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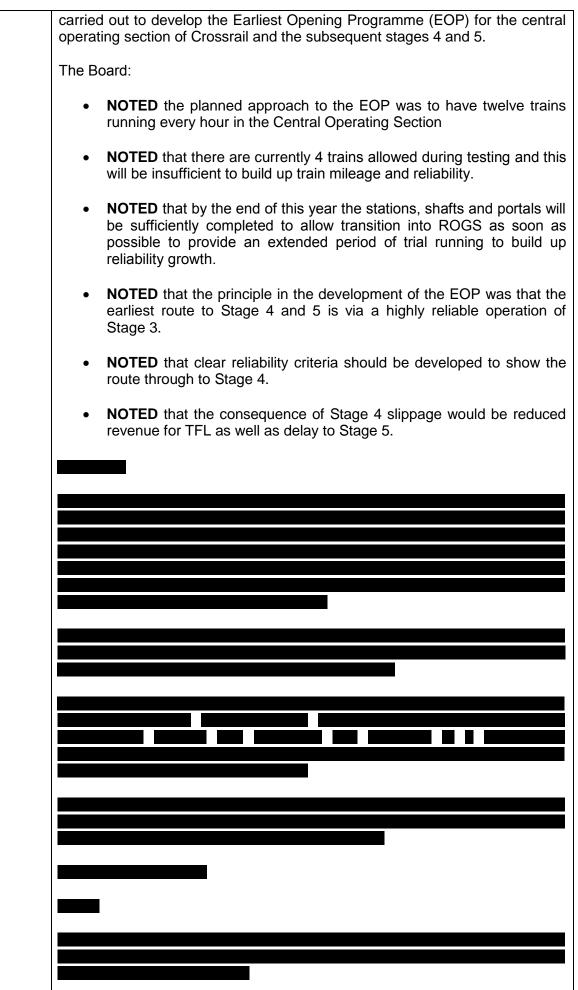
CROSSRAIL BOARD

Minutes of the Meeting of the Board of Directors of Crossrail Limited Held on Wednesday 17 April 2019 at 13:30 6RMR03, 5 Endeavour Square, Stratford, London E20 1JN

Tony Meggs CRL ChairSusan Beadles Head of Legal Services & Company SecretaryHoward Smith Chief Operating OfficerSarah Atkins Non-executive DirectorNisrine Chartouny Head of CommercialHoward Smith Chief Operating OfficerPhil Gaffney Non-executive DirectorLucy Findlay Chief of StaffImage: Chief of StaffDavid Hendry Chief Finance OfficerProject Representative (PRep)Image: Chief of StaffRobert Jennings (via conference call) Non-executive DirectorPeter Henderson Programme DirectorImage: Chief of StaffNon-executive DirectorSheree Sinclair Company Secretarial AssistantImage: Chief of StaffNon-executive DirectorCompany Secretarial AssistantImage: Chief of StaffNon-executive DirectorProgramme DirectorImage: Chief of StaffNon-executive DirectorCompany Secretarial AssistantImage: Chief of StaffNon-executive DirectorProgramme Director, MTR CrossrailAndy PittEric Connor DeloitteImage: Chief of StaffNon-executive DirectorDeloitteImage: Chief of Chief of Chief of Chief of Chief of Chief of ChiefNon-executive DirectorDeloitteImage: Chief of Chief	Members:	In Attendance:	Apologies:
Secretary Sarah Atkins Nisrine Chartouny Non-executive Director Head of Commercial Phil Gaffney Lucy Findlay Non-executive Director Chief of Staff David Hendry Project Representative (PRep) Robert Jennings (via conference call) Peter Henderson Non-executive Director Programme Director Anne McMeel Sheree Sinclair Non-executive Director Company Secretarial Assistant Nelson Ogunshakin Richard Schofield Non-executive Director Programme Director, MTR Crossrail Andy Pitt Eric Connor Non-executive Director Deloitte Nick Raynsford Richard Pike Deputy CRL Chair Deloitte Chris Sexton Rob Scopes Deputy CEO Deloitte Mark Wild Sponsor attendees (Item 4) Chief Executive Officer Mike Brown – TfL; David Hughes – TfL; Matt Lodge – DfT;	Tony Meggs	Susan Beadles	Howard Smith
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David Hughes – TfL; Matt Lodge – DfT;	Mark Wild	Sponsor attendees (Item 4)	
Matt Lodge – DfT;	Chief Executive Officer	Mike Brown – TfL;	
		David Hughes – TfL;	
		Matt Lodge – DfT;	
		Graham Stockbridge – DfT;	
– DfT		_	

The meeting was quorate.

	Welcome	
	The Chair welcomed Board members and attendees.	
	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.	
	There were no interests declared in relation to the business of the meeting.	
	The Board NOTED Sarah Atkin's appointment to the CRL Board.	
01/20	CRLB 01/20 – Earliest Opening Programme Update	
	The Board NOTED the presentation which outlined the update on the work	



	The Board NOTED the risks included in the EOP model and that one of the key assurances would be a demonstrated control of contractors' productivity, by evidencing that the mechanisms to manage this were in place.
	The Board NOTED that further time is required for a Level 1.5 Schedule to be developed.
	The Board NOTED that further work was planned on the Operating Model to provide greater clarity particularly around the split of responsibilities between Testing and Commissioning and System Integration.
	The Board expressed concern about the step-up from Stage 3 to 4 but supported the logic of the EOP, and the transition into trial running as soon as possible and the completion of Stage 3.
	Bond Street Station
	The Board discussed the need for further information regarding completion of Bond Street station.
02/20	CRLB 02/20 – Red Team Assurance Review Report
	The Board NOTED the CRL Management Response to the key findings of the Red Team Assurance Review Report. The report expressed confidence ratings across 7 Lines of Enquiry (LoE) with respect to the CRL's ability to deliver the EOP technical solution. The report also identified 4 out of 7 LoE as amber/ red, where major risks or issues were apparent, with the remaining 3 rated as amber.
03/20	CRLB 03/20 – Black Team Assurance Review Report
	The Board NOTED the independent Black Team Assurance Review Report.
AOB	There was no other business.
Verbal	De-brief Discussion with the Sponsors
	The Board provided the Sponsors with an overview of the matters that had been discussed during the meeting including the approach to development of the EOP including progress towards Stages 2b and 5a.
NEDs Only Session	Non-executive Directors discussed the day's meeting.

Signed by: Tony Meggs Chair