reached the DCS cost forecast, which was reported at their previous Board Meeting. CRL explained they took a bottom up approach, identified risks and developed a good understanding of the challenges to delivery to develop an unmitigated cost forecast. CRL agreed to present at the next sponsor board on 'phased risks' as part of their mitigation process. **(Action 109b/03)**

CRL explained their plan to reduce internal costs, and a new approach to work with PMs to challenge and hold costs down.

4. Preparation for Stage 2:2, 5A, 4 and 5

Nick Gray, Network Rail, joined the meeting to provide an update on staged opening progress

NR circulated and introduced a paper on their preparations for staged openings. NR explained that, for stage 5A, Maidenhead possessions in September remain essential to complete works. Possessions are all planned and agreed, with no assistance from sponsors required. NR have a high level of confidence in delivery of their elements for 5A. NR turned to more general station enhancements for stage 5 opening, such as accessibility and facilities, which are on target to be delivered in 2020.

Regarding stage 2B, to Heathrow, CRL explained that progress is good with train / NR integration testing, although a software upgrade is due to support passenger running. CRL expect to introduce 345 trains to Heathrow in February / March 2020, although the DCS milestone is May 2020. CRL explained that for stages 4 and 5b, building reliability is key along with any remaining works from the completion of stage 3.

Alex Luke asked about Anglia power supply. NR explained their work indicates current provision is sufficient for CRL service, but there is no resilience for outages.

Sponsors asked CRL about the Romford Control Centre, who explained that this remains a concern because of the number of software issues and the ability to access the control centre as it's also being used for testing.

[REDACTED]
(Action 109b/04) CRL agreed to formally respond to P-Rep recommendations.
(Action 109b/05)

5. AOB

No items were raised under Any Other Business

Action Tracker

No.	Action	Lead	Target and Update
Action 109b/01	CRL will share details of the impact (positive and negative) on passengers of introducing 7 and 9 car trains from Paddington to Reading in December 2019	Howard Smith	Sponsor Board 110, September 2019
Action 109b/02	CRL will share the leading indicators that will be used to illustrate the relative trajectory of delivery, along with the 12-tests to determine delivery of the DCS	Mark Wild	Sponsor Board 110, September 2019
Action 109b/03	CRL to present on 'phased risks' as part of mitigation process	Mark Wild	Sponsor Board 110, September 2019
Action 109b/04	[REDACTED]	JST	Sponsor Board 110, September 2019