

CROSSRAIL SPONSOR BOARD MINUTES NO.110B

Friday 20th September 2019: 1600-1730

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

Sponsor Board Members

David Hughes*	Chair, TfL, Investment Delivery Planning Director
Simon Kilonback*	TfL, Chief Financial Officer
Ruth Hannant*	DfT, Director General for Rail
Alison Munro	Independent Member

(* Voting Members)

In attendance

Shashi Verma	TfL, Director of Strategy and Chief Technology Officer
Kenny Laird	Technical Advisor to Sponsors
Simon Adams	TfL, Head of Joint Sponsor Team
Alex Luke	DfT, Project Director – Crossrail
██████████	DfT, Joint Sponsor Team, Secretariat
██████████	Project Representative
██████████	Project Representative
Paul Robins	Chair of RAB-C, for item 3
David Hendry	CRL, Chief Finance Officer
Howard Smith	CRL, Chief Operations Officer
Mark Cooper	CRL, Programme Director, for items 1 and 2
Lucy Findlay	CRL, Chief of Staff (outgoing)
Hannah Quince	CRL, Chief of Staff (incoming)
Nick Gray	Network Rail, for item 3
Mike Bagshaw	MTR, for item 3

Apologies

Matthew Lodge*	DfT, Director for Rail Infrastructure - South
Tanya Coff	TfL, Finance Director for London Underground
Andrew Wallace	TfL, Joint Sponsor Team, Secretariat
██████████	HM Treasury
Mark Wild	Crossrail Limited (CRL), Chief Executive Officer
Chris Sexton	CRL, Deputy Chief Executive

1. Minutes and Actions of Meeting 109 Part B

The minutes and actions for meeting numbers 109b were agreed with minor changes.

Agenda Item 1: The decision on whether to use FLUs or RLUs needs to be taken 4-weeks before the timetable change, not in the next month

Agenda Item 3: The risk provision was ██████████, and not ██████████

109b/05 Removed: It is covered in 109b/04

2. Crossrail Progress Update including Risk Mitigation and Scenarios Update

CRL provided an update on the DCS and recent milestones achieved, highlighting that Handovers represent an important element of the critical path and learning from early successes will be used to benefit the wider handover programme.

Trial Running

Recent period forecasts suggest a [REDACTED] window to commence trial running. Sponsors challenged CRL on the potential impact of a [REDACTED] trial running date on the Stage 3 opening window and CRL stated that while the [REDACTED] is towards the end of the opening window, the [REDACTED] would move from [REDACTED] [REDACTED]

Train and Signalling Software

Sponsors challenged CRL on the train and signalling software issues and the significant impacts these could have on the delivery of the schedule. CRL explained that a software fix is underway that might allow PD10 to be used for testing while the switch between on-board computers could take [REDACTED] for a fully assured solution. The impact upon entering full service is not yet known.

Sponsors sought an update on the use of FLUs and reliability. CRL explained that there are known issues resulting in lower than expected reliability and emerging issues which mean the train onboard computers require a reset when underway between stations. The issues need to be addressed before the FLUs could be used.

Performance

CRL have identified 11 key programme milestones that, unmitigated, could impact on delivery. For Eleanor Street Shaft CRL will seek their board's agreement for a new date, as challenges cannot be mitigated and the board commitment date cannot be met.

CRL reported an agreement with CSJV to deliver SC1, and then SC2 and SC3, at Bond Street, which supports a [REDACTED] trial running date. Whitechapel is improving delivery, while Paddington is a continuing challenge with very poor recent output. CRL explained that the October 2019 milestone for completing Canary Wharf station will be shown as met; however, [REDACTED], they will present a paper to the CRL Board detailing outstanding work, costs and a programme to complete.

Productivity

Sponsors challenged CRL on low productivity levels and questioned whether CRL's risk provision for productivity at [REDACTED] was sufficient. CRL stated that 24/7 working plans had been implemented to tackle productivity and stated that a period of discovering new work, items not delivered, not delivered well and items requiring rework has impacted upon productivity, delivery and costs. CRL stated that additional allowances are within individual projects.

RAB-C and Approvals

Sponsors asked CRL to what extent the RAB-C approvals backlog presented a risk to delivery. CRL states that, to the extent that documents were ready, the RAB-C process was not an impediment, but CRL acknowledged that the timing, quality and delivery of documents for approval could be improved. Sponsors asked if they could do anything to help with contractors, it was noted that CRL have plans to approach contractors directly and remobilise design houses and assurance engineers to drive the process.

Costs

It was noted that the CRL Executive are to present updated cost and schedule to its Board in November detailing its plans to contain risk exposure and productivity trends within the current funding. CRL outlined their approach is to identify all high risks and put in place actions and mitigations to get cost forecasts back within the funding envelope. However, new risks are being identified, and some existing risks are showing an increased likelihood or impact.

Sponsors asked CRL to explain their request to extend their investment authority and their planned investment need and profile. CRL stated their need for sufficient investment authority and requested an investment authority increase for their remaining funding need, excluding risk provision, by an additional [REDACTED]. CRL agreed to share their investment profile detailing the future funding commitments that CRL expect to make.

(ACTION 110B/01)

3. Preparations for Stage 2:2, 5a, 4 and 5

CRL stated that NR works for Stage 5a continue to progress well, and 7-car trains are looking more likely although that the decision to commence with 9 or 7 car trains has yet to be made. NR stated they are on track with the DOO works, focussing on Maidenhead which will be the last station to be completed. MTR stated that they are well prepared for 5a and have a robust plan for trains, performance modelling to support delivery of the timetable. Sponsors asked whether dwell times would affect performance, and MTR stated that passenger loading appears consistent in comparison with services in the east. When questioned by Sponsors, MTR confirmed they are getting what they need from NR.

CRL reported that testing for Stage 2b is progressing well, with integration testing completed and plans to extend driver training. Final software is expected in December, with a phased introduction to service in [REDACTED]. CRL stated they are extending DCS focus to cover stages 4 and 5, including reliability and testing expectations, and a paper on residual works would be presented to a future CRL board.

4. AOB

CRL reported there will be an engagement day at Farrington Station on the 4th October, for stakeholders and sponsors, with invitations being issued shortly.

Sponsors thanked Lucy Findlay and wished her well, before welcoming Hannah Quince as incoming Chief of Staff.

Summary of actions:

No.	Action	Lead	Target and Update
110B/01	CRL to share their investment profile, detailing the future funding commitments that CRL expect to make	David Hendry	Before the SB111 in October.