



BD MIN 190718

## CROSSRAIL BOARD

Minutes of the Meeting of the Board of Directors of Crossrail Limited  
Held on Thursday 18 July 2019 at 10:00  
10Boardroom01, 5 Endeavour Square, Stratford, London E20 1JN

Members:	In Attendance:	Apologies:
Tony Meggs <i>CRL Chair</i>	Funmi Amusu <i>Assistant Company Secretary</i>	Nelson Ogunshakin <i>Non-executive Director</i>
Sarah Atkins <i>Non-executive Director</i>	Susan Beadles <i>Head of Legal Services &amp; Company Secretary</i>	
Phil Gaffney <i>Non-executive Director</i>	Mark Cooper (part of the meeting) <i>Programme Director</i>	
David Hendry <i>Chief Finance Officer</i>	Lucy Findlay <i>Chief of Staff</i>	
Steve Livingstone <i>Non-executive Director</i>	[REDACTED] <i>Project Representative (PRep)</i>	
Anne McMeel <i>Non-executive Director</i>	Simon Kirby (part of the meeting) <i>Crossrail Advisory Panel</i>	
Andy Pitt <i>Non-executive Director</i>	Howard Smith (part of the meeting) <i>Chief Operating Officer</i>	
Nick Raynsford <i>Deputy CRL Chair</i>	Colin Brown (Items 4&5 only) <i>Technical Director</i>	
Chris Sexton <i>Deputy CEO</i>	Harriet Glen (Items 4&5 only) <i>Head of Programme Business Management</i>	
Mark Wild <i>CEO</i>	Stuart Westgate (Items 4,5&15 only) <i>Head of Project and Programme Assurance</i>	
	David Canham (Item 5 only) <i>Head of Engineering, Crossrail - RfL</i>	
	Kevin Dunning (Item 5 only) <i>Head of Handover</i>	
	Rob Halstead (Item 5 only) <i>Head of Risk</i>	
	Mark Langman (Item 7 only) <i>NR Route Managing Director, Western Route</i>	
	Neil Thompson (Item 7 only) <i>NR Regional Director for Infrastructure Projects</i>	
	Carole Bardell-Wise (Item 8 only) <i>Health and Safety Director</i>	
	Nisrine Chartouny (via conference call – Items 11&12 only) <i>Head of Commercial</i>	
	Ruth Hannant (Item 22 only) <i>DfT</i>	
	David Hughes (Item 22 only) <i>TfL</i>	
	Alex Luke (Item 22 only) <i>DfT</i>	

The meeting was quorate.

	<p>The Chair welcomed Board members and attendees.</p> <p>It was <b>NOTED</b> that this was Steve Livingstone's first meeting as a CRL Board member.</p> <p>It was also <b>NOTED</b> that Mark Cooper had now taken on the role of Programme Director and that Peter Henderson would now focus on getting the project from Stage 3 to 4 and 4 to 5.</p> <p><b>Directors' Interests</b></p> <p>Members were reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.</p> <p>There were no interests declared in relation to the business of the meeting.</p> <p>However, the meeting <b>NOTED</b> that Steve Livingstone's company, EPE Ltd, had contracts with Sellafield Ltd and Turner &amp; Townsend, providing industry sector advice to them both with regard to major programmes and project delivery. The Board <b>NOTED</b> that this was not a conflict of interest.</p>
<p><b>BD MIN 190620</b></p>	<p><b>Minutes of the Meetings of the Board held on 20 June 2019</b></p> <p>The Board <b>APPROVED</b> the minutes of the meeting held on 20 June 2019 for signature, subject to minor amendments being incorporated as discussed at the meeting.</p>
<p><b>BD AC 190718</b></p>	<p><b>Actions</b></p> <p><b>20.007 – Discussions with contractors on working hours and fatigue</b> – it was <b>NOTED</b> that when discussing fatigue with the contractors, the recent investigation by the Rail Accident Investigation Branch (RAIB) into the accident near Purley should be considered, as the investigation identified that the fatally injured person was probably fatigued.</p> <p><b>20.008 – H&amp;S training for Board members</b> – it was <b>NOTED</b> that the first training session for Board members on how to engage in safety conversations had taken place on 17 July 2019 and that it had been a useful exercise. The second session for other Board members was scheduled to take place on 16 August 2019.</p> <p><b>20.028 – Readiness of the Romford control centre</b> – the meeting <b>NOTED</b> that a number of actions had been agreed following the deep dive held with the project team and members of the Executive on 24 June 2019, the main action being the appointment of a new Project Director (Andrew Clark) scheduled to start on 22 July 2019. The Board <b>REQUESTED</b> that a statement on the readiness of the Romford control centre should be provided at the next Board meeting on 15 August 2019.</p> <p><b>Action:</b> Mark Cooper</p> <p>The Board <b>NOTED</b> that the other 'due' actions were either complete or covered by the agenda for the day's meeting.</p>
<p><b>Verbal</b></p>	<p><b>Board Vis Update on Key Milestones</b></p> <p>The Board <b>NOTED</b> the vis update on the key milestones.</p>

31/20

**CRLB 31/20 – Delivery Control Schedule Update**

The Board received a paper providing an update on the development of the Earliest Opening Programme (EOP) into the Delivery Control Schedule (DCS) version 1.0.

The Board **NOTED** the following:

- [REDACTED]
- The importance of version control of the DCS. The Board **AGREED** that any changes to the dates by which the 120 cardinal milestones are to be achieved would require the approval of the Board;
- The level of maturity of the risk management framework, the use of the QSRA process and how this fed into the DCS and the work being done to ensure that this tool was not only being used by project controls but also by project managers;
- There remained uncertainties with regard to the schedule and cost, with more work being done to balance the programme risks, obtain revised schedules and costs from the various sites and achieve alignment on these with the Tier 1 contractors. Key areas of uncertainty would be addressed through July 2019 and the re-baselined AFCDC submitted to the Board on 15 August 2019;
- There continued to be a high level of transparency with the Sponsors. The written ministerial statement in the following week would mention the uncertainty around schedule and costs;
- [REDACTED]
- It was important to engage with the supply chain on ways to mitigate the risks to the schedule. The Board **REQUESTED** that in addition to challenging contractors on risks, evidence should be provided on how these risks are being mitigated;

**Action:** David Hendry

- Indirect costs were high and work was ongoing to reduce this;
- The Tier 1 contractors 'buy-in' overview was **NOTED** [REDACTED]. The Board **REQUESTED** that [REDACTED] a RAG status of how Tier 1 contractors were achieving the dates in the plan should be provided;

**Action:** David Hendry

- Updates on the 5 critical risks were **NOTED** including the changes made at Bond Street station to improve the level of confidence around getting the station to Staged Completion 1 (SC1); Siemens and Bombardier Transportation's (BT's) integration including reliability

	<p>growth progress; handover remained a key risk to the schedule and a live issue, with more work being done to quantify and mitigate its impact and ensure a joined up approach by the delivery, operations, technical and engineering teams; efforts were progressing to obtain the key Tier 2 and 3 scarce resources required and there was engagement with the TfL supply chain team, with the intention of also engaging with Network Rail (NR) on this; Testing and Commissioning strategies and integration test plans were progressing and a Testing and Commissioning Director (Neal Lawson) had been appointed;</p> <ul style="list-style-type: none"> <li>• 4 initial scenarios of delays to the DCS with schedule and cost impacts were <b>NOTED</b> (all pre-mitigation) and the Board <b>REQUESTED</b> the mitigation plans for these scenarios;</li> </ul> <p><b>Action:</b> Mark Cooper</p> <p>The Board also <b>NOTED</b> the highlights from the key supplier engagement event that had taken place on 11 July 2019 including the decision to form commitments with the supply chain and change mindsets and the need to improve communications and engagement between CRL and the supply chain. The Board <b>NOTED</b> that the event was positive and well received by the suppliers.</p>
32/20	<p><b>CRLB 32/20 – Technical Assurance Update</b></p> <p>This item was deferred to the next Board meeting on 15 August 2019, to allow more time for the DCS Update item.</p>
33/20	<p><b>CRLB 33/20 – Network Rail Update</b></p> <p>The Board <b>NOTED</b> the NR presentation including the updates on TfL Rail performance; Wales and Western December 2019 timetable readiness; Stage 5a infrastructure works; West and East enhanced stations; Anglia systems; Elizabeth Line Stage 2 Phase 2; and Infrastructure works cost pressures.</p>
BD CBR 190718	<p><b>Crossrail Board Report Period 3 including Safety Update</b></p> <p>The Board <b>NOTED</b> the Board Report for Period 3.</p> <p>The Board discussed and <b>NOTED</b> the following:</p> <ul style="list-style-type: none"> <li>• Following the serious operational safety near miss incident with forward facing points earlier in the year, an improvement plan was being developed [REDACTED]. The investigation into the incident had been robust and all recommendations and actions were being implemented. An audit was also planned into [REDACTED] safety management. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]</li> <li>• There had been an incident on 17 July 2019 at Tottenham Court Road where unplanned and unapproved works resulted in a shorting of the electrical system. [REDACTED] were stood down from their works and an investigation into the incident was ongoing;</li> <li>• The Board welcomed the offer from Steve Livingstone to spend time with the CRL Executive in the coming weeks, to review the critical milestones and get a better understanding for Board members in time for the Board meeting in August 2019;</li> </ul>



	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
37/20	<p>CRLB 37/20 – [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"><li>• [REDACTED]</li><li>• [REDACTED]</li></ul>
38/20	<p><b>CRLB 38/20 – [REDACTED] – Investment Authority</b></p> <p>The Board received a paper seeking the allocation of increased Investment Authority (IA) for the [REDACTED] contract.</p> <p>The Board <b>NOTED</b> that this paper had previously been considered and approved by the Investment Committee on 3 July 2019 for submission to the Board and <b>GRANTED</b> the interim IA increase of [REDACTED] contract.</p>



	<p><b>Action:</b> Susan Beadles/ Funmi Amusu</p>						
<p>42/20</p>	<p><b>CRLB 42/20 – Project Representative Reports for Periods 2 and 3</b></p> <p>The Board <b>NOTED</b> the PRep report for Period 2 including the following:</p> <ul style="list-style-type: none"> <li>the Sponsors had requested that CRL respond in writing to the PRep reports rather than verbally at Sponsor Board meetings. The PRep reports would now be published along with CRL’s response on the TfL website, with redactions applied to commercially sensitive details. The reports and CRL’s response would also be provided in full to the private part of TfL’s Programmes and Investment Committee meetings; and</li> <li>the CRL CEO’s response to the items specifically raised by the PRep in their cover letter which accompanied their periodic report for Period 2.</li> </ul> <p>The Board also <b>NOTED</b> the highlights of the PRep report for Period 3.</p>						
	<p><b>Forward Planner</b></p> <p>The Board <b>NOTED</b> the forward planner and considered that going forward, it would be useful for the planner to highlight key/ strategic items including those that require a decision from the Board.</p>						
	<p><b>Minutes of Board Committees for Reference</b></p> <p>The Board received the following minutes for reference:</p> <table border="1" data-bbox="363 1003 1118 1133"> <tr> <td data-bbox="363 1003 850 1048"><b>Executive Group</b></td> <td data-bbox="850 1003 1118 1048"><b>EG MIN 190611</b></td> </tr> <tr> <td data-bbox="363 1048 850 1093"></td> <td data-bbox="850 1048 1118 1093"><b>EG MIN 190625</b></td> </tr> <tr> <td data-bbox="363 1093 850 1133"><b>Investment Committee</b></td> <td data-bbox="850 1093 1118 1133"><b>IC MIN 190517</b></td> </tr> </table> <p><b>Verbal Update on Recent Board Committee meeting</b></p> <p>The Board <b>NOTED</b> the verbal update by Nick Raynsford on the matters discussed at the Investment Committee meeting on 3 July 2019.</p>	<b>Executive Group</b>	<b>EG MIN 190611</b>		<b>EG MIN 190625</b>	<b>Investment Committee</b>	<b>IC MIN 190517</b>
<b>Executive Group</b>	<b>EG MIN 190611</b>						
	<b>EG MIN 190625</b>						
<b>Investment Committee</b>	<b>IC MIN 190517</b>						
<p><b>AOB</b></p>	<p>The Board <b>NOTED</b> the following:</p> <ul style="list-style-type: none"> <li><i>Crossrail Advisory Panel Update</i></li> </ul> <p>The areas of focus for the Panel members included the following: software configuration; supplier management; readiness to run an operational railway; implications of stage openings; Bond Street; CRL operating model; and EOP. The Board considered that it would also be helpful for the Panel to focus on NR interfaces and in the near future, on Stages 3 to 4 and 4 to 5. The Board <b>REQUESTED</b> that the presentation on the Crossrail Advisory Panel’s areas of focus should be circulated to Board members.</p> <p><b>Action:</b> Secretariat</p> <ul style="list-style-type: none"> <li> <div style="background-color: black; width: 100%; height: 10px; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 10px; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 10px; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 10px; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 10px; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 10px; margin-bottom: 2px;"></div> </li> </ul>						



	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>There was no other business.</p>
<b>Verbal</b>	<p><b>De-brief Discussion with the Sponsors</b></p> <p>The Board provided the Sponsors with an overview of the matters that had been considered during the meeting, highlighting the following: the DCS had been the main focus of the meeting including more detailed work and understanding of the risks, with more work to be done on mitigating these risks; continued transparency with Sponsors on uncertainties around the programme and funding whilst still affording the Executive the ability to have conversations with the Board on this; assurance of the DCS; work towards locking down the DCS to effectively track progress against it; [REDACTED]; improvement of the overall safety performance on the project in the last quarter; Board members training on having safety conversations on sites and their commitment to visit their allocated sites regularly; plans to improve on the reporting in the Board report; further work to be done on refining the Corporate Objectives for 2019/20; PRep's reports and CRL's response to matters highlighted in the reports; positive evidence of BT and Siemens working collaboratively; feedback on the supplier's event in the past week; more clarity required on the risks being mitigated by implementing the [REDACTED] and how the funds allocated to this were being used.</p> <p>The Sponsors expressed their contentment with the level of transparency being exhibited by CRL and noted the need to continue to manage this in a manner that did not hamper progress. The Sponsors asked for more granularity around the Tier 2/ 3 resources needed for the project as soon as possible.</p>

**Signed by:**  
**Tony Meggs**  
**Chair**

[REDACTED]