

Elizabeth Line Delivery Group – Outcomes

Thursday 10 December 2020

Members:

Andy Byford, TfL Commissioner (Chair) (AB), Simon Kilonback, Chief Finance Officer, TfL (Vice-Chair) (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), Angela Williams, Chief People Officer, Crossrail, TfL (AW), Keith Sibley, Independent Expert Support (KS), Phil Gaffney, Independent Expert Support (PG), Carole Bardell-Wise, Health and Safety Director, Crossrail, TfL (CBW), Jim Crawford, Chief Programme Officer, 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), Andrew Wallace, Lead Sponsor, TfL (AWa), Alex Berwin, Corporate Affairs Manager, TfL (secretariat) (ABe)

Apologies: Andy Pitt, Independent Expert Support

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	Members agreed minutes from previous ELDG on 12 November.	n/a	n/a
2 – Crossrail programme progress	Noted the safety performance update provided including the four significant incidents in period 8. Noted the spike in COVID-19 cases and interventions being taken in response.	n/a	n/a
	HS noted the incident at Old Oak Common involving a battery tug and would follow up with Bombardier.	HS	18 December

Item	Action	Owner	Due by
	<p>CBW outlined the Executive workshop due to take place on risks and interventions in 2021 regarding safety and roles and responsibilities particularly with regards to asset handover. CBW to invite Marion Kelly and Esther Sharples to the sessions regarding operator and maintainer safety.</p>	CBW	12 January
	<p>Noted the update on programme performance and the workstream being developed to eradicate [REDACTED] slippage for Trial Running. It was agreed that the recast high-level programme to Trial Running should be brought to ELDG to review the assurance logic.</p>	JC	12 January
	<p>Noted the update following the recent blockade where there was good productivity, and Limmo shaft handed over on 9 December, with preparations for another blockade over Christmas and Farringdon and Paddington reaching SC3 and first full test of their systems.</p>	n/a	n/a
	<p>Noted an update on the assurance process and remaining dependencies with sprint-plans developed to close them when sufficiently low number of dependencies is reached ahead of Trial Running. PG recommended creating a weekly “clearing house” with AL, MW, HS and JC to make interventions and decisions quickly. Recommendation accepted by ELDG members.</p>	MW	12 January
	<p>AL and AB agreed need for a clear plan to review items of when they are needed for Trial Running and Trial Operations including how funding will be made available. KS to create triage criteria that supports the “clearing house”.</p>	KS	12 January

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	<p>Noted the update on stations including update following electrical surveys [REDACTED] led by Mike Dunham and a deep-dive and recovery plan to be scheduled for January.</p>	MW	TBC
	<p>Noted the workshops AW has facilitated on interdependencies with IMs and configuration for Trial Running. AW updated that a resource gap of around 160 people has been identified between teams, with the vast majority in access and isolations. A plan to address the gap is being developed and an update is to be provided at the next meeting.</p>	AW	12 January
3 – Elizabeth line operational and IM readiness	<p>Noted sign-off has been given to a programme for recruitment in operations.</p>	n/a	n/a
	<p>HS noted timetable bid for Stage 4a has been accepted by Network Rail with working plan [REDACTED] at earliest. Noted CBTC configuration around Stratford will not be in passenger service from [REDACTED]. HS agreed to develop plan for what is required for Stage 4 and 5 and when.</p>	HS	12 January
4 – TfL Rail current operations	<p>HS noted there is a risk the availability of trained drivers may become an issue as they are needed 24 hours a day and there is a need to recruit signalling maintainers. Also noted the Tunnelling and Underground Construction Academy is in a high-risk COVID area. Update to be tabled at a future ELDG meeting.</p>	HS	TBC

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	Noted good TfL Rail performance on both east and west sections however improvements are needed for the full-length units. New software has been installed and the aim is for FLUs to operate Reading before Christmas.	n/a	n/a
	Noted platform-screen doors continue to be tested with learning from close headway running, but more work with Bombardier and Siemens needed to fix issues that arise. Further update to be brought to the next ELDG following engagement with Bombardier and Siemens	AL/HS	12 January
5 – Finance and budget	Noted a detailed finance update from RM following the finance agreement with Government with direction given to frontline projects by Christmas. Noted work to align Tier 1 contractors on the summer cost estimate and looking at scope gap budget next and risk provision.	n/a	n/a
	Noted decision for unbudgeted issues beyond the start of Trial Running will operate under a change management process reviewed by KS through Crossrail Executive, ELDG and ELC if needed. RM to circulate a short paper on this proposal for agreement with ELDG members.	RM	18 December
6 – Crossrail assurance reporting	Noted the joint-reporting table using analysis from SW, P-Rep, PG and AP. SW and ■ challenged Crossrail on Trial Running entry criteria with good mitigations in place but raised issues around aggressiveness of the schedule, burn-rates and resulting resource pressures.	n/a	n/a

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	SW and ■ noted progress on assurance of the DCS and detail on station systems. Noted risk of over-optimism and lack of resource required for Trial Running in particular in station commissioning. Agreed this will be discussed at the next meeting.	MW	12 January
7 – Infrastructure and Projects Authority (IPA) review	Noted the report and MW to identify someone to respond to the IPA recommendations with KS and RM to support, Action plan to be developed and provided to ELDG.	MW	12 January
8 – Elizabeth Line Committee agenda	Agenda taken as read.	n/a	n/a
9 – AOB including Forward Look	RM to follow-up with SK regarding status of closing Sponsor Board actions	RM/SK	12 January
	KS provided an update on key areas and insights including the need to generate a high profile set of metrics to develop a countdown approach – this is in development. Noted that project controls need to be sharp to support escalation path and noted JC and HS are working on their respective organisations and applying lessons learned where appropriate. Noted a resource plan that supports the DCS is needed and is in development.	MW	12 January