



CROSSRAIL BOARD

**Minutes of the Meeting of the Board of Directors of Crossrail Limited
Held on Thursday 20 August 2020 at 9:00
Remotely, via Zoom Technology and Microsoft Teams**

Members:	In Attendance:	Apologies:
Tony Meggs <i>CRL Chair</i>	Funmi Amusu <i>Head of Secretariat</i>	
Sarah Atkins <i>Non-executive Director</i>	Carole Bardell-Wise (Item 6 only) <i>HSQE Director</i>	
Kathryn Cearns <i>Non-executive Director</i>	Susan Beadles <i>General Counsel & Company Secretary</i>	
Jim Crawford <i>Chief Programme Officer</i>	[REDACTED] (Items 3-13&15-19 only) <i>Project Representative</i>	
Phil Gaffney <i>Non-executive Director</i>	Hannah Quince <i>Chief of Staff</i>	
Steve Livingstone <i>Non-executive Director</i>	Howard Smith <i>Chief Operating Officer</i>	
Rachel McLean <i>Chief Finance Officer</i>	Angela Williams <i>Chief People Officer</i>	
Anne McMeel <i>Non-executive Director</i>	Sponsors Debrief (Item 19 only)	
Nelson Ogunshakin <i>Non-executive Director</i>	Simon Adams <i>Crossrail Joint Sponsor Team</i>	
Andy Pitt <i>Non-executive Director</i>	Andy Byford <i>TfL</i>	
Nick Raynsford <i>Deputy CRL Chair</i>	Joanna Hawkes <i>TfL</i>	
Jo Valentine <i>Non-executive Director</i>	Simon Kilonback <i>TfL</i>	
Mark Wild <i>CEO</i>	Andy Lord <i>TfL</i>	
	Matt Lodge <i>DfT</i>	
	Alex Luke <i>DfT</i>	
	Polly Payne <i>DfT</i>	
	Shashi Verma <i>TfL</i>	

The meeting was quorate.

Item 1 NEDs	Non-Executive Directors (NEDs) only Session A NEDs only session was held at the start of the meeting.
Item 2 Verbal	[REDACTED] [REDACTED] [REDACTED] [REDACTED]

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Item 3	<p>Welcome and Declarations of Interest</p> <p>The Chair welcomed Board members and attendees.</p> <p>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.</p> <p>There were no interests declared in relation to the business of the meeting.</p>
Item 4 BD MIN 200723 [REDACTED]	<p>Minutes of the Meeting of the Board held on 23 July 2020</p> <p>The Board APPROVED the minutes of the meeting held on 23 July 2020 for signature.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Item 5 BD AC 200820	<p>Actions and Matters Arising</p> <p>The Board NOTED the updates to the 'due' actions, which either had detailed updates against them or were covered by the agenda for the day's meeting.</p>
Item 6 Verbal	<p>Health and Safety Update</p> <p>The Board NOTED the following:</p> <p><i>Period 4 Performance</i></p> <ul style="list-style-type: none"> • There were one RIDDOR reportable accident at Farringdon station on 3 July 2020 when an electrician fell from height whilst standing on a hatch that came open. A safety and design review of all Crossrail stations had been undertaken and it was found that though the hatch was present across the programme, it was not always in the same design as the one at Farringdon station, with some sites having more protection around the hatch. Measures were being implemented to ensure that such an incident did not re-occur. The Board highlighted that before any measures were implemented involving making changes to the design of the hatches, consideration should be given to the behaviours that led to the accident through all levels of the project organisation; • There was one High Potential Near Miss incident at Tottenham Court Road station where an operative was working at height without adequate protection; and • The Executive team had finalised the plan for maintaining resilience around COVID-19 and the exercise of control over safety leadership site visits.

	<p><i>Other Updates</i></p> <ul style="list-style-type: none"> • A process was being formalised for managing the changeover of safety accountabilities at the point of handover. There would also be a map of accountabilities which would serve as the single source for providing clarity on this to the supply chain; • The blockade had progressed without any incidents so far; • An issue was raised by a Siemens representative at the last SHELТ meeting with regard to safety communications and coordination. This resulted in follow up discussions to address the points raised; and • At Paddington station, an operative was found carrying out work without the requisite permissions in place and an official communication was issued to the sites to address this. It was key to ensure that point of work briefings were in place. <p>The Board REQUESTED that SHELТ and the current safety leadership, including NEDs participation, were taken forward with the governance changes being made.</p> <p>Action: Angela Williams</p>												
<p>Item 7 42/21</p>	<p>CRLB 42/21 – Project Representative (PRep) Report Period 3 including CRL’s Response to Sponsors; and PRep Draft Sponsor Summary Report Period 4 and cover letter</p> <p>The Board NOTED the PRep report for Period 3 including CRL’s response to the Sponsors and the draft PRep report for Period 4, including the cover letter.</p> <p>The PRep expressed their congratulations on the achievement of Crossrail trains commencing travel to Heathrow on Stage 2b.</p> <p>The Board NOTED the following:</p> <ul style="list-style-type: none"> • The questions raised by the PRep in the cover letter to their draft report for Period 4, relating to: i) how CRL was managing ongoing scope and cost activities in the absence of an assured control schedule; ii) how CRL was managing the essential minimum scope for station openings; and iii) CRL’s detailed plan for all scope activities to complete trial running; and • Other matters including CRL and Rail for London’s (RfLi’s) understanding of how the railway would be operated; the management and control of current levels of expenditure; and criteria for exit from trial running and entry into trial operations. 												
<p>Item 8 43/21</p>	<p>CRLB 43/21 – Delivery Control Schedule, AFCDC and Risk Update</p> <p>The Board NOTED the following:</p> <ul style="list-style-type: none"> • [REDACTED] <table border="1" data-bbox="459 1995 1369 2094"> <tr> <td>[REDACTED]</td> <td>[REDACTED]</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> <tr> <td>[REDACTED]</td> <td>[REDACTED]</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> <tr> <td>[REDACTED]</td> <td>[REDACTED]</td> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> </table>	[REDACTED]											
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]										

[REDACTED]

- There was still more to do with regard to itemised scope and base quality assumptions had been built into the DCS to cover this uncertainty;
- Contingency had also been built into the DCS to allow more time for the assurance process and work had been done to make the assurance cycles more aligned; and
- Bottom up data from the supply chain on cost was outstanding and an official communication had been sent to all the stations requesting this information. To achieve a robust and assured cost position, the supply chain's data on cost and more clarity on the Bond Street station programme was necessary and this would not be available until about eight weeks' time.

The Board **NOTED** that in planning the DCS, consideration should have been given to working backwards from Stages 5 and 4. As there was not yet a reliability growth plan in place to run through to the end of the programme, there was a considerable challenge to step up train frequency from Stage 3 with 12 trains per hour (tph) to Stage 4 with 24 tph. It would be useful to aim to get into Stage 3 as early as possible to allow the opportunity of also progressing into Stages 4 and 5 in a timely manner for revenue earning service.

[REDACTED]

[REDACTED]

After discussion with the Executive team and gaining clarity on their request of the Board, the Board expressed their concern that the DCS 1.1 was not available for approval as previously advised. It was **NOTED** that the DCS 1.1 would now be finalised for approval in October 2020 [REDACTED]

[REDACTED]

In summary, the Board:

- [REDACTED]
- [REDACTED]

- **APPROVED** the use of the base case in the DCS 1.1 for planning purposes to facilitate programme stability, recognising that Sponsors may direct further changes and that the funding to support the revised

	<p>programme was not yet approved;</p> <ul style="list-style-type: none"> • [REDACTED] • NOTED the ongoing assurance activities and that an update on progress would be provided at the September 2020 Board meeting.
Item 9 44/21	<p>CRLB 44/21 – Periodic Assurance Report Period 4</p> <p>This item was taken as read.</p>
Item 10 45/21	<p>CRLB 45/21 – Crossrail Advisory Panel Update</p> <p>This item was taken as read.</p>
Item 11 Verbal	<p>External Communications on Revised Schedule and Cost</p> <p>The Board discussed the proposed external communications on the revised schedule and cost and NOTED that a draft would be prepared and shared with the Sponsors to ensure alignment.</p>
Item 12 BD CBR 200820	<p>Crossrail Board Report Period 4</p> <p>This item was taken as read.</p>
Item 13 46/21	<p>CRLB 46/21 – Certified Information for Funding Drawdown date of 18 September 2020</p> <p>The Board received a paper asking the Board to consider approval of the CRL Certified Information as required under clause 5.3 of the Supplemental Agreement, in relation to the 18 September 2020 funding drawdown.</p> <p>The Board:</p> <ul style="list-style-type: none"> • APPROVED the certified information; and • AUTHORISED the Chief Finance Officer or other Director to sign the certified information and submit this to the Sponsors.
Item 14 Verbal	<p>Governance and Transition Plan – Summary from session on 19 August 2020</p> <p>The Board NOTED that a session was held for the Board on 19 August 2020 to review the Governance and Transition Plan. The Board was supportive of the transition of governance; recognised the need to ensure that the transition was as smooth as possible; and recognised the benefit of the transition to the wider CRL team.</p> <p>(Notes and actions from the session on 19 August 2020 were recorded separately).</p> <p>At this point, the Board AGREED, in principle, with the broad outline of the Corporate Objectives for 2020/21 and NOTED that the Chair of the Remuneration and Nomination Committee (RemNomCo) had agreed that the Corporate Objectives should be presented directly to the Board (rather than to the RemNomCo). A paper reflecting this and seeking final comments and approval of the Corporate Objectives would be circulated to the Board via correspondence.</p>

<p>Item 15 47/21</p>	<p>CRLB 47/21 – Increase in Financial Budget</p> <p>The Board received a paper seeking the Board's approval to increase the financial budget [REDACTED] following the release by the Sponsors of an additional [REDACTED] of delegated authority.</p> <p>The Board APPROVED an increase [REDACTED] to the financial budget.</p>		
<p>Item 16 48/21</p>	<p>CRLB 48/21 – Communications Messaging</p> <p>This item was for information only.</p>		
<p>Item 17</p>	<p>Minutes of Board Committees for Reference</p> <p>The Board received the following minutes for reference:</p> <table border="1" data-bbox="363 613 1118 678"> <tr> <td data-bbox="363 613 850 678">Investment Committee</td> <td data-bbox="850 613 1118 678">IC MIN 200708</td> </tr> </table>	Investment Committee	IC MIN 200708
Investment Committee	IC MIN 200708		
<p>Item 18</p>	<p>Verbal updates of Recent Board Committee meetings</p> <p>The Board NOTED the verbal update on matters considered at the Investment Committee meeting held on 5 August 2020.</p>		
<p>Item 19 Verbal</p>	<p>De-brief Discussion with the Sponsors</p> <p>The Board provided the Sponsors with an overview of the matters that had been considered during the meeting, highlighting the following: the update on health and safety including noting of the actions being taken with regard to hatches on Crossrail sites, following the incident where an operative fell through a hatch, noting of the HPNM incident in the Period, noting of the need to manage the risk of people working in confined areas, noting the improvements in managing safety accountability as elements of the railway were being handed over to the operator; discussion of schedule and emerging cost and noting of the detail of information and analysis that had been provided by the Executive team, providing the Board with a high level of confidence around the approach to trial running, noting that there was more work to be done on the stations opening plan and on Stages 4 and 5, noting the reasonable estimate of an opening window being in the first half of 2022, noting that the cost estimates were not as developed as the schedule and would not be ready until about eight weeks' time, [REDACTED] noting of the Board's support of the plan to transfer governance arrangements to TfL by the end of September 2020, subject to the right levels of approval from the Sponsors, noting that clarity on the approval from the DfT was necessary, [REDACTED]</p> <p>[REDACTED] noting of the Board's desire to ensure a smooth transition of governance and to have aligned communications on this with the Sponsors.</p> <p>TfL thanked the Board for their careful and responsible deliberations;</p> <p>[REDACTED]</p>		

	<p>[REDACTED]</p> <p>noted that draft media lines were being updated, to be shared with the Sponsors, noted how media and stakeholder engagement would be managed; confirmed that TfL approved of the transition of governance arrangements and that the DfT's approval would be expected in a couple of weeks' time; and agreed on the need for alignment on communications on transition with the Sponsors; [REDACTED]</p> <p>[REDACTED]</p> <p>The DfT agreed on the need for alignment on communications on transition with the Sponsors but highlighted that there would not be any public announcement on transition at this time when an announcement was to be made about the revised schedule and cost.</p>
<p>Item 20 AOB Verbal</p>	<p>AOB</p> <ul style="list-style-type: none"> ■ [REDACTED] <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>There was no other business.</p>

Signed by:
Tony Meggs – Chair

[REDACTED]