

CROSSRAIL SPONSOR BOARD MINUTES NO.105B

MINUTES OF MEETING HELD ON

Friday 3rd May 2019: 14.00-16.00

Venue: CRL, 5 Endeavour Square, Floor 6 Visualisation Room (Item 1)
and Boardroom 1 (Item 2-6)





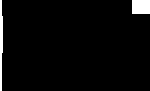
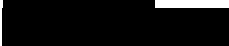
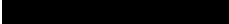
Sponsor Board Members

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

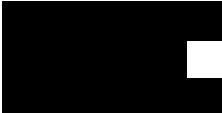
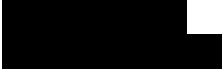
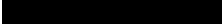
(* Voting Members)

(** Alternate Voting Member)

In attendance

Simon Adams	Head of Joint Sponsor Team (JST)
Andrew Wallace	Joint Sponsor Team (JST), Secretariat
	DfT
	JST
	HM Treasury
Kenny Laird	Project Representative
Chris Sexton	Technical Advisor to Sponsors
David Hendry	Crossrail Limited (CRL), Deputy Chief Executive
Peter Henderson	CRL, Chief Finance Officer
Howard Smith	CRL, Programme Director
Nisrine Chartouny	CRL, Chief Operations Officer
Lucy Findlay	CRL, Head of Commercial
	CRL, Chief of Staff
	Network Rail (Item 6)
	Network Rail (item 6)
	MTRC (for Item 6)

Apologies

Simon Kilonback*	TfL, Chief Financial Officer
Alison Munro	Independent Member
Graham Stockbridge	DfT, Crossrail Project Director
	DfT, Crossrail Deputy Project Director
	Project Representative
	Project Representative

1. Minutes and actions of meeting 104b

The minutes of the last meeting, held on Friday 5 April 2019, were discussed and agreed with minor changes.

Andrew Wallace summarised the actions:

- 104b/01:** Closed: Howard Smith noted stabling contingency planning was covered in the letter sent to the DfT
- 104b/02** Closed: NR to provide an update on their latest plans for Stage 5a delivery under Item 6.
- 104b/03** Closed: NR and CRL to provide an update on their [REDACTED] plans for Stage 5A under Item 6.
- 104b/04** Closed: CRL Common Incentive Framework presented to Sponsors under item 4
- 104b/05** Closed: CRL Project Delivery Partner revised commercial terms proposal presented to Sponsors under item 4.

2. CRL progress update

CRL presented to Sponsors on the programme's progress using the Visual Management room, focusing on three areas including safety, issue escalation (reviewed every Tuesday) and development of their resource plan.

Health and safety

CRL were planning an away day with contractors in the week commencing 6 May to focus on safety and, in particular, High Potential Near Misses with outcomes reported back to SHEL.T.

Progress

CRL updated Sponsors on translating the Earliest Opening Programme (EOP) into the Delivery Control Schedule (DCS). This consists of a 23-point action plan. The Visual Management Process is important in understanding the root causes of poor productivity and is helping drive recovery plans.

Resourcing

CRL are developing a heat map of resource gaps to help inform the DCS workforce planning

3. Earliest Opening Programme (EOP)

CRL highlighted that they were currently undergoing a process to translate the top-down plan into a logic-linked, bottom up schedule of integrated tasks. Once the DCS for Stage 3 has been finalised, greater clarity over dates for Stages 4 and 5 opening would be given.

[REDACTED] raised that HMT had not had been taken through the detail and agreed that a Sponsor, CRL and HMT session would be arranged to provide a briefing (**Action 105b/01**).

David Hughes and Ruth Hannant sought clarity as to how progress and productivity would be measured and tracked against the new schedule and how 'warning signs' would be identified. Chris Sexton explained how the new Visual Management Process would be used to track progress in real time and that CRL would know within a short space of time when issues were arising and action needed to be taken.

Kenny Laird asked how Siemens and BT were progressing with the train and systems interface and raised the importance of securing the relevant safety approvals. Howard Smith explained that work was underway to develop a joint strategy for reliability growth. Sponsors agreed to add train reliability growth to a future Sponsor Board agenda (**Action 105b/02**).

With regards to station delivery, CRL noted that there had been a change in Project Manager at Bond Street and were already seeing improvements in performance. [REDACTED]

[REDACTED]

4. CRL incentive mechanisms

Common Incentive Framework

CRL explained that they were currently developing a Common Incentive Framework (CIF) which would be used to drive collaborative and integrated working between contractors. This is planned to be trialled at two locations, tracking behaviours and site culture, before a review and potentially wider rollout at other sites. Following the initial trial, the CRL Board would be asked to consider the wider application of the CIF.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

5. Preparation for Stage 2:2 and 5a

Stage 5a

An update was presented on Network Rail's (NR) integrated programme, including the outputs of their Quantitative Risk Assessment. The integrated programme has been baselined and improved the delivery of 24 out of 30 platforms by end of September 2019, with delivery of all platforms by early November 2019. The top risks and issues in the programme were viewed as [REDACTED]

[REDACTED]

NR confirmed that they were not [REDACTED]

[REDACTED]

Sponsors discussed the availability of [REDACTED] to support the delivery of Stage 5a, including [REDACTED] and accelerating the NR programme. It was agreed that [REDACTED] for Stage 5a should be covered at a future Sponsor Board **(Action 105b/03)**.

Stage 2:2

CRL gave an update that they anticipated the Full Length Units to enter passenger services on 14 May 2019. Two items are seen as the critical path: availability of supporting documentation; and a software update to address identified defects, before going to MTR's Safety Validation Panel for approval. There are a number of [REDACTED] which can be managed through driver workarounds. The next configuration of train software is targeted for December 2019.

6. AOB

The Chair explained the Change Notice for Stage 3 opening date would be approved by Sponsor organisations with a targeted Change Confirmation Notice ahead of the CRL Board on 21 May 2019.

Action Tracker

No.	Action	Lead	Target and Update
105b/01	Arrange meeting with HMT to review outputs of EOP development and progress towards finalising DCS	David Hughes	Meeting arranged between CRL, TfL and HMT for the 4 June 2019
105b/02	Train reliability growth to be added to future Sponsor Board agenda	Andrew Wallace	Complete – Scheduled for 28 June Sponsor Board
105b/03	Stage 5a [REDACTED] to be added to future Sponsor Board agenda	Andrew Wallace	Complete – Scheduled for 7 June Sponsor Board