

## Crossrail Sponsor Board Minutes No.112b

Friday 15th November 2019: 1400-1530

Venue: CRL, 5 Endeavour Square, Floor 10, Boardroom 1  
and Floor 10, Boardroom 1 (items 2 to 4)

### 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
Alison Munro	Independent Member

(\* Voting Members)

### In attendance

Shashi Verma	TfL, Director of Strategy and Chief Technology Officer
Kenny Laird	Technical Advisor to Sponsors
Julian Ware	TfL, Senior Principal, Finance
Alex Luke	DfT, Project Director – Crossrail
Simon Adams	TfL, Head of Joint Sponsor Team
[REDACTED]	JST, Secretariat
Andrew Wallace	JST
[REDACTED]	Project Representative
[REDACTED]	Project Representative
Mark Wild	Crossrail Limited (CRL), Chief Executive Officer (item 1)
Chris Sexton	CRL, Deputy Chief Executive
Howard Smith	CRL, Chief Operations Officer
David Hendry	CRL, Chief Finance Officer
Mark Cooper	CRL, Programme Director (item 1)
Hannah Quince	CRL, Chief of Staff
[REDACTED]	HM Treasury

### Apologies

Simon Kilonback*	TfL, Chief Financial Officer
[REDACTED]	HM Treasury

## 1. CRL Visualisation Board progress update

### *Health and Safety*

CRL stated they were leading a Safety drive themed “Not taking short cuts” to challenge Tier 1 contractors to improve their safety culture. CRL will also be starting their next ‘Stepping Up’ week on 18 November.

### *Performance*

As reported to the CRL Board, the Period 7 forecast indicates [REDACTED] slippage to the commencement of Trail Running with a likely date of [REDACTED] 2020 and Stage 3 opening in [REDACTED] 2021.

Sponsors challenged CRL on the reasons for the slippage and interventions being implemented to address it. CRL stated that verification of Tier 1 assurance activity and

scope gaps between different elements were identified as drivers of delay and that they had incorporated learnings from their 'nurseries' to develop realistic plans for delivery.

CRL flagged an emerging issue around Tunnel Ventilation. Sponsors asked that any potential impacts, related to Undertakings and Assurances or potential opportunities to mitigate such impacts, be discussed with the JST (**Action 112B/01**).

#### *Rolling Stock and Signalling Software*

CRL highlighted that although train software development is on the critical path, progress is being made with release of the next version (P\_D+11), due in December 2019. Sponsors challenged CRL on whether P\_D+11 would be adequate to commence Trial Running. CRL stated that a view would need to be taken on the functionality and reliability of the software but that P\_D+11 could be suitable for building reliability and that P\_D+12 would build on functionality necessary to enter Trial Running. Sponsors requested an update on the P\_D+11 software development and the requirement for version P\_D+12 for Trial Running. (**Action 112B/02**).

#### *Assurance and Handover*

CRL updated that as the Stations, Shafts and Portals (SSPs) are successfully delivered the plan is to pivot away from the construction and focus on assurance and handover workstreams.

CRL stated that they are also considering options [REDACTED]

[REDACTED] Sponsors requested CRL present their proposed strategy and governance structure (**Action 112B/03**). Sponsors stressed that CRL needed to be clear on division of responsibility and what authority was required, and by who.

#### *DCS and Costs*

Sponsors questioned whether the schedule would be re-baselined to align with Period 7 forecasts. CRL stated that the DCS v1.0 baseline would be maintained to continue to measure against historical trends and because the schedule logic remains. Sponsors challenged CRL on whether there was an opportunity to refine the cost and schedule forecasts. CRL stated that opportunities exist and due diligence work is in progress to determine a realistic target date for Trial Running [REDACTED] to provide a collective focus on a date. Sponsors asked CRL to provide an update on a realistic target date for Trial Running once they had completed their due diligence (**Action 112B/04**).

#### *KPI Tree*

CRL presented their KPI tree which illustrates the critical path through to Trial Running. It was noted that CRL will use the KPI tree as a working tool at the Sponsor Board to highlight progress against targets (**Action 112B/05**).

CRL also highlighted that they are developing a long-term view of the organisational roles and responsibilities post-ROGs to support delivery of the activities up to opening. CRL undertook to provide an update on the post-ROGs organisation with the roles and functionality of the Team 2 (**Action 112B/06**).

## **2. Minutes and Actions of Meeting 110B and 111B**

The minutes and actions for meeting number 110B and 111B were discussed and agreed without alterations.

A verbal update was provided on the open actions arising from previous Sponsor Board meetings.

### 3. Staged opening update

CRL provided an update on plans for Stage 5a, confirming the DOO CCTV had been installed and the decision taken with MTR that 7-car trains would be used on 15 December 2019. Sponsors questioned CRL on the plans to put the 9-car trains in service. CRL stated that this was predicated on addressing two technical issues before being approved by MTR's Safety Validation Panel for service. CRL estimated the swapping out of the 7-car train with 9 car trains by early Spring 2020.

CRL updated that they were expecting to commence driver training with a 9-car at Heathrow from December 2019. Once a functioning train was approved for passenger service, it is likely to operate on services to Reading as part of a phased introduction, before being deployed to operated to Heathrow.

Sponsors asked how the reliability workstreams are progressing and CRL stated the dynamic testing is progressing well and going forward, the reliability growth from Stage 3 Trial Running will provide clarity on the reliability trajectory to drive Stages 4 and 5.

Sponsors enquired about whether plans to execute the timetable change with NR and operators are well advanced. It was agreed that DfT Sponsors initiate discussion with NR to ensure that the plans to execute the timetable change are well advanced (**Action 112B/07**).

CRL stated that plans were well advanced for the timetable change, and they would develop and share their proposal for an Operators roundtable and how that links in with the NR/TfL One Vision workstream (**Action 112B/08**).

### 4. AOB

Sponsors requested that CRL provide an update on the Tier 1 roundtable (**Action 112B/09**).

Sponsors thanked David Hughes for his time as Chair of the Sponsor Board and wished him well.

#### Summary of actions:

No.	Action	Lead	Target and Update
112B/01	CRL to discuss Tunnel Ventilation issues that impact on Undertaking & Assurances with JST.	Mark Wild	Sponsor Board 113, December 2019
112B/02	CRL to update on progress with P_D+11 software development and the requirement for version PD+12 for Trial Running.	Mark Wild	Sponsor Board 113, December 2019
112B/03	CRL to present proposal on the strategy and governance for the reallocation of work to complete CRL.	Mark Wild	Sponsor Board 113, December 2019
112B/04	CRL to provide an update on a	Mark Wild	Sponsor Board 114, January

	realistic target date for Trial Running once they had completed their due diligence		2020
112B/05	CRL to use the KPI tree as a working tool at the Sponsor Board to highlight progress against targets	Mark Wild	Sponsor Board 113, December 2019
112B/06	CRL to provide an update on the post-ROGs organisation with the roles and functionality of the Team 2	Mark Wild	Sponsor Board 114, January 2020
112B/07	DfT Sponsors to initiate discussion with NR to ensure that the plans to execute the timetable change are well advanced.	DfT Sponsor	
112B/08	CRL to present their proposal on the Operators roundtable and how that links in with the NR/TfL One Vision workstream.	Howard Smith	Sponsor Board 113, December 2019
112B/09	CRL to provide an update on the Tier 1 roundtable.	Howard Smith	Sponsor Board 113, December 2019