

Crossrail Sponsor Board Meeting No. 116B

Friday 6th March 2020, 1500-1600

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

Sponsor Board Members

Simon Kilonback*	Chair, TfL, Chief Finance Officer
Matthew Lodge*	DfT, Director for Rail Infrastructure – South
Alex Luke**	DfT, Project Director
Nicola Cox**	TfL, Head of Corporate Finance
Alison Munro	Independent Member

In attendance

Kenny Laird	Technical Advisor to Sponsors
Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	JST
[REDACTED]	JST, Secretariat
[REDACTED]	Project Representative
[REDACTED]	Project Representative
Mark Wild	Crossrail Limited (CRL), Chief Executive
Rachel McLean	CRL, Chief Finance Officer
Jim Crawford	CRL, Chief Programme Officer
Howard Smith	CRL, Chief Operations Officer
Liam Hewitt	CRL, Chief of Staff (Cover) / Head of Reporting

Apologies

Shashi Verma	TfL, Director of Strategy and Chief Technology Officer
Ruth Hannant	DfT, Director General of Rail
Hannah Quince	CRL, Chief of Staff
[REDACTED]	HM Treasury

(*Voting Members)

(**Alternate Voting Members)

1. Safety

CRL stated that the safety performance during Period 10 was good, with no High Potential Near Misses, Lost Time Cases or RIDDORs.

Sponsors raised the recent communications relating to the suspected Corona virus case of a Chevron employee co-located at Westferry Circus, Canary Wharf and CRL confirmed that although the case was subsequently found to be [REDACTED] all precautionary measures had been taken for Crossrail employees.

Sponsors enquired about business continuity planning arrangements and CRL confirmed that messages had been cascaded to staff and across the supply chain to follow recommended guidance.

2. Minutes and Actions of Meeting 115 Part B

The minutes and actions for meeting number 115B were discussed and agreed without alterations.

A progress update was provided on the open actions arising from previous Sponsor Board meetings, as summarised in the Part B action tracker.

3. Schedule and Cost Update

Schedule update

Sponsors challenged CRL on overall schedule progress and its ability to meet internal and publicly announced milestones. CRL responded that there was an “amber” risk to the schedule with potential impacts to trial running of [REDACTED]. CRL assured Sponsors that publicly announced milestones could still be hit, although there is increased risk.

CRL outlined the progress in the period, highlighting that 23 Integrated Delivery Teams (IDTs) commenced work in the period to devolve decision making to the point of execution and empower the teams and improve productivity. CRL also highlighted that Mile End Shaft (MES) handover was achieved on 24 February 2020.

Sponsors challenged CRL on when there would be clear definition of the scope of work up to Trial Running and CRL outlined their plans to achieve clarity of scope and schedule over the next period. CRL stated that the IDTs would agree the scope of the Elemental Outstanding Works Lists (EOWLs), the assurance documentation requirements (ECHR and O&M manuals), routeway handover dates and the Operation and Maintenance configuration for Trial Running over the next 4 weeks. Joint Sponsor Team to follow up CRL progress with implementation of the activities in the 4 week plan (Action 116b/01).

Sponsors asked CRL if they were satisfied the communication and engagement with the IDTs of the required behaviours, scope of responsibilities and the delegated authority they possess was clear. CRL stated the full supply chain had been actively engaged to ensure the intervention delivers the desired outcomes. Sponsors agreed that CRL would provide an update to Sponsors on findings and conclusions from the review of the communications/ engagement with IDTs (**Action 116b/02**).

Sponsors enquired when a stable schedule of the activities up to Trial Running would be available and CRL stated that the outputs from the work by the IDTs will inform an update to the Delivery Control Schedule (v1.1) at the end of March, which will in turn allow [REDACTED] Trial Running to be forecast with greater precision. It was agreed that CRL would update Sponsors on the progress with the 4 week plan and DCS v1.1 at the next Sponsor Board (**Action 116b/03**).

Sponsors enquired about the current activities on the critical path and CRL confirmed that the critical path runs through the assurance and safety approvals processes for the routeway, followed by shafts and portals, then stations. CRL stated that they have strengthened their senior team with the appointment of both a Transition and Assurance Director and an Integration Director to act as guiding minds in those key areas.

Sponsors stated they are available, if required to support CRL in seeking means to help streamline the assurance process and to meet with RAB(C) and the Office of Rail and Road to find practical solutions and focus on the safety-critical items.

Sponsors challenged CRL on progress with the mitigations to manage potential risks to the schedule and CRL provided an overview of the interventions and mitigations, the key actions being undertaken and the status with implementation. Sponsors asked for an update on the D25 noise issues and the mitigations to address them and CRL agreed to provide an update before the next Sponsor Board (**Action 116b/04**).

Sponsors asked CRL their readiness to commence trial running and CRL stated that they have established a Trial Running “mobilisation hub”, for blockade and count down planning

activities and agreed to schedule a Sponsor session to view the TR mobilisation hub (**Action 116b/05**).

Cost update

CRL stated that the AFCDC remained at £15,324m in the period, with some underlying cost and risk movements. Sponsors asked CRL for a view of the adequacy of the risk allowance to cover any potential schedule prolongation and CRL stated that the AFCDC includes a risk provision for prolongation of trial running [REDACTED].

Sponsors asked for an update on Bond Street and CRL stated that the cost run rate at Bond Street is higher than planned and they have continued engagement with the Tier 1 contractor and have proposed interventions to achieve a target reduction in FTE. Sponsors asked for an indication of when the interventions might impact on the run rates and CRL stated that there would be options to consider and decisions to be made on the way forward. Sponsors agreed that CRL would update Sponsors on the cost implications of proposed interventions at Bond Street when available (**Action 116b/06**).

CRL provided a status update on funding, highlighting the need for an increase in their investment authority. Sponsors recognised the need to agree the increase in CRL's investment authority shortly and CRL were content to progress the actions previously agreed with Sponsors to secure approvals. It was agreed that TfL Finance would discuss the solution to the investment authority request with CRL (**Action 116b/07**).

4. Staged Opening and Operational Readiness update

Stage 2b

CRL updated Sponsors on progress with Stage 2b, confirming successful submission of documentation to the ORR and the consequent APIS (Authorisation for Placing Into Service) is expected to be issued by the ORR in a few weeks and this will enable the operator (MTR) and Infrastructure Owner (HAL) to allow passenger services to commence on the Heathrow Spur culminating in 4tph between Heathrow and Paddington.

Sponsors enquired about the Full-Length Units (FLU) and CRL stated that the FLUs are being used for driver training on the West and there will be a ramp up in mileage as FLU's are introduced for passenger service to Hayes & Harlington, Reading and Heathrow in the coming weeks.

5. AOB

None.

Summary of actions:

No.	Action	Lead	Target and Update
116b/01	Joint Sponsor Team to follow up CRL progress with CRL implementation of the activities in the 4 week plan	JST	April 2020
116b/02	CRL to update Sponsors on findings and conclusions from	Jim Crawford	April 2020

	the review of the communications/ engagement with 23 IDTs		
116b/03	CRL to update Sponsors on the progress with the 4 week plan and DCS v1.1 at the next Sponsor Board	Jim Crawford	April 2020
116b/04	CRL to update Sponsors on Undertakings and Assurance associated with the D25 noise issues and the mitigations being applied to address	Mark Wild	April 2020
116b/05	CRL to schedule a Sponsors session to view the Trial Running (TR) “mobilisation hub”, for TR blockade and count down planning activities	Jim Crawford	April 2020
116b/06	CRL to update Sponsors on the cost implications of proposed interventions at Bond Street when available	Rachel McLean	April 2020
116b/07	TfL Finance to discuss the solution to the investment authority request with CRL	Nicola Cox/ Rachel McLean	April 2020