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# CONTROLS - COST

## Reporting Procedures Handbook

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| 4.0      | 04/08/2011     | ██████████         | ██████████           | ██████████   | Update to all sections of Handbook                                     |
| 5.0      | 21/02/2012     | ██████████████████ | ██████<br>██████████ | ██████████   | Minor updates to all sections and inclusion of scenarios to section 11 |
| 6.0      | 30/06/2014     | ██████████         | ██████<br>██████████ | ██████████   | Update to all sections of Handbook                                     |

**Revision Changes:**

| Revision | Status / Description of Changes             |
|----------|---|
| 7.0      | Document has had an update in all sections. |
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Learning Legacy Document

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## 1 Introduction

The purpose of this handbook is to outline the reporting procedures at Crossrail for producing, issuing and amending progress reports on the Crossrail Programme ('the Programme'). It provides information targeted at 3 key groups:

- Sponsor, Board, Executive or Crossrail Function members – providing a high level overview of how reporting is carried out at Crossrail, including use of the Crystal Data Warehouse to ensure high quality information.
- Reporting Team members - providing information on methodology for how the progress reports at Crossrail are produced.
- Quality Assurance (QA) reviews over data quality – providing auditors information on the processes used by each of the Programme Functions to ensure high quality data is submitted to the data warehouse.

This handbook includes a reporting timetable for Period and Semi Annual reports and processes to ensure that information is submitted in a timely manner. It also highlights assurance checks established to ensure information is complete and accurate.

- Sections 2-7 provide an overview of the principles and objectives of reporting processes and meetings on the Programme.
- Section 8 provides details of the reports, their timescales and their production process.
- Section 9 reviews the process for making changes to data in reports.
- Section 10 covers training and support.
- Section 11 covers the change control process for making any changes to the format, layout or data requirements of the reports.

## 2 Reporting Principles

The following reporting principles should be considered when drafting reports:

- Crossrail operates on a 4 week Periodic reporting timetable with 13 Periods in each calendar year. All Periodic meetings and progress reports are aligned with this timetable (see section 5)
- The Reporting Suite (see section 5) has been designed to provide a consistent, concise and informative format of reporting taking into consideration the needs of the Programme stakeholders
- This handbook provides an overview of the format of reporting to be used.
- Each Programme Function / Area is responsible for the QA of data reported. Formal QA reviews should be carried out with the following people prior to final issue of reports:
  - Initial review by the Head of Reporting
  - Final review by the Executive Committee (ExCom)
- The majority of Programme data is stored in the Crystal Data Warehouse. All reports should use Crystal as the single source of data. Deviation from this is only permitted with the express permission of the Head of Programme Controls. To this extent, the automated spreadsheets should be used to populate the report with charts and tables
- Narrative and data not stored in Crystal should be submitted to the relevant folder on the Programme Reporting intranet site

- Trend arrows and Red, Amber, Green (RAG) status for summarising the state of reports should be used consistently across all the reports as follows, save for exceptions as approved by the Programme Controls Director:

| Trend / RAG | Description                         |
|-------------|-------------------------------------|
| ↔           | No change from previous Period      |
| ↑           | Improvement from previous Period    |
| ↓           | Downward trend from previous Period |
|             | Progressing Well                    |
|             | Some Concerns                       |
|             | Significant Concerns                |

### 3 Reporting Overview

The purpose of this section is to outline the Programme reporting structure, processes and reporting templates.

The key reports are designed to meet the needs of the wide number of stakeholders with an interest in monitoring the progress of Crossrail:

- Sponsors - responsible for funding the Programme
- CRL Board and Executive Committee - accountable for the successful delivery of the Programme
- Programme Directorate - responsible for overseeing and managing the successful delivery of the Programme safely, on time and within budget
- Area Directors and Project Managers - responsible for managing and overseeing the delivery of specific contracts and projects safely, on time and within budget

Crossrail requires an efficient reporting process for a number of reasons:

- To fulfill the Programme's reporting requirements
- To provide accurate and succinct performance reports to Senior Management
- To demonstrate understanding and management of Programme performance and to raise awareness of risks and issues
- To show performance against defined performance indicators

#### Objectives

The objectives of the reporting process are to:

- Generate high quality, relevant, credible, insightful and timely reports for target audience groups across the Programme
- Provide an efficient and effective reporting process for the Crossrail Programme and its Sponsors which is aligned to the requirements of management and stakeholders (each requiring different levels of detail and focus on the progress of the Programme) meeting the requirements of the Crossrail operating model
- Produce effective reporting from a 'single source of the truth'
- Drive accountability of data and information to improve reporting quality and ensure the reporting is fit for purpose in the procurement and delivery phases of the Programme

**Role & Responsibilities in supporting the Programme Reporting Function**

In order to meet the objectives the Programme Reporting Team requires the functional teams and delivery teams to complete their roles and responsibilities in terms of how they collate and provide their information to Crossrail. This is outlined below:

**Functional Teams**

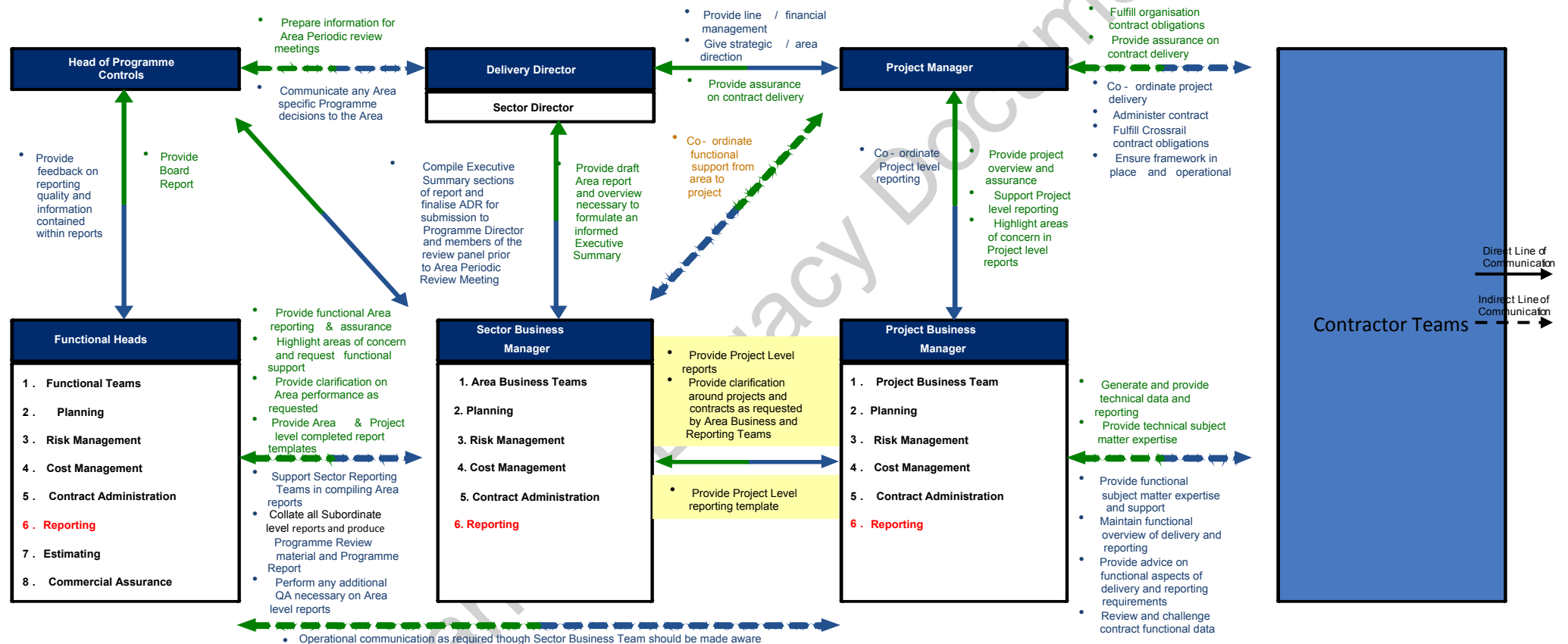
- Provide timely, concise and accurate reports, and other information as required by the reporting process.
- Produce performance, progress and other reports on the status of the Programme, at a functional level to fully inform the Programme Directorate and Board
- Collect all necessary data for the compilation of these reports and for developing and managing the associated functional level reporting protocols

**Sector Delivery Teams**

- Produce performance, progress and other reports on the status of the constituent projects and contracts to fully inform on the progress of each Delivery Area within the Programme
- Manage, review and collate progress, commercial and other reports produced at a project level aggregated to Area level
- Provide forecasts of progress, costs and cost-flow at project and Sector level
- Provide explanations of project level and contract information as requested by the Programme Controls Director

## 4 Reporting Operating Model

In order to produce the range of reports required, there will be a number of interactions necessary between Contract, Project, Sector, Functional and the Programme Controls teams. This Reporting Operating Model describes these interactions and is summarised below:



## 5 Crossrail Programme Period Calendar

Reporting on Crossrail follows a Periodic timeline. There are 13 Periods in a calendar year, and meetings and progress reports follow the timeline as summarised below:

| LEGEND:   |                    | CROSSRAIL PROGRAMME - PERIOD CALENDAR |                |               |              |                 |                   |                   |                      |                   |                |                   |               |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Notes: 1. Period end date for P1 2015 yet to be confirmed by Finance. |  |
|---|--------------------|---------------------------------------|----------------|---------------|--------------|-----------------|-------------------|-------------------|----------------------|-------------------|----------------|-------------------|---------------|---------------|---------------|---------------|------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--|
| <span style="border: 1px solid red; display: inline-block; width: 10px; height: 10px;"></span>                              | Period End         |                                       |                |               |              |                 |                   |                   |                      |                   |                |                   |               |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| <span style="background-color: #e0f0ff; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> | Bank Holiday Dates |                                       |                |               |              |                 |                   |                   |                      |                   |                |                   |               |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| <span style="background-color: #ffcccc; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> | Financial Year End |                                       |                |               |              |                 |                   |                   |                      |                   |                |                   |               |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| 2014  | SUN                | 5 12 19 26                            | 2 9 16 23      | 2 9 16 23 30  | 6 13 20 27   | 4 11 18 25      | 1 8 15 22 29      | 6 13 20 27        | 3 10 17 24 31        | 7 14 21 28        | 5 12 19 26     | 2 9 16 23 30      | 7 14 21 28    | 5 12 19 26    | 2 9 16 23 30  | 7 14 21 28    | SUN  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | MON                | 6 13 20 27                            | 3 10 17 24     | 3 10 17 24 31 | 7 14 21 28   | 5 12 19 26      | 6 13 20 27        | 4 11 18 25        | 2 9 16 23 30         | 7 14 21 28        | 5 12 19 26     | 2 9 16 23 30      | 7 14 21 28    | 5 12 19 26    | 2 9 16 23 30  | 7 14 21 28    | MON  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | TUES               | 7 14 21 28                            | 4 11 18 25     | 4 11 18 25    | 1 8 15 22 29 | 6 13 20 27      | 3 10 17 24        | 1 8 15 22 29      | 5 12 19 26           | 2 9 16 23 30      | 7 14 21 28     | 5 12 19 26        | 2 9 16 23 30  | 7 14 21 28    | 5 12 19 26    | 2 9 16 23 30  | TUES |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | WED                | 1 8 15 22 29                          | 5 12 19 26     | 5 12 19 26    | 2 9 16 23 30 | 7 14 21 28      | 4 11 18 25        | 2 9 16 23 30      | 6 13 20 27           | 3 10 17 24        | 1 8 15 22 29   | 6 13 20 27        | 3 10 17 24    | 1 8 15 22 29  | 6 13 20 27    | 3 10 17 24 31 | WED  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | THUR               | 2 9 16 23 30                          | 6 13 20 27     | 6 13 20 27    | 3 10 17 24   | 1 8 15 22 29    | 5 12 19 26        | 3 10 17 24 31     | 7 14 21 28           | 4 11 18 25        | 2 9 16 23 30   | 7 14 21 28        | 4 11 18 25    | 2 9 16 23 30  | 7 14 21 28    | 4 11 18 25 26 | THUR |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | FRI                | 3 10 17 24 31                         | 7 14 21 28     | 7 14 21 28    | 4 11 18 25   | 2 9 16 23 30    | 6 13 20 27        | 4 11 18 25        | 1 8 15 22 29         | 5 12 19 26        | 3 10 17 24 31  | 7 14 21 28        | 5 12 19 26    | 3 10 17 24 31 | 7 14 21 28    | 5 12 19 26    | FRI  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | SAT                | 4 11 18 25                            | 1 8 15 22      | 1 8 15 22 29  | 5 12 19 26   | 3 10 17 24 31   | 7 14 21 28        | 5 12 19 26        | 2 9 16 23 30         | 6 13 20 27        | 4 11 18 25     | 1 8 15 22 29      | 6 13 20 27    | 4 11 18 25    | 1 8 15 22 29  | 6 13 20 27    | SAT  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| PERIOD No   | 11                 | 12                                    | 13             | 1             | 2            | 3               | 4                 | 5                 | 6                    | 7                 | 8              | 9                 | 10            |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| WEEK No   | 40 41 42 43 44     | 44 45 46 47 48                        | 48 49 50 51 52 | 1 2 3 4       | 5 6 7 8 9    | 9 10 11 12 13   | 13 14 15 16 17 18 | 18 19 20 21 22    | 22 23 24 25 26 27    | 27 28 29 30 31    | 31 32 33 34 35 | 35 36 37 38 39 40 |               |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| 2015  | SUN                | 4 11 18 25                            | 1 8 15 22      | 1 8 15 22 29  | 5 12 19 26   | 3 10 17 24 31   | 7 14 21 28        | 5 12 19 26        | 2 9 16 23 30         | 6 13 20 27        | 4 11 18 25     | 1 8 15 22 29      | 6 13 20 27    | 4 11 18 25    | 1 8 15 22 29  | 6 13 20 27    | SUN  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | MON                | 5 12 19 26                            | 2 9 16 23      | 2 9 16 23 30  | 6 13 20 27   | 4 11 18 25      | 1 8 15 22 29      | 6 13 20 27        | 3 10 17 24 31        | 7 14 21 28        | 5 12 19 26     | 2 9 16 23 30      | 7 14 21 28    | 5 12 19 26    | 2 9 16 23 30  | 7 14 21 28    | MON  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | TUES               | 6 13 20 27                            | 3 10 17 24     | 3 10 17 24 31 | 7 14 21 28   | 5 12 19 26      | 2 9 16 23 30      | 7 14 21 28        | 4 11 18 25           | 1 8 15 22 29      | 6 13 20 27     | 3 10 17 24        | 1 8 15 22 29  | 6 13 20 27    | 3 10 17 24 31 | 7 14 21 28    | TUES |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | WED                | 7 14 21 28                            | 4 11 18 25     | 4 11 18 25    | 1 8 15 22 29 | 6 13 20 27      | 3 10 17 24        | 1 8 15 22 29      | 5 12 19 26           | 2 9 16 23 30      | 7 14 21 28     | 5 12 19 26        | 2 9 16 23 30  | 7 14 21 28    | 5 12 19 26    | 2 9 16 23 30  | WED  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | THUR               | 1 8 15 22 29                          | 5 12 19 26     | 5 12 19 26    | 2 9 16 23 30 | 7 14 21 28      | 4 11 18 25        | 2 9 16 23 30      | 6 13 20 27           | 3 10 17 24        | 1 8 15 22 29   | 6 13 20 27        | 3 10 17 24    | 1 8 15 22 29  | 6 13 20 27    | 3 10 17 24 31 | THUR |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | FRI                | 2 9 16 23 30                          | 6 13 20 27     | 6 13 20 27    | 3 10 17 24   | 1 8 15 22 29    | 5 12 19 26        | 3 10 17 24 31     | 7 14 21 28           | 4 11 18 25        | 2 9 16 23 30   | 7 14 21 28        | 4 11 18 25    | 2 9 16 23 30  | 7 14 21 28    | 4 11 18 25    | FRI  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
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| WEEK No   | 40 41 42 43 44     | 45 46 47 48                           | 49 50 51 52 53 | 53 1 2 3 4    | 4 5 6 7 8    | 9 9 10 11 12 13 | 13 14 15 16 17    | 17 18 19 20 21 22 | 22 22 23 24 25 26    | 26 27 28 29 30    | 31 32 33 34 35 | 35 36 37 38 39    |               |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| 2016  | SUN                | 3 10 17 24 31                         | 7 14 21 28     | 6 13 20 27    | 3 10 17 24   | 1 8 15 22 29    | 5 12 19 26        | 3 10 17 24 31     | 7 14 21 28           | 5 12 19 26        | 2 9 16 23 30   | 7 14 21 28        | 5 12 19 26    | 2 9 16 23 30  | 7 14 21 28    | 5 12 19 26    | SUN  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | MON                | 4 11 18 25                            | 1 8 15 22 29   | 7 14 21 28    | 4 11 18 25   | 2 9 16 23 30    | 6 13 20 27        | 4 11 18 25        | 1 8 15 22 29         | 6 13 20 27        | 3 10 17 24 31  | 7 14 21 28        | 5 12 19 26    | 2 9 16 23 30  | 7 14 21 28    | 5 12 19 26    | MON  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
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| WEEK No   | 39 40 41 42 43 44  | 44 45 46 47 48                        | 48 49 50 51 52 | 52 1 2 3 4    | 5 6 7 8      | 9 9 10 11 12 13 | 13 14 15 16 17    | 18 19 20 21 22    | 22 23 24 25 26       | 26 27 28 29 30 31 | 31 32 33 34 35 | 35 36 37 38 39    |               |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| 2017  | SUN                | 1 8 15 22 29                          | 5 12 19 26     | 5 12 19 26    | 2 9 16 23 30 | 7 14 21 28      | 4 11 18 25        | 2 9 16 23 30      | 6 13 20 27           | 3 10 17 24        | 1 8 15 22 29   | 6 13 20 27        | 3 10 17 24 31 | 7 14 21 28    | 5 12 19 26    | 2 9 16 23 30  | SUN  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | MON                | 2 9 16 23 30                          | 6 13 20 27     | 6 13 20 27    | 3 10 17 24   | 1 8 15 22 29    | 5 12 19 26        | 3 10 17 24 31     | 7 14 21 28           | 4 11 18 25        | 2 9 16 23 30   | 7 14 21 28        | 5 12 19 26    | 2 9 16 23 30  | 7 14 21 28    | 5 12 19 26    | MON  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | TUES               | 3 10 17 24 31                         | 7 14 21 28     | 7 14 21 28    | 4 11 18 25   | 2 9 16 23 30    | 6 13 20 27        | 4 11 18 25        | 1 8 15 22 29         | 6 13 20 27        | 3 10 17 24 31  | 7 14 21 28        | 5 12 19 26    | 2 9 16 23 30  | 7 14 21 28    | 5 12 19 26    | TUES |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | WED                | 4 11 18 25                            | 1 8 15 22      | 1 8 15 22 29  | 5 12 19 26   | 3 10 17 24 31   | 7 14 21 28        | 5 12 19 26        | 2 9 16 23 30         | 7 14 21 28        | 4 11 18 25     | 1 8 15 22 29      | 6 13 20 27    | 3 10 17 24    | 1 8 15 22 29  | 6 13 20 27    | WED  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | THUR               | 5 12 19 26                            | 2 9 16 23      | 2 9 16 23 30  | 6 13 20 27   | 4 11 18 25      | 1 8 15 22 29      | 6 13 20 27        | 3 10 17 24 31        | 7 14 21 28        | 5 12 19 26     | 2 9 16 23 30      | 7 14 21 28    | 5 12 19 26    | 2 9 16 23 30  | 7 14 21 28    | THUR |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | FRI                | 6 13 20 27                            | 3 10 17 24     | 3 10 17 24 31 | 7 14 21 28   | 5 12 19 26      | 2 9 16 23 30      | 7 14 21 28        | 4 11 18 25           | 1 8 15 22 29      | 6 13 20 27     | 3 10 17 24        | 1 8 15 22 29  | 6 13 20 27    | 3 10 17 24 31 | 7 14 21 28    | FRI  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
|   | SAT                | 7 14 21 28                            | 4 11 18 25     | 4 11 18 25    | 1 8 15 22 29 | 6 13 20 27      | 3 10 17 24        | 1 8 15 22 29      | 5 12 19 26           | 2 9 16 23 30      | 7 14 21 28     | 4 11 18 25        | 1 8 15 22 29  | 6 13 20 27    | 3 10 17 24 31 | 7 14 21 28    | SAT  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| PERIOD No   | 11                 | 12                                    | 13             | 1             | 2            | 3               | 4                 | 5                 | 6                    | 7                 | 8              | 9                 | 10            |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |
| WEEK No   | 40 41 42 43 44     | 44 45 46 47 48                        | 48 49 50 51 52 | 1 2 3 4       | 5 6 7 8 9    | 9 10 11 12 13   | 14 15 16 17 18    | 18 19 20 21 22    | 22 23 24 25 26 27 28 | 28 29 30 31       | 31 32 33 34 35 | 35 36 37 38 39 40 |               |               |               |               |      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |



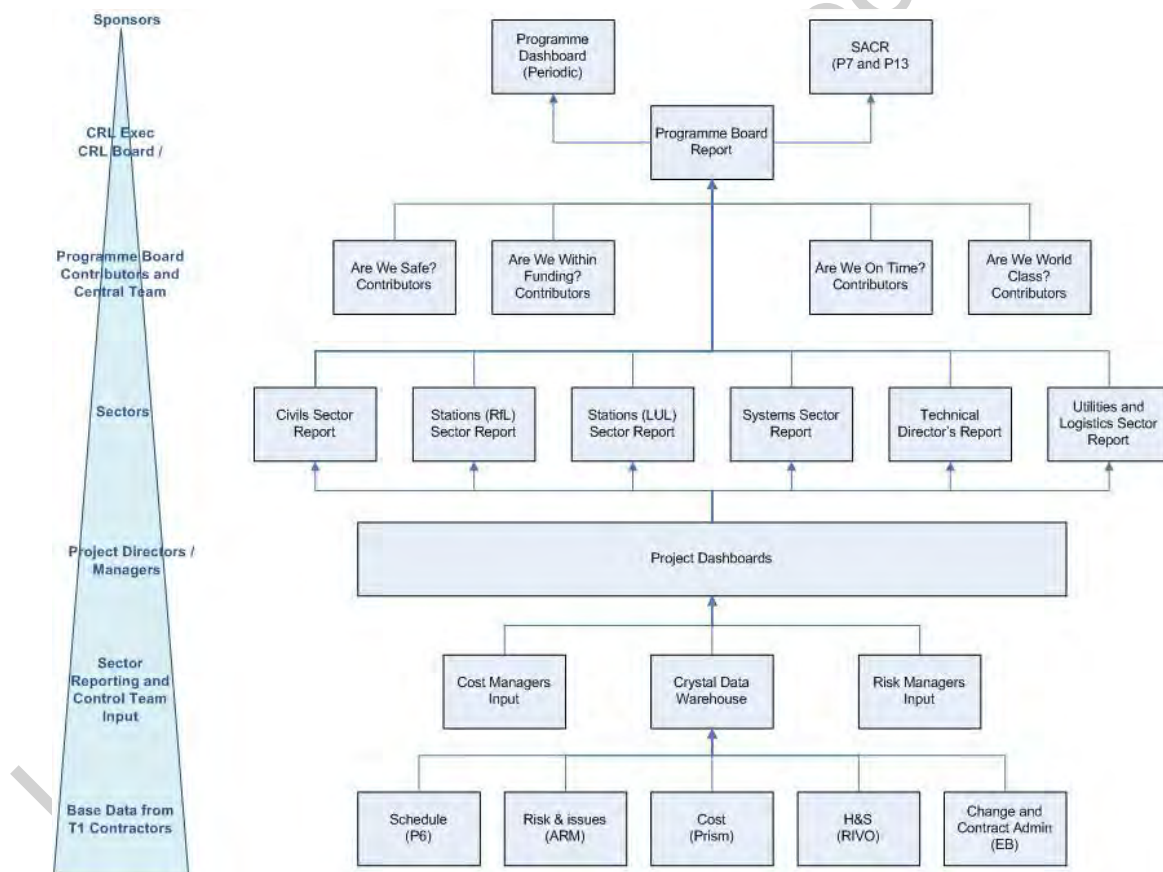
## 6 The Reporting Suite

The reporting process provides an efficient, effective and robust reporting system. It has been designed in response to the organisation and lifecycle changes in the Programme. This includes:

- Clear ownership of reports
- Consistent flow of information between reports
- Data automation allowing greater reporting accuracy in a number of Periodic reports, produced for a range of audiences
- An efficient QA and review cycle
- A greater focus on analysing data and highlighting important issues and decisions as early and efficiently as possible

### Reporting Hierarchy

The diagram below summarises the reporting hierarchy established within Crossrail and identifies the range of reports which should be produced to meet the varying stakeholder requirements.



The reports are outlined below with key dates on when they need to be issued to meet key review dates.

**Semi Annual reports**

| Acronym | Report                          | Description  | Issue date  | Review Points  |
|---------|---------------------------------|--|---|--|
| SACR    | Semi-Annual Construction Report | Semi-Annual Construction Report produced following the end of Period 6 and the end of Period 13 of each financial year | <b>Draft:</b> Mid October / Mid Apr<br><b>Final:</b> Mid November / Mid May (45 days post end of SACR Period) | <b>Prog. Controls Director</b><br><b>Excom</b><br><b>CRL Board</b> |

**Periodic Reports**

| Acronym    | Report             | Description   | Issue date  | Review Points   |
|------------|--------------------|---|---|---|
| BR         | Board Report       | Periodic summary of performance, progress and areas of concern for the entire Crossrail Programme | <b>Draft:</b> Friday Week 2<br><b>Final:</b> Thursday Week 3  | <b>Reporting Team:</b> Friday Week 2<br><b>Prog. Controls Director:</b> Monday Week 3<br><b>Prog. Director / Finance Director:</b> Tuesday Week 3 |
| Dashboards | Project Dashboards | Periodic summary of performance, progress and areas of concern for each Project.                  | <b>Draft:</b> Friday Week 1<br><b>Final:</b> Wednesday Week 2 | <b>Area Teams:</b> Friday Week 1<br><b>Reporting Team:</b> Monday Week 2  |

Sector Directors are responsible for defining any internal reporting which aggregates project data to the Sector Level.

## 7 Overview of Report Production Process

The report production process for the reporting suite involves using a combination of 'automated' Crystal Data Warehouse metrics (i.e. Finance, Cost, Risk, Schedule, H&S, Contract Administration) and some manual collation of metrics and commentary from Functional areas or Delivery Area report contributors. Automated data refers to Functional data being integrated into the Crystal Data Warehouse (named 'Crystal') directly from their source systems.

The automation of all reporting metrics was conducted in a phased transition, leaving the reporting solution, underpinned by the Crystal Data Warehouse, with agreed data from Finance, Cost, Risk, Schedule, H&S and Contract Administration without data manipulation within the reporting production process.

In addition, the Crystal Data Warehouse Cube can be accessed for adhoc reporting purposes via Excel. For more information on the Cube and how to gain access to the Cube please refer to the [Requesting access to the Data Warehouse Cube](#) on the Programme Reporting Intranet homepage.

Using the Crystal Data Warehouse to underpin the reporting platform gives Crossrail the ability to:

- Provide a 'one source of truth' for Crossrail data;
- Integrate and aggregate data across the 6 key Programme Control areas - Finance (SAP), Cost (PRISM), Schedule (Primavera), Risk (ARM), Contract Admin (eB) and Health & Safety (RIVO Safeguard - 'RIVO')
- Improve data traceability and transparency
- Provide a formal audit trail, and to demonstrate data management, assurance and effective governance

- Meet the RP4 requirements on data quality and reporting

It will also realise the following benefits:

- Improve the quality of data and information flows to all reports
- Reduce the effort required to produce programme reports
- Provide Functional and Area Teams the ability to 'self-serve' design and tailor reports to meet their needs
- Reduce the risk of data loss and heavy reliance on specific data holders
- Drive more rigour around the Programme Controls environment e.g. timelines and processes
- Provide a building block for developing future reports and changing demands from management and sponsors

The solution provides a long-term single Programme dataset with inter-related and structured data, allowing the capability to perform data analysis and drill-down into the data for final report production.

A number of key reports are semi-automated from Crystal, whereby a selection of quantitative information such as cost graphs and tables are now pre-populated within report templates that are downloaded after the data extract for that Period. The remainder of these reports will require manual completion with respect to commentary and other charts and graphs which are not automatically generated from the Crystal Data Warehouse. Visual Basic for Applications (VBA) code has been used to apply filters to Pivot Tables in Excel which facilitate the linking of data into the Crystal Cube to meet the charting requirements of the reports.

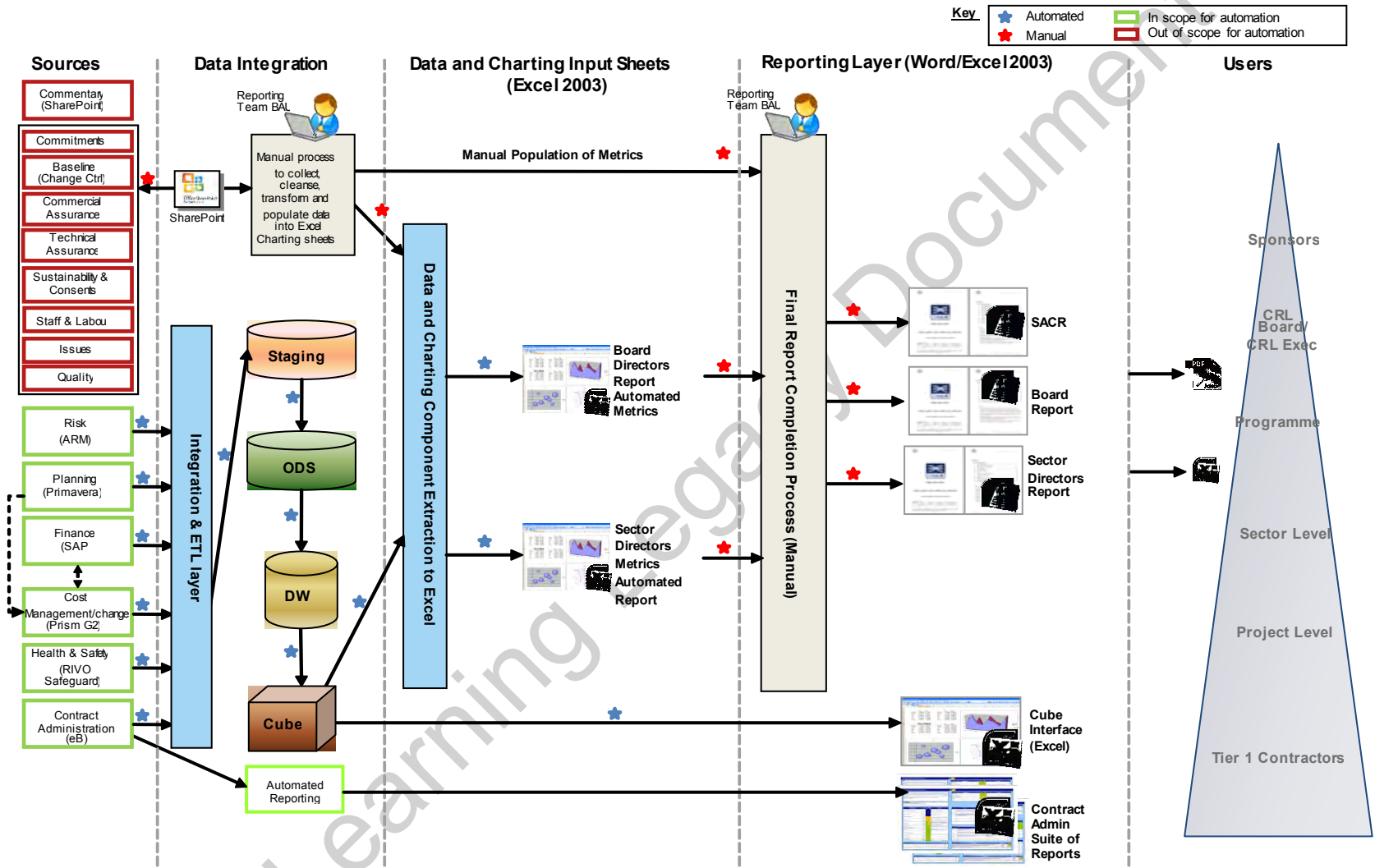
The Programme Reporting Intranet is used for manual contributions to the reports allowing Reporting teams to organise and control the contribution of manual data and commentary during the report production process. The use of the Programme Reporting Intranet helps from a business continuity perspective and also provides a formal audit trail demonstrating management of information, assurance and effective governance on how information feeds into reports.

User guides, quick reference guides and other training material are all available on the Programme Reporting Intranet website to support users in building and contributing to these reports. More detail on this can be found in the Training & Support section of this document in Section 11.

The Programme Reporting team are also responsible for monitoring data load status using the Crystal Management Interface (CMI). The CMI tool allows users to monitor the success of data loads each period. The Programme Reporting Team are responsible for checking each Period in Week 1 that each of the loads has been successfully completed. If a load has not been successful, they will contact IT to investigate why the load has failed. The relevant stakeholders should meet every Wednesday morning to confirm that there are no significant omissions or errors in the data that has been successfully loaded into Crystal. This will validate the quality of the data and its use for analysis and reporting. If the data owners confirm there are errors in the data which require correction before they can be presented within a report, then the process for requesting changes to the data needs to be followed. This process is described in Section 9 of this document.

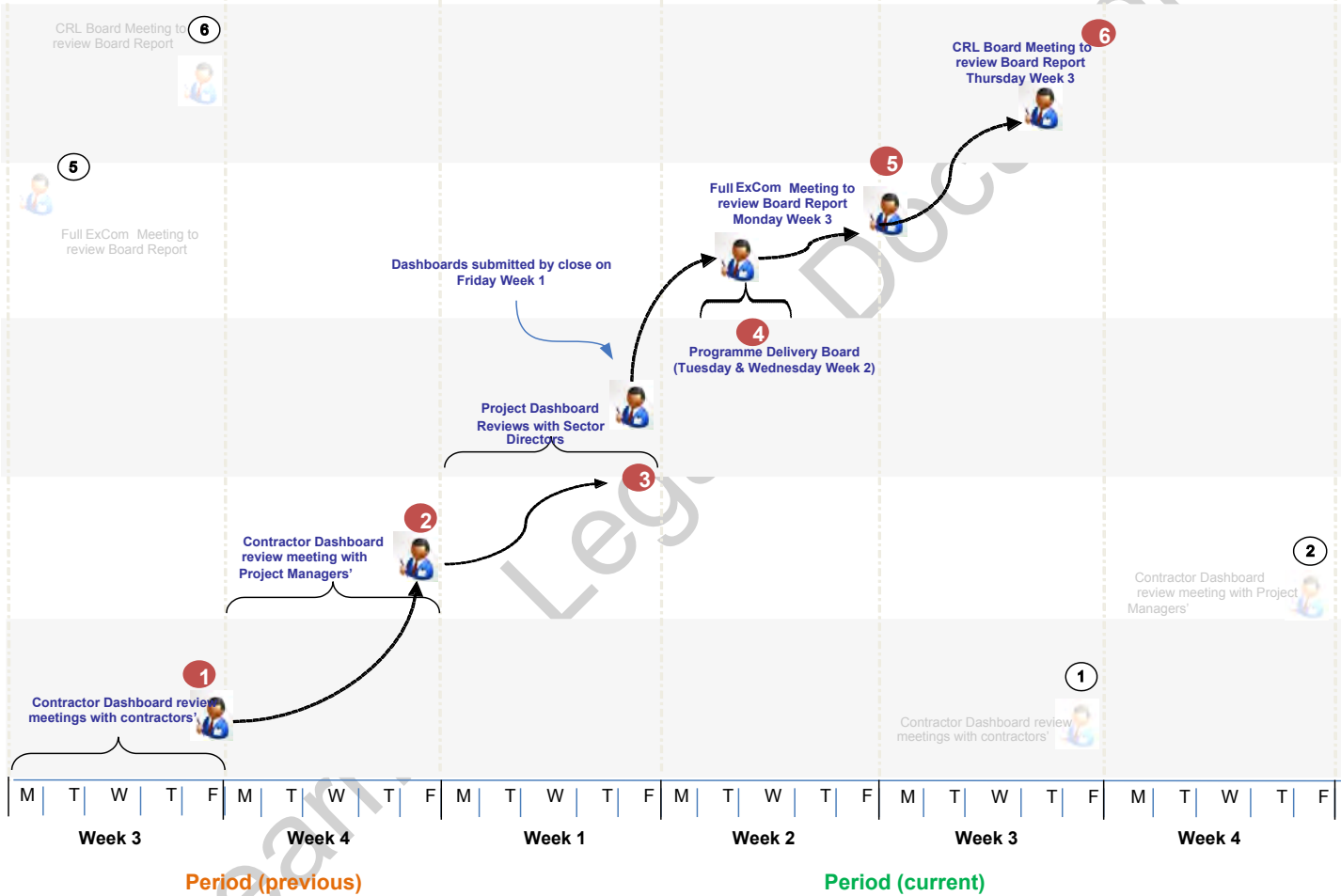
Section 7.1 overleaf summarises the high level solution architecture for Programme Reporting from Crystal, describing how functional source data is fed into the data warehouse and used to semi-automate key programme reports.

7.1 Programme Reporting from the Crystal Data Warehouse



**7.2 The Programme Controls Timeline**

The diagram below summarises the Programme Controls activity across a typical reporting Period. “Period n” represents the current calendar Period, with contract level reporting all being complete by Week 3 of the Period n-1. Note that reports in Period n will be reporting on Period n-1 data.



Production of progress reports is underpinned by a number of performance review meetings held every Period. The table below summarises the review meetings held, attendees, key inputs and outputs of the review meetings.

| Meeting Ref | Review Meeting   | Description  | Attendees   | Key Inputs                                   | Key Outputs  |
|-------------|--|--|---|--|--------------|
| 1           | <b>Sector Periodic Review Meeting, Week 2</b>                  | <p><b>Purpose: Performance &amp; Progress</b></p> <ul style="list-style-type: none"> <li>To review and challenge consequences of Programme Director's Periodic Report</li> <li>To discuss and escalate areas of concern in preparation for the summary session with the Programme Director at the end of the day</li> </ul> <p>Summary session:</p> <ul style="list-style-type: none"> <li>To provide an opportunity for Programme Director to challenge the Senior Programme Delivery Team on areas of concern and proposed strategies for mitigation/resolution</li> </ul> | <p><b>Chair:</b> Programme Controls Director</p> <p><b>Review Panel:</b></p> <ul style="list-style-type: none"> <li>Central Section Delivery Director</li> <li>Commercial Director</li> <li>Technical Director</li> <li>Finance Director</li> <li>Strategic Projects Director</li> <li>Programme Director</li> </ul> <p><b>Review Members:</b></p> <ul style="list-style-type: none"> <li>Sector Directors</li> <li>Surface, Projectwide, Operations / Rolling Stock Directors</li> </ul> <p><b>Additional Attendees:</b></p> <ul style="list-style-type: none"> <li>Project Representative (PRep)</li> </ul> | Area Director's Reports                      | Board Report |
| 2           | <b>Board Report Periodic Review Meeting, Week 3 (at ExCom)</b> | <p><b>Purpose: Critical Review of Board Report</b></p> <ul style="list-style-type: none"> <li>To review and discuss consequences of the Board Report</li> <li>To sign-off the reports for wider circulation</li> </ul>   | <p><b>Chair:</b> Programme Controls Director</p> <ul style="list-style-type: none"> <li>Programme Director</li> <li>Chief of Staff</li> <li>Finance Director</li> </ul>   | Board Report                                 | Board Report |
| 3           | <b>Sponsor Periodic Review Meeting, Week 3</b>                 | <p><b>Purpose:</b><br/>A review between JST and CRL on the position of the project addressing progress, achievements and key issues.</p>   | <p><b>Chair:</b> JST Chairman</p> <ul style="list-style-type: none"> <li>JST Team</li> <li>PRep</li> <li>Technical Director</li> <li>Programme Controls Director</li> <li>Chief of Staff</li> <li>Central Section Delivery Director</li> <li>Head of Schedule &amp; Head of Cost</li> </ul>   | Board Report<br>Plus additional PRep reports | N/A          |

| Meeting Ref | Review Meeting      | Description   | Attendees  | Key Inputs | Key Outputs    |
|-------------|---------------------|---|--|------------|----------------|
| 4           | <b>SACR Meeting</b> | <ul style="list-style-type: none"> <li>• Meetings scheduled to be determined at appropriate during SACR production</li> </ul> | <ul style="list-style-type: none"> <li>• Attendees determined at time</li> </ul> | Draft SACR | Published SACR |

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## **8 Reporting Content**

This section provides the detail into each of the progress reports and contains:

- A description of each report, including responsible persons and intended audience
- A summary of information flow, showing the key inputs and outputs of each report, including dependencies on other progress reports
- A high level overview of the report production process, which outlines the steps required to produce each report

Programme Management Reporting Specifications (Ref 1) contains a further detailed breakdown for each report.

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## 8.1 Board Report

| Issue date  | Review Points   |
|---|---|
| <b>Draft:</b> Friday Week 2<br><b>Final:</b> Tuesday Week 3 | <b>Reporting Team:</b> Thursday Week 2<br><b>Finance Director:</b> Tuesday Week 3 |

The Broad Report (BR) is a Periodic report which is produced for the Programme Director, his direct reports, Finance Director, Project Representatives (PRep) and the Area Directors.

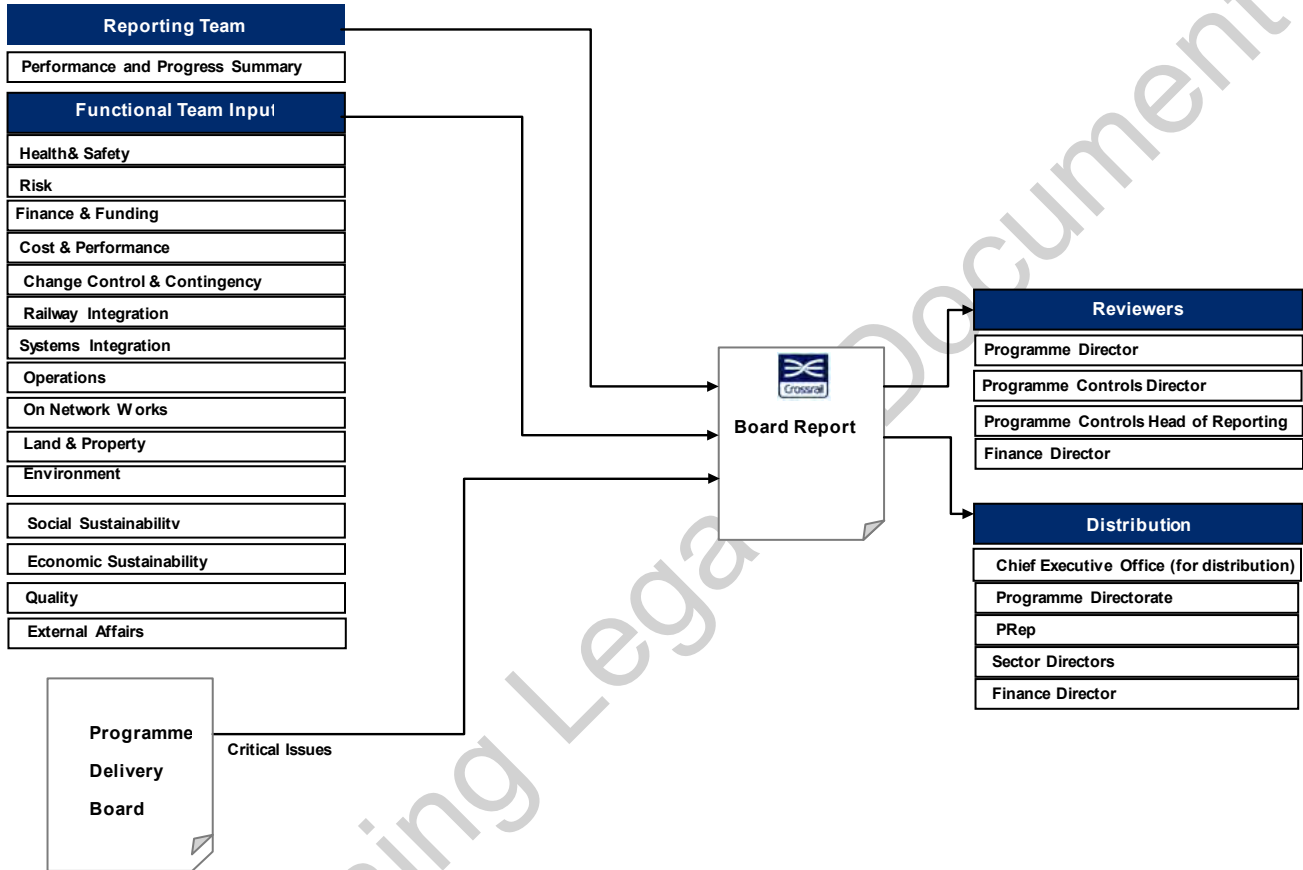
The purpose of the report is to provide a Periodic overview of how the Programme is performing in key areas during the previous Period, as well as provide an opportunity for Area Directors to escalate any key decisions that the Programme Director are required to make.

The summary of information flow shown in section 8.1.1 for the BR has been structured to ensure that the amount of new information / data produced for the BR is kept to a minimum. The structure focuses on a flow of information passing through via other reports i.e. Area Directors Reports. This allows the Programme Reporting Team to focus on analysing information and including only the relevant information for the respective audience of the BR.

The report provides a Period overview and forward look, highlighting any key information from the previous Period and the report's key components are:

- Risk
- Key Performance Indicators
- Health & Safety
- Finance and Funding
- Cost and Performance
- Change Control and Contingency
- Contract Admin
- Schedule and Progress
- Key Milestones
- Railway Integration
- Systems Integration
- Operations
- On Network Works
- Land and Property
- Environment
- Social Sustainability
- Economic Sustainability
- Quality
- External Affairs

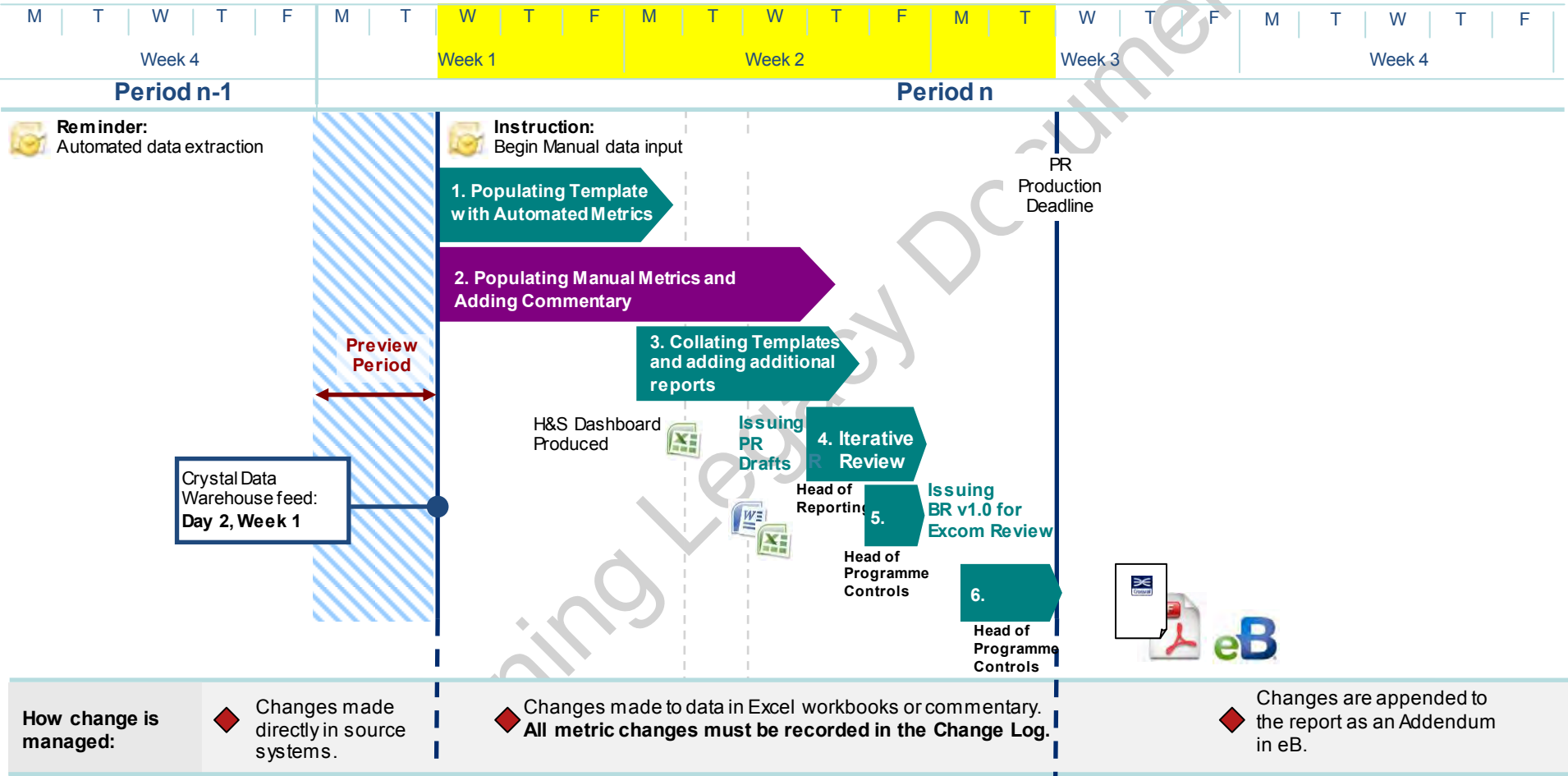
8.1.1 Board Report Summary of Information Flow



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### 8.1.2 Overview of PR Production Process

Below is a high level outline of the Programme Report production process. For more detail around each step of the process please refer to the User Guide on the [Training and Support](#) Programme Reporting intranet page



## 8.2 SACR (Semi Annual Construction Report)

| Issue date  | Review Points                                 |
|---|---|
| 15 Nov / 15 May (45 days post end of SACR Period) | Programme Controls Director; Excom; CRL Board |

The Semi Annual Construction Report (SACR) provides an update on progress of the Crossrail Programme (the “Programme”) at two points during the 13 periods in a financial year, together with a forward look at the planned expenditure and key milestones for the next 6 months. The SACR is a Project Development Agreement (PDA) requirement between CLR Ltd, Transport for London and the Secretary of State for Transport.

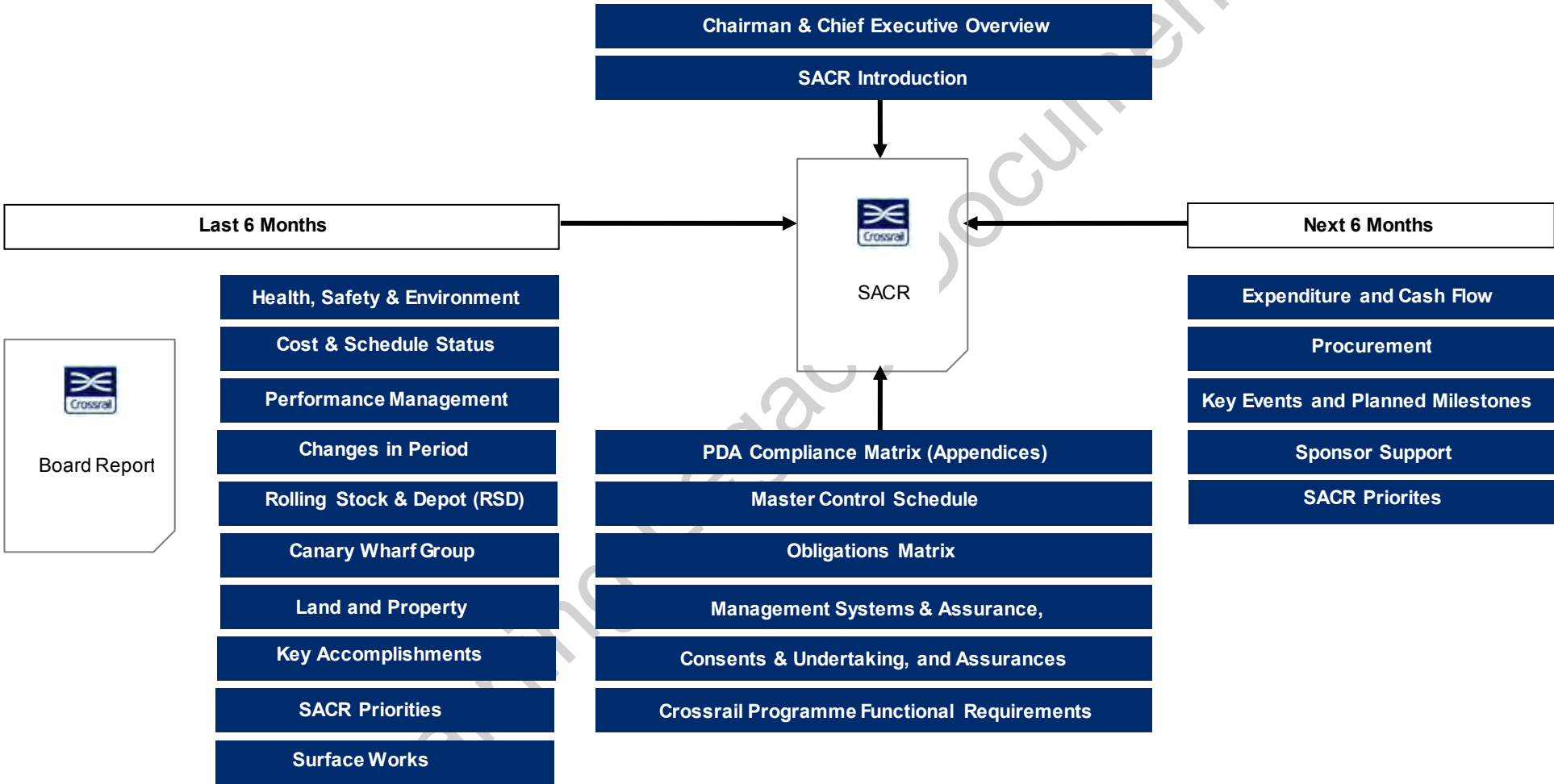
The PDA requires Crossrail to provide Sponsors with the Semi Annual Construction Report within 45 days of the end of each SACR Period. Detailed reporting requirements can be found in clause 26 of the PDA.

The purpose of the SACR is to summarise the key activities and pertinent performance facts and figures since the last SACR. In addition, it highlights any issues/challenges that are anticipated over the next 6 months, together with areas where Sponsor support and guidance may be required.

The reports key components include:

- Health & Safety
- Environment
- Quality
- Cost and Schedule Status
- Performance Management
- Contract Administration
- Changes in Period
- Surface Works
- Railway Integration
- Rolling Stock & Depot
- Operations
- Canary Wharf Group
- Land & Property
- Community Relations
- Key Accomplishments
- Innovation
- SACR Priorities

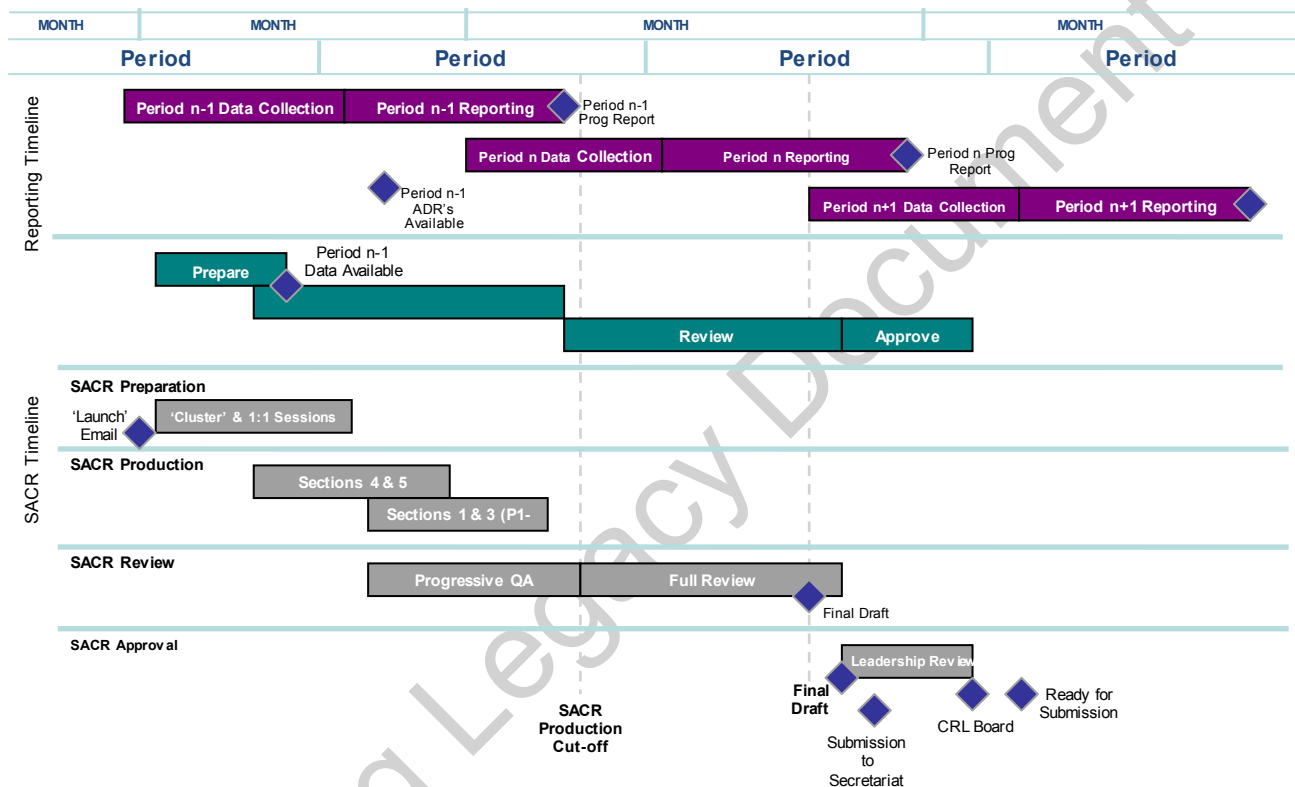
8.2.1 Summary of Information Flow



## 8.2.2 Overview of SACR Report Production Process

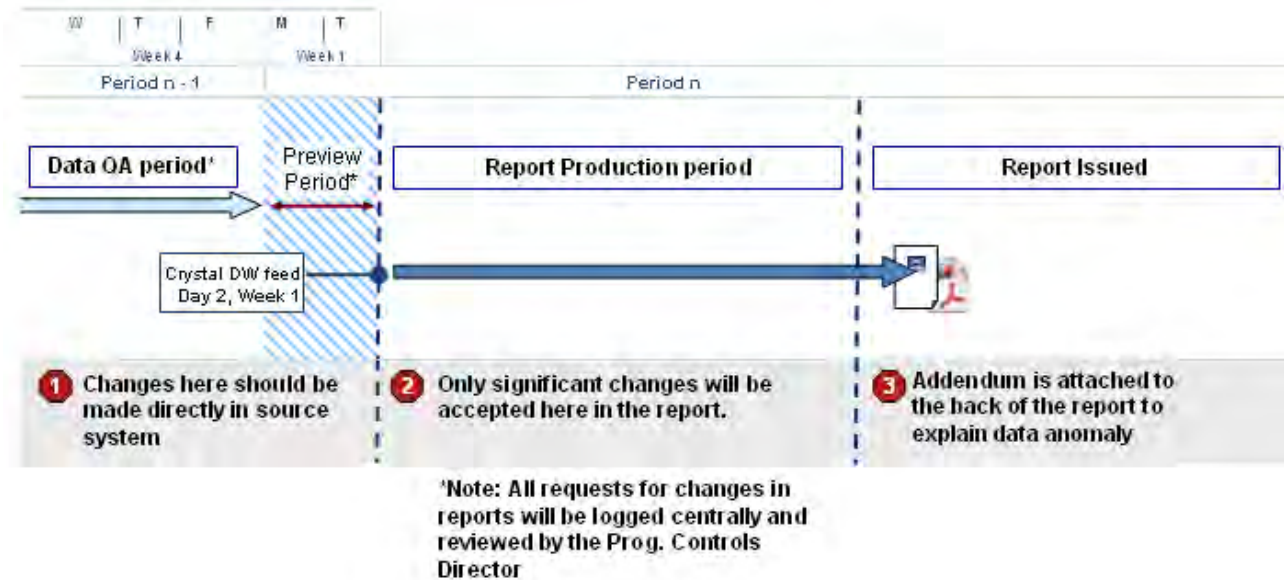
The SACR is designed to complement the Periodic reports and should not seek to replicate this content; it will instead overlay the previous Periodic reports with key content to help inform Sponsors. As such there is a direct mapping between the SACR and the preceding 6 or 7 Board Reports, i.e. direct visibility and logic to source information for SACR - this also supports greater transparency and more relevant audit trail.

It is the responsibility of the Head of Reporting to coordinate and inform all the various contributors about the contents and timeline requirements for each SACR report, and to collate all the sections and produce the report for the Programme Controls Director.



## 9 Making Changes to Data

Throughout the production of the reports changes to data may be required; the diagram below explains how changes will be dealt with at each of the 3 stages of report production:



In order for data within a report to be changed post the update from Crystal i.e after Wednesday Week 1 each period, any such changes are on an exception basis and would need to be deemed significant and would need to be approved by the Programme Controls Director.

Various teams, i.e. Functional Contributors, Area Reporting Team and Programme Reporting Team will have a number of responsibilities to ensure any changes made to reports are appropriately logged whether this is during or after the production of reports.

These responsibilities are highlighted below:

### Functional Teams / Contributors

- Be aware of the criteria that constitute significant changes
- Ensure all significant changes are communicated as early as possible
- Ensure all accepted significant changes are reflected in the source data for the next period

### Area Reporting Team

- Log any significant changes and inform the Programme Reporting Team of such changes
- Ensure insignificant changes are not accepted during the reporting cycle
- Submit significant changes for the Programme Reporting team to review with the Programme Controls Director

### Programme Reporting Team

- Log any significant changes in the Change Log
- Ensure insignificant changes are not accepted during the reporting cycle
- Review significant changes for acceptance with the Programme Controls Director
- Ensure the relevant functional teams update significant changes in the source system

## **10 Training & Support**

This section outlines the responsibilities for training around aspects of the new report production process. On the Programme Reporting intranet site there is a [Training and Support](#) section which outlines details around how individuals within Crossrail can obtain more information or training on aspects around reporting (i.e. the Crystal Cube, the report production process, etc).

As well as having provided presentations, demos and classroom training, a list of comprehensive training material, including User Guides, Exercise Guides and Quick Reference Guides is available on the [Training and Support](#) section of the Programme Reporting Intranet.

The Reporting Handbook should be used in conjunction with the training material and Quick Reference Guides provided on the [Training and Support](#) section of the Programme Reporting Intranet to guide users on how to produce and contribute to reports. There are also a number of slide presentations which cover reporting from the Crystal data warehouse through to the use of the Programme Reporting Intranet for manual report contribution.

Report contributors will have access rights to upload material for their relevant reports on the Programme Reporting Intranet. The Programme Reporting Team and Area Reporting Managers will be responsible for briefing new users on how to use the Programme Reporting Intranet site for manual report contributions as well as dealing with new requests for access.

Programme Reporting will also be responsible for approving access requests to the Crystal Cube. IT send these requests to the Head of Reporting. If access is required to confidential data, this needs to be approved by the Programme Controls Director. Programme Reporting will then let the IT Service Desk know that access has been approved and to which data sets (e.g. if contingency access is needed, Programme Reporting will specify this in the return email to IT Service Desk).

Below you will find a summary matrix of the key responsibilities in terms of carrying out adhoc training post 'Go-Live' and also for maintenance of key training materials for use as part of the sessions or at desk.



**Reporting Procedures Handbook**  
**CR-XRL-Z9-GPR-CR001-00012 Rev 7.0**

|  |   | Programme Reporting | Area Reporting | Functional Area (Super User) | Service Desk | Small Business Apps Team |
|--|---|---------------------|----------------|------------------------------|--------------|--------------------------|
| <b>Key responsibilities for Training &amp; Training Materials Update</b> |   |                     |                |                              |              |                          |
| <b>Training</b>  | Reporting from Crystal Overview                                     | X                   |                |                              |              |                          |
|  | Report Production Exercise Session                                  | X                   | X              |                              |              |                          |
|  | Cube Exercise Sessions (by Business Area)                           |                     |                | X                            |              |                          |
|  | Providing Manual Metrics and Commentary on SharePoint               |                     | X              |                              |              |                          |
|  | SharePoint Administration Training                                  | X                   |                |                              |              |                          |
| <b>Quick Reference Guides</b>  | QRG01 - Connecting to the Cube                                      | X                   |                |                              |              |                          |
|  | QRG02 - Creating Pivot Tables and Charts using the Cube             | X                   |                |                              |              |                          |
|  | QRG03 - Using Key Dimensions in the Cube                            | X                   |                |                              |              |                          |
|  | QRG03.1 - Analysing Health and Safety Data in the Cube              |                     |                | X                            |              |                          |
|  | QRG03.2 - Analysing Planning Data in the Cube                       |                     |                | X                            |              |                          |
|  | QRG03.1 - Analysing Cost Data in the Cube                           |                     |                | X                            |              |                          |
|  | QRG03.1 - Analysing Risk Data in the Cube                           |                     |                | X                            |              |                          |
|  | QRG03.1 - Analysing Contract Admin Data in the Cube                 |                     |                | X                            |              |                          |
|  | QRG04 - Change Logging Process                                      | X                   |                |                              |              |                          |
|  | QRG05 - Producing the Health and Safety Dashboard                   |                     |                | X                            |              |                          |
| QRG06 - Producing the Crossrail Dashboard                                | X   |                     |                |                              |              |                          |
| QRG07 - Producing the Area Director's Report (ADR)                       |   | X                   |                |                              |              |                          |
| QRG08 - Producing the Programme Report (PR)                              | X   |                     |                |                              |              |                          |
| QRG09 - Upload Manual Metrics and Commentary to SharePoint               |   | X                   |                |                              |              |                          |
| QRG10 - Using the Crystal Management Interface                           | X   |                     |                |                              |              |                          |
| <b>User Guides</b>   | User Guide - Producing the PR                                       | X                   |                |                              |              |                          |
|  | User Guide - Producing the ADR                                      |                     | X              |                              |              |                          |
|  | User Guide - Producing the CD                                       | X                   |                |                              |              |                          |
|  | User Guide - Uploading Manual Metrics and Commentary for SharePoint |                     | X              |                              |              |                          |
| <b>Exercise Guides</b>   | Exercise Guide - Producing the PR                                   | X                   |                |                              |              |                          |
|  | Exercise Guide - Producing the ADR                                  |                     | X              |                              |              |                          |
|  | Exercise Guide - Producing the CD                                   | X                   |                |                              |              |                          |
|  | Exercise Guide - Producing the Health and Safety Dashboard          |                     |                | X                            |              |                          |
|  | Exercise Guide - Cube Exercises on Contract Administration          |                     |                | X                            |              |                          |
|  | Exercise Guide - Cube Exercises on Cost                             |                     |                | X                            |              |                          |
|  | Exercise Guide - Cube Exercises on Health and Safety                |                     |                | X                            |              |                          |
|  | Exercise Guide - Cube Exercises on Planning                         |                     |                | X                            |              |                          |
|  | Exercise Guide - Cube Exercises on Risk                             |                     |                | X                            |              |                          |
| <b>Key responsibilities for Support</b>                                  |   |                     |                |                              |              |                          |
| <b>SharePoint Intranet</b>   | Maintaining the Programme Reporting Intranet Site                   | X                   |                |                              |              |                          |
| <b>Data Dictionary</b>   | Maintaining the Data Dictionary                                     |                     | X              |                              |              |                          |
| <b>SharePoint Intranet / Team Site</b>                                   | Administering access and permissions for contributors to reports    | X                   |                |                              |              |                          |
| <b>Crystal Management Interface</b>                                      | Crystal Load Monitoring on periodic basis                           | X                   |                | X                            | X            |                          |
| <b>Support</b>   | Crystal Incident Management   |                     |                | X                            | X            |                          |
|  | Crystal IT Support  |                     |                | X                            | X            |                          |
|  | Reporting Templates   | X                   |                | X                            | X            |                          |

Outlined at the bottom of the matrix (above) are Support related responsibilities and these range from ensuring the Programme Reporting intranet is up to date to dealing with enquiries for access to the Crystal Cube or SharePoint. A key responsibility is monitoring the Crystal Data Loads on a periodic basis and this lies with the Programme Reporting Team. The Programme Reporting Team will be responsible for flagging any issues which arise from data not being loaded correctly and they will need to use the Crystal Management Interface to do this.

Programme Reporting may need to perform quick loads to reload data using the Management Interface in Week 1 if the original load has not successfully completed. If the data loads into Crystal have not successfully completed in Week 1, Programme Reporting should arrange for the contributors to manually complete the sections of the report which have not been automatically populated.

Generally, users will be able to contact IT support with technical queries (such as those relating to access, availability of the system etc). Users may also call IT Support asking about access to SharePoint to contribute to the reports - in this case, they will be directed to the Programme Reporting mailbox.

Programme Reporting will be the main administrators for report contributions and will manage and administer access to the relevant SharePoint folders for people to contributors.

Typically all non-technical queries, or assistance, around Programme Reporting should be sent to [programmereporting@crossrail.co.uk](mailto:programmereporting@crossrail.co.uk).

## 11 Change Control

This section outlines the key objectives of Change Control within Programme Controls Reporting, defining the key roles and responsibilities before defining the Change Control process in detail. The Change Control process must be used to introduce any change to any of the reporting templates used in Crossrail in a controlled and coordinated manner.

The Reporting Change Control process has been designed to minimise unnecessary changes being made to reports but equally provide a timely forum for business Functions to raise change requests through a transparent process

The objectives of Change Control are to:

- Develop change standards, policies, and procedures to manage change within Crossrail Reporting
- Effectively manage, keep track of and coordinate all changes to the reports governed by the Reporting team
- Monitor the impact of any requested or initiated change to the reports
- Coordinate all of the work activities associated with a formal Change Request (CR) on reporting within Crossrail

There are 3 types of change currently identified that may impact reporting and would be example of requirements where the Change Control process should be followed:

- Reports - report format and structure changes
- Data - changes to the underlying data structure
- Security - security or role based access changes

These are defined in the following table with examples of changes that may be requested and the team most likely responsible for them. A responsible person / team is assigned to each potential change.

Please note, whilst these are examples of changes that could occur to Data and / or Reports this is not a definitive list.

| Change Category           | Description   | Example of Change                     | Responsible Team                  |
|---------------------------|---|---------------------------------------|-----------------------------------|
| Report                    | These are changes which will impact the layout or graphical representation of the report. These changes are typically to be administered and completed by the Reporting team. | Format of data in the reports         | Programme Controls Reporting team |
|                           |   | Change to graphical representation    |                                   |
|                           |   | Different time Periods                |                                   |
|                           |   | Cosmetic change                       |                                   |
|                           |   | One off changes to axis, graphs       |                                   |
|                           |   | One off new calculated field          |                                   |
|                           |   | Change to manual populated data input |                                   |
| Data                      | These are changes which will impact the data or the source of the data to the reports. These changes will be typically administered by IT.                                    | Permanent changes to axis, graphs     | IT Data team                      |
|                           |   | Automation of manual metrics          |                                   |
|                           |   | Additional Metrics                    |                                   |
|                           |   | More frequency on data                |                                   |
|                           |   | Changes to source systems             |                                   |
|                           |   | Change to Master Data/drill downs     |                                   |
|                           |   | Change to Cube interface              |                                   |
|                           |   | On-going calculated feeds             |                                   |
| Change to value or format |   |                                       |                                   |
| Security Access           | Any new or additional security access requirements must be raised via Helpdesk  | Security Access                       | IT Helpdesk                       |

### 11.1 Change Request Log

The Change Request Log is a tracking tool used to record the status and requirement of each formal Change Request raised.

Once a business need has been clarified or identified the Change Request will be assigned a formal Change Request ID number is then recorded in the Change Request Log.

The information which should be stored within the log is listed below:

- Change Request ID
- Change Request Title
- Business Area Requesting Change
- Description of Requested Change and Business Justification
- Change Request Cause (categorised as Business Need, Requirements Omission, Programming Error/Omission, Design Error/Omission or Other)
- Impact of Change Request (categorised by High, Medium or Low)
- Impact Detail (includes the Time/Resource/Cost Estimate)
- Change Request Status
- Projected Decision Date
- Recommended Start Date
- Target Date of Completion

The Change Request Log should be updated during significant steps or milestones completed within the Change Control process.

Change Request Status Definitions are described in the table below:

| Change Request Log Status | Description   |
|---------------------------|---|
| Identified                | The change request has been clearly articulated, including the business need and justification for the Change Request.  |
| Evaluated                 | The change request has been evaluated in terms of impact by the Reporting/IT team and has been determined as one which involves a reporting front end and/or data back end change. Time cost and resources has been evaluated as part of the process. |
| Submitted                 | The request has been submitted for approval.  |
| Approved                  | The request has been approved by either the CRG or by the IT Steering Committee for implementation.   |
| Rejected                  | The request has been rejected by either the CRG or the IT Steering Committee.   |
| Cancelled                 | The request has been cancelled by the Originator of the request.  |
| Change Initiated          | The change has been approved and initiated by the Reporting/IT team.  |
| Change Tested             | The change has been implemented and tested by the Reporting Team/IT team.   |
| Change Verified           | The change has been verified by the Business/Originator of the Change Request.  |
| Closed                    | The change, once verified by the business and rolled out, is formally closed.   |

## 12 Reference Documents

| Ref: | Document Title | Document Number: |
|------|----------------|------------------|
| 1.   |                |                  |
| 2.   |                |                  |
| 3.   |                |                  |
| 4.   |                |                  |

## 13 Standard Forms / Templates

| Ref: | Document Title | Document Number: |
|------|----------------|------------------|
| A.   |                |                  |
| B.   |                |                  |

Learning Legacy Document