

## Elizabeth Line Delivery Group – Outcomes

Tuesday 12 January 2021

### 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), Andy Pitt, Independent Expert Support, 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), Tim Keogh, Crossrail Finance Director, TfL (TK) – Item 5 only.

**Apologies:** None

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	Members agreed minutes from previous ELDG on 10 December.	n/a	n/a
2 – Crossrail programme progress	<p>Noted the safety performance update for Period 9 with one reportable injury accident, one lost time case at Whitechapel and two high-potential near misses at Plumstead and Paddington. CBW confirmed appropriate follow-up and interventions are being undertaken. CBW updated in Period 10 lower level accidents will be analysed to spot trends that can lead to larger incidents.</p> <p>CBW confirmed Crossrail continue to follow Government guidance regarding COVID-19 with daily interaction with TfL to align responses. CBW noted regular updates regarding Network Rail’s response are received through TfL’s Senior Executive Team (SET) meetings and regular engagement with Network Rail’s Elizabeth Line Director and membership of SHEL.T.</p>	n/a	n/a
	<p>Noted the programme performance update provided by JC, with a successful blockade over the Christmas period and 98 per cent of planned work activity completed and R6 software successfully loaded and dynamic testing starting from 16<sup>th</sup> January.</p> <p>Handover deliverables graph for H&amp;S files, O&amp;Ms and asset data are being produced</p>	n/a	n/a
	<p>Noted [REDACTED] for the start of Trial Running has been recovered from [REDACTED] and next software update will be linked to SIL4 development with Siemens and require a 10-day blockade to upload the software in August and is accommodated in Crossrail’s plan.</p>	n/a	n/a

Item	Action	Owner	Due by
	<p>Noted revised close-out logic presented by JC and an update on close-out Dependencies to accept remaining SJs. Noted the likelihood for Structured Engineering Judgments (StEJ) to support closing out of Dependencies. AL stressed that engineers need to be clear on the application of StEJ. JC confirmed to PG that RFLI are involved in daily meetings regarding the burn-down rate of dependencies and evidence gathering.</p>	n/a	n/a
	<p>Noted need for funding to be unlocked in order for ATC to issue instructions for their work following Trial Running until funding is approved.</p>	n/a	n/a
	<p>Noted ongoing work with Siemens and Bombardier regarding software point release in trial operations and tracking key concerns ahead of Trial Running. AL confirmed he has periodic meetings with Bombardier and AB met with Siemens in December 2020.</p> <p>HS to consider an engagement strategy for Crossrail and AB with Siemens and update at next ELDG.</p>	HS	4 February
	<p>PG noted the need to address the “fault to fix” cycle. JC to update ELDG regarding reinvigoration of Plateau to focus on reliability growth in regard to “fault to fix”.</p>	JC	4 February
	<p>RM confirmed a plan has formed between CRL, RfL and LU on the ADM. This will be brought to the next ELDG for endorsement.</p>	RM	4 February

Item	Action	Owner	Due by
3 – Elizabeth line operational and IM readiness	<p>Noted asset data remains an issue however a recovery plan has been agreed with Farringdon and Tottenham Court Road asset data now the necessary quality.</p> <p>Noted an update on RFLI operational and readiness for routeway and on recruitment training, with the main risk to both operations and maintenance training being COVID-related disruption such as absence of specialist trainers or lack of access to training locations. HS confirmed this is being considered closely and mitigations will be looked into.</p>	n/a	n/a
	<p>Noted an update on Stages 4 and 5.</p> <p>Noted Stage 5b issue following Network Rail's decision around the December timetable change with risks around timetable geography impacting GWR from Didcot. Noted possible driver availability issues given possible impact from COVID restrictions on training which MTR are looking into. A further update to be given at the next ELDG.</p>	HS	4 February
4 – TfL Rail current operations	<p>Noted public performance measure (ppm) remains high for TfL Rail with full-length units entering service on 22 December with ETS resets down by 40 per cent and key learnings taken out of SIDT and relevant rectifications made.</p>	n/a	n/a
	<p>Noted progress made during SIDT providing significantly more mileage for rolling stock testing with 20,403 miles during Period 9 and RfLI personnel gaining experience managing the train operations from the Romford Control Centre as part of ongoing preparations for entry into Trial Running.</p>	n/a	n/a

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	<p>Noted an overview of the programme status from KS following SIDT with efforts on governance through the Mobilisation Board and readiness teams to be stood up in the next few weeks for Trial Running. Noted need for similar work to be done for routeway and assurance swim lanes through to Trial Operations and put relevant tools in place for revenue service.</p> <p>ABe to add agenda item for KS in Item 3 for future ELDG meetings.</p>	ABe	4 February
5 – Finance and budget	<p>Noted the update on finances from RM. SK suggested there is a need to bring forward a whole-life cost approach rather than only reporting the current position, and a clear process for the project to show what may impact revenue and operating expenditure.</p> <p>KS to set up a discussion with MW and RM around his detailed observations on potential cost savings including indirects with an update provided at the next ELDG.</p>	KS	4 February
	Approval given to the paper presented by RM and TK on Crossrail Programme & Project Authority Request to Trial Running.	n/a	n/a
6 – Crossrail assurance reporting	<p>Noted the joint-reporting table using analysis from SW, P-Rep, PG and AP. SW and SH challenged Crossrail on Trial Running readiness, in particular increased reliance on duty-holders on the process to receive agreement from the ORR. Assurance sought on all duty-holders, Crossrail, RfLI, MTR and NR are engaged.</p>	n/a	n/a

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	SW and SH noted progress made on DCS but noted some gaps still need to be addressed particularly around systems integration and not reflecting all the dependency activities to get into Trial Running.	n/a	n/a
	SW and SH challenged Crossrail on resourcing and what is needed to complete works and training for Trial Running through to revenue service. AW provided an update that access and isolation resources have been approved and relevant contracts have been extended. There remains a resource gap of 10 which can be sourced from within TfL.	n/a	n/a
	SH noted emerging cost pressures coming from the need to extend resources longer, emerging scope and various activities and mitigations. RM to follow-up with SH to update figures in their latest report.	RM	15 January
7 – Elizabeth Line Committee agenda	HC agreed to review the agenda in light of comments.	HC	Completed
8 – AOB including Forward Look	AB agreed for formal update on ADM and RWT to be scheduled for the next ELDG meeting.	MW	4 February
	AL recommended Trial Running readiness should be looked at in detail at the next ELDG following Crossrail's T-8 review.	MW	4 February
	Actions log to be reformatted to show an update against each open action.	ABe	4 February