

Elizabeth Line Delivery Group – Outcomes

Thursday 4 February 2021

Members:

Andy Byford, TfL Commissioner (Chair) (AB), Mark Wild, Chief Executive, Crossrail, TfL (MW), Andy Lord, Managing Director, London Underground, TfL (AL), Tricia Wright, Chief People Officer, TfL (TW), Rachel McLean, Chief Finance Officer, Crossrail, TfL (RM)

Attendees:

Howard Carter, General Counsel, TfL (HC), Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), Andy Pitt, Independent Expert Support (AP), Phil Gaffney, Independent Expert Support (PG), Carole Bardell-Wise, Health and Safety Director, Crossrail, TfL (CBW), Jim Crawford, Crossrail Programme Director, Crossrail, TfL (JC), Howard Smith, Chief Operations Officer, Elizabeth Line, TfL (HS), [REDACTED], Project Representative, Jacobs ([REDACTED]), Stuart Westgate, Head of Crossrail Programme Assurance, TfL (SW), Hannah Quince, Chief of Staff, Crossrail, TfL (HQ), Nicola Cox, Head of Corporate Finance, TfL (NC), Richard Zavitz, Principal Sponsor, TfL (RZ), Alex Berwin, Corporate Affairs Manager, TfL (secretariat) (ABe)

Apologies: Simon Kilonback, Chief Finance Officer, TfL (SK), Angela Williams, Chief People Officer, Crossrail, TfL (AW), [REDACTED], Project Representative, Jacobs ([REDACTED])

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	Members agreed minutes from previous ELDG on 12 January.	n/a	n/a
2 – Crossrail programme progress	Noted the safety performance update for Period 10 with current emphasis on a health and safety campaign to prepare for entry into Trial Running. CBW noted a number of level 3 incidents at Bond Street station, which Mike Dunham’s improvement plan at Bond Street will address, and some operational incidents which JC and CBW are sponsoring investigations into.	n/a	n/a
	<p>JC provided a detailed performance update noting the headline [REDACTED] is holding with key station milestones reached and good progress with local closure of activities. JC noted some issues with eB close-out but confirmed this would not impact on entering Trial Running. JC confirmed the focus is now to remove uncertainty to improve planning for CESAC submission on 12 February.</p> <p>It was agreed care needs to be given at RAB-C if we are to move away from needing all documents done to accepting some remaining dependencies. This will be reviewed after 12 February,</p>	n/a	n/a
	The T-8 review was discussed and noted a full refresh will be undertaken at T-6. AP and AL agreed the T-8 review was thorough with good cooperation between organisations. The recent Reliability Board also showed good progress from a reliability perspective to get into Trial Running as soon as possible.	n/a	n/a

Item	Action	Owner	Due by
	<p>KS provided an update on Trial Operations readiness. It was agreed this should not distract from entering Trial Running but is necessary to prepare effectively for the next stage of the project. It was agreed the ELDG will need to move focus to Trial Operations readiness and agreements on trade-offs and what elements can be completed at a future date or de-scoped. It was reiterated that momentum must be maintained once the project enters Trial Running.</p>	n/a	n/a
	<p>Noted the presentation by RM on programme risk and how the project calculates risk and central provisions. AB to receive a more detailed deep-dive on risk on Friday 12 February.</p> <p>P-Rep asked about where the cost pressures appear in the model. RM suggested that the cost pressure flagged by PRep is a gross number where most is covered by budgeted items.</p>	n/a	n/a
	<p>Noted the paper on the Stations Close Out Delivery Strategy (ADM) and corresponding Procurement & Contracting Strategy.</p> <p>AL recommended a high-level meeting with Engie should be arranged particularly considering performance in London Underground. RM confirmed the approach is already incorporated in finance estimates but reduces cost pressures.</p>	JC and RM	4 March

Item	Action	Owner	Due by
3 – Elizabeth line operational and IM readiness	<p>Noted the update on operational performance and reliability, alongside upcoming fixes for rolling stock software.</p> <p>Staff training continues with no training courses cancelled in the last three weeks.</p> <p>AL confirmed London Underground is progressing with backfilling of customer service staff and, subject to Gareth Powell’s sign-off, making use of staff released from Dial-a-Ride.</p>	n/a	n/a
4 – TfL Rail current operations	Noted the update on operational performance and reliability.	n/a	n/a
5 – Finance and budget	<p>Noted the update on finances from RM.</p> <p>On the AFCDC, RM noted the project is not retiring risks yet but transferring to central provision. An exercise will be undertaken [REDACTED] to review DCS assumptions after entering Trial Running, and will be an opportunity to take stock of remaining risks.</p>	n/a	n/a
	Proposal C in the Programme and Project Authority request for Indirect Cost was approved by AB. Noted correction to the paper to award procurement authority, rather than request.	n/a	n/a
6 – Crossrail assurance reporting	SW noted the need for clarity around IPA recommendations being taken forward with four of six needing co-working with TfL. AL agreed to confirm who would work on this from TfL following the meeting.	AL	12 February

Item	Action	Owner	Due by
	<p>SW noted there remains some gaps from an assurance point of view on the DCS's completeness, in particular around station readiness and stations integration.</p> <p>SW noted there remains a risk around Trial Running and the interplay with Trial Operations, and a risk of compressing activities to be ready for Trial Running with more work deferred to a later date. It was noted the project is looking into this risk.</p> <p>P-Rep noted its latest report and the need to assure the DCS remains. It also noted concern regarding getting through to CESAC assurance and the date for Trial Running remaining under pressure.</p>	n/a	n/a
7 – Elizabeth Line Committee agenda	Noted the draft agenda. A deep-dive for the committee on risk has been scheduled for 18 February.	n/a	Completed
8 – AOB including Forward Look	AL requested IT systems support to be added to Forward Look.	ABe	4 March