

# Crossrail Sponsor Board Meeting No. 117B

Thursday 2nd April 2020, 1000-1100

Venue: Teleconference

## Sponsor Board Members

Polly Payne*	Chair, DfT, Director General of Rail
Julian Ware**	TfL, Head of Corporate Finance
Alex Luke**	DfT, Crossrail Project Director
Alison Munro	Independent Member

## In attendance

Kenny Laird	Technical Advisor to Sponsors
Alexandra Batey	TfL, Director of Investment Delivery Planning
Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	JST
	JST, Secretariat
	JST
	Project Representative
	Project Representative
	HM Treasury
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
Hannah Quince	CRL, Chief of Staff
Paul Robins	Chair, Railway Assurance Board, Crossrail

## Apologies

Simon Kilonback*	TfL, Chief Finance Officer
Matthew Lodge*	DfT, Director for Rail Infrastructure – South
Nicola Cox	TfL, Head of Corporate Finance
Shashi Verma*	TfL, Director of Strategy and Chief Technology Officer

(\*Voting Members)

(\*\*Alternate Voting Members)

## 1. Safety

CRL stated that there had been five RIDDOR cases in Period 12, but assured Sponsors that there are no underlying systemic safety issues.

CRL highlighted the “safe stop” to activities to comply with by Public Health England (PHE) guidance, had led to a steep reduction in the number of employees on site, down to circa 300 employees onsite working on the safety and security of critical assets. Up to 3,000 Crossrail employees are working remotely to progress work that can be delivered safely away from working areas, such as assurance and software testing.

## 2. Minutes and Actions of Meeting 116 Part B

The minutes and actions for meeting number 116b 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

Sponsors expressed their increasing concerns regarding the period on period slippage in the schedule milestones and adverse cost trends in Period 12, including the escalating risks to programme delivery. Sponsors asked CRL for an indication of when a written response would be provided to the matters raised in the letter from the Sponsor Board Chair of 12 March 2020. CRL confirmed that a written response to the Sponsor Board Chair letter would be issued on 2 April 2020 (**Action 117b/01**).

### *Schedule update*

Sponsors asked CRL to present their view of the pre-COVID 19 schedule position. CRL stated the Period 12 unmitigated schedule shows the commencement of Trial Running (TR) [REDACTED] with the mitigated schedule [REDACTED] of TR [REDACTED]. This is [REDACTED] later than the [REDACTED]. CRL confirmed that the [REDACTED] TR [REDACTED] did not include any float or schedule risk allowance and that an allowance for schedule risk, could result in up to a [REDACTED] [REDACTED] with an “amber/red” status as their overall assessment of schedule.

CRL highlighted progress with software development, noting that they have delivered progressive updates to PD+11 and are currently on version 11.4. CRL stated the critical path to Stage 3 opening is now runs through reliability growth. CRL stated that the Engineering Safety Justifications (ESJs) for the nine Routeway chapters were overdue but are due to be submitted in early April, highlighting this will provide a good basis from which to progress delivery of the Central Operating Section (COS) Safety Justification which is on the critical path.

CRL confirmed all the stations (except Bond Street) have submitted Staged Completion 1 (SC1) documentation to RAB-C for approval. RAB-C approvals were achieved for Paddington and Canary Wharf stations on 25 March 2020 and Custom House station is due for handover on 6 April 2020.

CRL stated that Shafts and Portals remain the area of concern and the month-on-month slippage in milestones continues, due to the performance of the Tier 1 contractors, particularly Stepney Green where substantial amount of physical work is outstanding.

CRL stated that “Tiger Teams” have been engaged and are reviewing the handover process to remove blockers, transfer learnings and ensure that critical documentation is delivered as planned on the next elements due for handover (**Action 117b/02**).

### *Cost update*

CRL stated the Period 12 AFDCD of £15,398 had increased by £74m, largely made up of [REDACTED] due to the cost of [REDACTED] of TR [REDACTED] and a net increase of [REDACTED] in the costs of delivering [REDACTED]

[REDACTED]

(Action 117b/03).

Sponsors noted the Period 12 cost and schedule update from CRL reflecting the pre-COVID 19 status and reiterated their deepening concerns about the programme delivery risks and agreed to review the CRL response to the Sponsor Board Chair's letter of 12 March 2020 and respond to CRL if required (Action 117b/04).

#### *COVID-19 Impacts & Scenario Planning*

Sponsors asked for an update on steps CRL have taken to date in response to COVID-19 and further steps proposed to mitigate the cost and schedule impacts of COVID-19.

CRL confirmed the Gold Response team was mobilised on 12 March 2020 and is working effectively. CRL highlighted the primary risk with the potential to significantly impact on the programme, is associated with supply chain continuity and the need for a swift response to avoid the loss of critical resources and present a further threat to remobilisation post COVID-19. CRL noted that ATC is already demobilising staff in the absence of guidance.

DfT Sponsors reiterated their support and CRL acknowledged receipt of the DfT letter confirming that [REDACTED] is applicable to the Crossrail Project and should be implemented by CRL. CRL thanked Sponsors for their swift action which had clarified the position [REDACTED], providing stability and assurance at this critical time. TfL sponsors reiterated their position on funding. CRL stated that when they have further clarity on specific decisions they need to make to support the [REDACTED], they would engage with Sponsors. Sponsors agreed that they would consider and respond at pace to specific COVID 19 related requests from CRL (Action 117b/05).

Sponsors asked CRL for an update on scenario planning work they are undertaking in response to COVID 19. CRL confirmed the scenario planning work is underway and the anchor scenarios consider [REDACTED] to the project. DfT Sponsors underlined DfT's ability to provide insights on HM Government's thinking on likely scenarios and CRL agreed to invite Sponsors to input to the scenario scoping exercise (Action 117b/06).

Sponsors challenged CRL to also consider potential opportunities that could arise in response to COVID-19. CRL stated they had already begun to explore the potential opportunities and would engage with Sponsors as that develops (Action 117b/07). It was noted that CRL were already considering opportunities for 'niche working', where small teams could access sites complying with PHE guidance which could allow for critical work (e.g. validation of assurance documentation) to take place in a safe environment. Other opportunities to be 'ready to restart' were being explored.

#### **4. Assurance**

The Chair of the Railway Assurance Board, Crossrail (RAB-C) provided Sponsors with an update on the approach to assurance, stating challenges remain as evidenced by the

production rates achieved for assurance and safety approvals. The RAB-C Chair stated there are currently 80 outstanding submissions and a step-change in the rate of submissions and approvals would be required to achieve the [REDACTED] start of TR. It was emphasised that CRL’s target rates for production of assurance documentation had continued to increase to address previously missed targets, yet they continue not to be achieved. Sponsors enquired if there were any specific blockers in the process and the RAB-C Chair stated the challenge arises with the compilation of the CRL Engineering Safety Assurance Case (CESAC) and supporting material, which is required to demonstrate that systems and teams are ready for handover **(Action 117b/08)**.

Sponsors enquired if it would be feasible to make tangible progress on the assurance workstream during the “safe stop” and RAB-C chair confirmed remote working arrangements had already been established to enable digitally hosted RAB-C meetings to be held so CRL can maintain their focus on assurance submissions and approvals during the “safe stop”. He also stated that there has been an improvement in CRLs understanding of the RAB-C requirements and a better estimate of the durations required and the realistic durations are now built into the project schedule.

Sponsors asked if there were opportunities to improve the approach and efficiency of the assurance and safety approvals to mitigate schedule risks. The RAB-C Chair stated RAB-C would independently consider such proposals when presented to RAB-C by CRL. However, he stated CRL would need a step change in the documentation productivity and submission rates, working with the supply chain to ensure the timely delivery of the inputs to compile the CESAC submissions to RAB-C in order to meet [REDACTED] Trial Running [REDACTED]. It was also suggested CRL and the Infrastructure Managers (IMs) need to apply a more collaborative approach to assurance overcoming the current transactional relationship and CRL adopt a more risk-based approach, based on the use of professional judgements in a considered way.

CRL confirmed they were taking steps to prioritise and increase the allocation of resources to ensure continued focus on commencing TR. CRL stated they are reviewing the interfaces in the assurance process to identify potential efficiencies and build more collaboration between CRL and IMs. CRL also stated they are considering opportunities to adopt a more risk-based and professional judgement approach to assurance with an Assurance Peer Review Group and will put forward proposals to RAB-C in due course while assuring the ORR that CRL will not move away from the key assurance requirements **(Action 117b/09)**.


Sponsors asked if there were any areas of the assurance process where RAB-C would benefit from Sponsor support and the RAB-C Chair confirmed that no Sponsor support was required at this stage. Sponsors noted the points raised and agreed that given the focus on assurance during “safe stop” a further update from the RAB-C Chair be included on the forward Sponsor Board agenda **(Action 117b/010)**.

## 5. AOB

[REDACTED]

### Summary of actions:

No.	Action	Lead	Target and Update
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117b/01	CRL to respond to the Sponsor Board Chair letter (12 March 2020) by 2 April 2020	Mark Wild	2 April 2020
117b/02	Provide an update on findings from Tiger Team review at upcoming Shafts and Portals to be handed over	Howard Smith	May 2020
117b/03		Rachel McLean	April 2020
117b/04	Sponsors to review the CRL response to the Sponsor Board Chair's letter of 12 March 2020 and respond to CRL if required	Sponsors	April 2020
117b/05	CRL will engage with Sponsors when issues emerge in managing the COVID-19 response that they require support with	CRL	April 2020
117b/06	CRL agreed to invite Sponsors to input to the scenario scoping exercise	Mark Wild	April 2020
117b/07	CRL exploring potential opportunities during "safe stop" and would engage with Sponsors as that develops	Mark Wild	April 2020
117b/08	Update to be provided on CESAC progress	Paul Robins / CRL	June 2020
117b/09	CRL to put forward proposals to RAB-C to improve the assurance process in due course	Howard Smith	May 2020
117b/10	A further update from the RAB-C Chair to be included on the forward Sponsor Board agenda	JST	June 2020