

Elizabeth Line Delivery Group – Outcomes

Thursday 19 August 2021

Members: Andy Byford, TfL Commissioner (Chair) (AB); Mark Wild, Chief Executive, Crossrail, TfL (MW); Andy Lord, Managing Director, London Underground (AL); Tricia Wright, Chief People Officer, TfL (TW); Simon Kilonback, Chief Finance Officer, TfL (SK)

Attendees: Andy Pitt, Independent Expert Support (AP), Tim Ball, Director, Elizabeth Line, Network Rail (TB), Howard Carter, General Counsel, TfL (HC), Nduka Ezediuno, Chief of Staff to MD Crossrail, TfL (NE), Danny Fox, Deputy Director Operations, Elizabeth Line, TfL (DF), Nick Garland, Sponsor, TfL (NG), [REDACTED], Project Representative, Jacobs [REDACTED], Richard Schofield, Infrastructure Director, RfLI (RS), Vicky Morley, Elizabeth line Strategic Comms Lead, TfL (VM), Phil Gaffney, Independent Expert Support (PG), Jim Crawford, Crossrail Programme Director, Crossrail, TfL (JC), Usaid Qasmi, Graduate, Corporate Affairs, TfL (Secretariat) (US), Dharmina Shah, Corporate Affairs Lead, TfL (DS), Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), Stacey Kalita, Interim Head of Finance, Crossrail, TfL (SKa), Stuart Westgate, Head of Crossrail Programme Assurance, TfL (SW), Nigel Holness, Managing Director, MTR Crossrail (NH),

Apologies:

Rachel McLean, Chief Finance Officer, Crossrail

Howard Smith, Chief Operations Officer, Elizabeth Line

Nicola Cox, Head of Corporate Finance TfL (NC)

Carole Bardell-Wise, Health and Safety Director, Crossrail

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	After opening remarks noting the progress on the project by the Chair, the minutes were approved with no objections and the apologies were noted.	n/a	n/a
2 – Crossrail programme progress	<p>SAFETY</p> <p>Noted generally encouraging position on safety and harm, indicating programme has passed some initial challenges in early stages of trial running. Noted two recent incidents, and the avoidance action taken to remove related equipment out of service and launch intensive site investigation. Peak of COVID-19 pandemic seems to have passed, though protective measures are kept to high level and in line with TfL’s approach.</p> <p>AL asked for clarity over final control authority over site visits. Action: AL and MW to discuss separately on site visits to ensure consistency and include NH to prioritise visits on trains to only those absolutely necessary.</p>	AL, MW	16 September

	<p>PROGRAMME</p> <ul style="list-style-type: none"> No change in P4 position, and proposing to take P4 schedule for DCSI .2 into schedule moving forwards. P50 date for Trial Operations moved back by three weeks, but CESAC prior to revenue service rather than trial operations which will help mitigate risk. Noted handover of Whitechapel Station due following Monday (23 Aug) Risks highlighted and being mitigated, TVS, ELR100, Canary Wharf, making sure we deliver on Cost to Go Workshop outcomes. Action: AB, AL, JC and other relevant parties to discuss Canary Wharf fit out <p>During the discussion:</p> <ul style="list-style-type: none"> AB requested visibility of CTG workshop outcomes and to be able to track progress. ELDG agreed as venue for this. Action: JC to bring progress to next ELDG. Importance of NR works at Christmas highlighted in terms of installation of ELR100 – Action: TB to confirm by the next ELDG if the works will take place, otherwise CRL can decouple. PG asked if there could be steps taken to decouple ELR100 and NR works anyway, to bring forward progress. AB stated that this would be continued to be reviewed. Noted the P80 date had been moved out – Action: JC to deploy mitigation for this and to bring summary to the next ELDG. Resources: agreed that recruitment for Elizabeth line related roles in CRL and RfLI need to be prioritised. <p>DCSI .2 discussion</p> <ul style="list-style-type: none"> SK requested that costs to be aligned during next period with schedule. MW clear on importance of change controlling milestone dates/schedule now, ahead of costs, to allow time to work on them (e.g. timetabling). Action: SK and AB agreed that the Period 04 schedule, SQRA and emerging Cardinal Milestones will be used as the basis for DCSI .2 and Period 5 reporting, that Crossrail will execute 	<p>AB, AL, JC</p> <p>JC</p> <p>TB</p> <p>JC</p> <p>JC/RMc/SKa</p>	<p>16 September</p> <p>16 September</p> <p>16 September</p> <p>16 September</p> <p>16 September</p>
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	<p>formal change control to incorporate this into DCS1.2, with a requirement that costs are updated next period.</p>		
3 – Elizabeth line operational and IM readiness	<p>Noted the updated PSSG dashboards. KS confirmed that the date errors in the legend were corrected. The basis for the RAG status of each workstream was explained, with discussion around TVS risk specifically.</p> <p>Maintenance readiness: noted update as per slides, specific focus on getting remaining asset data, and recruitment of 39 roles ready for revenue service.</p> <p>Operational readiness: noted update as per slides, including specific focus around competency and operating restrictions at Romford Control Centre, as well as making sure ELR100 simulator is ready for when ELR100 is in place.</p>	n/a	n/a
4 – TfL Rail current operations	<p>Noted performance update, with operations at 95.2 for the period, second best in the industry. ETCS performance below expectations, though expecting to see improvements over the next period.</p> <p>Software updates and the length taken to achieve these updates noted as a key issue – Action: AB to take this into conversations with Alstom.</p> <p>Action: TB to confirm Abbey Wood status by end next week</p>	<p>AB</p> <p>TB</p>	<p>Ongoing</p> <p>27 / 8 / 21</p>
5 - Finance and budget	<p>Noted update on costs, with AFCDC unchanged, despite cost pressures from routeway and station contracts which were offset, as well as significant reduction in risk this period (██████).</p> <p>Noted update on CTG workshops, including a summary of outputs, namely the 10 principles agreed, with an action tracker and weekly dashboard to monitor adherence to principles and actions. Action: commitment to report back on these actions to ELDG.</p> <p>Action: update on outline strategy for completion of scope not delivered by Tier 1's to be provided for September ELDG meeting.</p>	<p>HS, AL, MW, JC</p> <p>HS, AL, MW, JC,</p>	<p>16/9/21</p> <p>16/9/21</p>

	<p>Noted update on commercial claim risks, as per action from previous ELDG.</p> <p>Action: SK requested that RM and SKa take him through the commercial close out actions for Tier 1 suppliers.</p> <p>JC confirmed session to bring in Exec team of Tier 1 suppliers to confirm demobilisation dates – Action: NE confirmed this would be diarised for w/c 6 September, with MW's office to send invitations.</p>	<p>SK, Ska RM,</p> <p>NE</p>	<p>16/9/21</p> <p>w/c 6 September</p>
6 – Assurance	<p>Noted update and key risks and concerns, including concern around being able to meet deterministic dates for trial operations and revenue services, and highlighting challenges in most elements of the programme.</p> <p>Also highlighted limited ability and opportunity for cost savings, and agreed with importance for implementing actions from CTG workshops, though highlighted most important action for cost would be to hit deterministic dates.</p> <p>AB and MW noted challenges highlighted, and confirmed focus and dedication to meet deterministic dates.</p>	n/a	n/a
7 – Communications	<p>Noted update on communications strategy and plans, including plans for Whitechapel handover, with media and stakeholder events. Confirmed that once Trial Operations were underway, the vast majority of the comms action plan would kick in, with a huge set of activity forecast for [REDACTED], in order to build up advocacy. Ran through planned launch activities, and raised Local Elections in May 22, and commitment to work with Legal to ensure that activities meet TfL's pre-election period restrictions.</p> <p>SK stressed importance of CSR to TfL going forward, and possibility of site visits with Treasury officials/senior Government Ministers. Action: VM to look into possibility.</p>	VM	16 September
8 – AOB	SK emphasised that he would be on hand to assist in any way Tier 1 mobilisation.	n/a	n/a