

## Elizabeth Line Delivery Group – Outcomes

Thursday 4 March 2021

### Members:

Andy Byford, TfL Commissioner (Chair) (AB), Simon Kilonback, Chief Finance Officer, TfL (SK), 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), Tim Ball, Director of Elizabeth Line, Network Rail (TB), [REDACTED], Project Representative, Jacobs ([REDACTED]), Stuart Westgate, Head of Crossrail Programme Assurance, TfL (SW), Hannah Quince, Chief of Staff, Crossrail, TfL (HQ), , Andrew Wallace, Lead Sponsor, TfL (AW), Alex Berwin, Corporate Affairs Manager, TfL (secretariat) (ABe)

**Apologies:** None

| Item  | Action  | Owner | Due by  |
|---|---|-------|---------|
| 1 – Apologies, approval of previous minutes and actions | Members agreed minutes from previous ELDG on 4 February.  | n/a   | n/a     |
| 2 – Crossrail programme progress                        | <p>Noted the safety performance update for Period 11 which reported four high potential near misses (HPNM) with no reportable, lost time or harmful accidents.</p> <p>Members were updated on a safety stand-down underway on the ATC joint-venture and testing teams due to HPNMs in Period 12. The incidents are being investigated with bespoke briefings and a training campaign is being run for everyone involved in the project, and SIDT will recommence on 13 March.</p> | n/a   | n/a     |
|   | <p>Members were updated on power issues at Romford Route Control Centre with Network Rail currently leading an investigation. An update will be provided at the next ELDG meeting.</p>  | HS    | 1 April |
|   | <p>Noted the update on programme performance, with Period 11 <span style="background-color: black; color: black;">██████████</span> held. The focus for the last period has been preparing for ROGS with work continuing to complete the large amount of assurance documentation and Dependency burndown. While the target for Trial Running remains tight, the programme is working as hard as it can with all resource on a viable route with mitigations in place.</p>         | n/a   | n/a     |

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|---|--|-------|--------|
|   | <p>JC provided an update on the stations programme which is holding the baseline and noted Farringdon's imminent handover to London Underground with the Infrastructure Manager commended on their work. Noted the update on Liverpool Street and Paddington that are in t-minus countdown to handover. Noted a outputs of a deep dive on all central section stations will be provided by Mike Dunham on 9 March.</p> <p>Noted the update on ELR100 software being commissioned this summer which will be critical to enter Trial Operations [REDACTED] and will be tracked closely. The scope for works has been agreed and instructed and assurance timescales ahead of the necessary blockade will be key.</p> | n/a   | n/a    |
|   | <p>Noted [REDACTED] timetable is committed and focus is on technical proving in the eastern section, particularly over the transition with the central operating section.</p>  | n/a   | n/a    |
| 3 – Elizabeth line operational and IM readiness | <p>Noted the update on operational performance and reliability and the importance of resolving outstanding asset data.</p> <p>RfL training is progressing alongside operating procedures and have reached minimum requirements for key staff ahead of Trial Running with most maintenance technicians signed off and assessed. A a COVID-19 outbreak at the Tunnelling and Underground Construction Academy (TUCA) was also being managed.</p>   | n/a   | n/a    |

| Item | Action   | Owner | Due by     |
|------|--|-------|------------|
|      | <p>KS provided an overview on operational readiness with the Terms of Reference for the Passenger Service Mobilisation Board (PSMB) in final draft and work is ongoing on the organisational structure, with current Trial Running readiness roles coordinated to transition to Trial Operations focus. The PSMB will stand up to replace the Trial Running Mobilisation Board with the first meeting forecast to take place on 31 March.</p>  | n/a   | n/a        |
|      | <p>PG noted entry into Trial Running will take place with less mileage accumulation. KS stated reliability is one key workstream out of nine and they need to be prioritised.</p> <p>MW noted DCS 1.2 will impact the [REDACTED] and once it is confirmed [REDACTED] we will then need to focus on actions. JC noted that he expects the DCS 1.2 to be presented to ELDG for endorsement [REDACTED] with assurance led by RM.</p> <p>It was agreed the updated DCS and assurance activity will be brought to the ELDG on [REDACTED].</p> | MW    | [REDACTED] |
|      | <p>In response to a question from AP regarding mileage accumulation, MW noted opportunities to maximise the use of offsite facilities to increase mileage and give the railway exposure and test it ahead of Stages 4 and 5.</p>   | n/a   | n/a        |

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|---------------------------------|--|-------|----------|
| 4 – TfL Rail current operations | <p>Noted the update on operational performance and reliability. New software Y610 has been installed on FLUs on the western section and are performing well.</p> <p>HS noted reaching 12 trains per hour (tph) will be a big step, but increasing from 12 to 24tph will involve challenges. Further work is required with Siemens to bring the programme in for fixes and updates.</p> <p>TB noted testing at portals is now complete [REDACTED].</p>  | n/a   | n/a      |
| 5 – Finance and budget          | <p>Noted the update on current financial performance on year to date and forecast for the whole programme's current spend profile.</p> <p>RM noted current underspend compared to budget with work moving to be completed during Trial Running and Trial Operations and the risk drawdown as not been spent. RM also noted indirects are working below the workforce plan with 30 to 40 vacancies but only 10 are in active recruitment.</p> <p>TW to follow-up with Dawn Barker in CRL to investigate possible issues with line management capacity to undertake recruitment.</p> | TW    | 18 March |
|                                 | <p>RM agreed to for future presentations to separate out project, programme and prolongation risk which represent 34 per cent of cost-to-go and include an explanation of the reasons for movements and an action plan on retiring risks on cost-to-go.</p>  | RM    | 1 April  |

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|-------------------------------------|---|-------|---------|
|                                     | <p>RM noted plans for a STAR chamber to challenge and reach decisions on whether risk items are due now, done later or removed. RM agreed to create a workshop on STAR chamber to feed into DCSI.2 [REDACTED].</p> <p>RM also noted that the Change Panel is to be reconfigured and strengthened to assess and consider emerging change items early in order to remove to progress scope.</p>   | RM    | 1 April |
| 6 – Crossrail assurance reporting   | <p>The headline assurance issues were noted.</p> <p>SW noted organisational alignment and entry into Trial Running between Crossrail and RfLI working as counterparts is an opportunity. SW questioned whether the technical completeness will be achieved to get into Trial Running which is driven by assurance data, and whether the Trial Running environment will be operable and maintainable and where issues arise RfLI will be dependent on Crossrail to answer questions and resolve issues, therefore it is important for both organisations to be fully prepared for Trial Running.</p> | n/a   | n/a     |
|                                     | <p>SH noted there remains work to decrease timescales and notes the team’s desire to enter ROGS and Trial Running but noted the increasing programme of works being deferred until after Trial Running and emerging cost pressures.</p>   | n/a   | n/a     |
| 7 – Elizabeth Line Committee agenda | <p>Noted the draft agenda. A second deep-dive has been requested by ELC members at a date to be confirmed.</p>  | n/a   | n/a     |
| 8 – AOB including Forward Look      | <p>Members noted the Forward Look.</p>  | n/a   | n/a     |

