

Elizabeth Line Delivery Group – Outcomes

Thursday 24 June 2021

Members: Andy Byford, TfL Commissioner (Chair) (AB); Simon Kilonback, Chief Finance Officer, TfL (SK); Rachel McLean, Chief Finance Officer, Crossrail, TfL (RM); Mark Wild, Chief Executive, Crossrail, TfL (MW)

Attendees: Keith Sibley, Crossrail Mobilisation and Improvement Director (KS); Andy Pitt, Independent Expert Support (AP); Phil Gaffney, Independent Expert Support (PG); Jim Crawford, Crossrail Programme Director, Crossrail, TfL (JC), Howard Smith, Chief Operations Officer, Elizabeth Line, TfL (HS), Stuart Westgate, Head of Crossrail Programme Assurance, TfL (SW), Nick Garland, Sponsor, TfL (NG), Dharmina Shah, Corporate Affairs Lead, TfL (secretariat) (DS), Nigel Holness, Managing Director, MTR Crossrail (NH), Howard Carter, General Counsel, TfL (HC), Maria Winter, Senior SHE Business Partner, TfL (MaW), [REDACTED], Project Representative, Jacobs [REDACTED], Tim Ball, Director, Elizabeth Line, Network Rail (TB), Vicky Morley, Elizabeth line Strategic Comms Lead, TfL (VM), Sue Taylor, Head of Business Partnering, TfL (ST)

Apologies: Tricia Wright, Chief People Officer, TfL (TW); Andy Lord, Managing Director, London Underground; Carole Bardell-Wise, Health and Safety Director, Crossrail; [REDACTED], Project Representative, Jacobs; Richard Schofield, Infrastructure Director, RfLI

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	<p>Chair made opening remarks to reflect the significant progress since the last meeting and to acknowledge the considerable work to be done.</p> <p>The minutes were approved and it was noted actions would be covered during the meeting.</p>	n/a	n/a
2 – Crossrail programme progress	<p>SAFETY</p> <p>Noted the updates and actions on high potential near misses and escalator challenges at Farringdon.</p> <p>Chair reiterated that the new delivery schedule will ensure safety and reliability are never compromised.</p> <p>Noted that KS is doing a review of CRL supervision levels at Bond St and Canary Wharf stations due to higher supervisory responsibilities at both stations. Will report on findings at next ELDG meeting.</p> <p>Action: ensure timely reporting of incidents and ORR audits (outside of the ELDG meeting schedule) to Company’s House Directors of RfLI.</p>	MaW	Ongoing

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	<p>PROGRAMME</p> <p>P2: noted comprehensive updates on 8tph, software commission, blockade, station handovers, status of ELR100 deployment</p> <p>ELR100 delay has allowed more time for station completion and introduced float to the schedule. Will need c. three weeks of operational running after ELR1IX in place before T-4 for opening.</p> <p>Noted that the revised DCS1.1 strategy will be change controlled in "J6" (also known as DCS1.1A), as part of P3 reforecast, and will reflect Trial Operations to start on ■ November. Reminder given that stages four and five will need to be included to enable a fully updated DCS1.2.</p> <p>During the discussion:</p> <p>Chair shared that some partners have been briefed that the revised delivery schedule does not allow for any new delays.</p> <p>Action: to give transparency, Network Rail to track works planned during Christmas, in parallel to ELR1IX deployment, on dashboard</p> <p>Action: work backwards to identify the number of weeks prior to ELR1IX deployment to identify 'go / no go' decision date.</p> <p>Maintenance: noted overall plan for maintenance backlog will be presented on 7 July.</p>	<p>TB</p> <p>JC</p>	<p>22/7/21</p> <p>22/7/21</p>
<p>3 – Elizabeth line operational and IM readiness</p>	<p>Noted the updates and PSSG dashboards.</p> <p>Action: Keith to share the Trial Operations plan with P-Rep (SH, ID) and Phil Swallow</p>	<p>KS</p>	<p>30/6/21</p>
	<p>Maintenance readiness: Noted updates as per pre-read material (slide 46)</p> <p>Operational readiness: Noted updates as per pre-read material (slide 47)</p> <p>Action: Network Rail to review routes and assets around Old Oak Common and Paddington and agree contingency plans.</p>	<p>TB</p>	<p>14/7/21</p>

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	<p>Staged opening plan (4+5): builds on a paper tabled at ELDG in November. This item needs to go through sponsor change process hence presented to ELDG before ELC.</p> <p>MTR will bid this timetable in [REDACTED]</p> <p>Action complete: steering group for stages 4+5, jointly chaired by HS and NH, is arranged with the first meeting on 4 August</p> <p>During the discussion</p> <p>SK: single opening approach is welcome. [REDACTED]</p> <p>[REDACTED]</p> <p>JC: we are working hard with Siemens/Alstom on ELR200 for stages 4 and 5 for DCS1.2</p> <p>Meeting: paper was noted and approved</p>	n/a	n/a
4 – TfL Rail current operations	<p>Noted the updates (slides 59-61)</p> <p>NH: need to get performance outcomes in Trial Running and deliver against performance metrics</p> <p>Where are we with Alstom? NH: constant engagement, waiting to see revised schedule from them.</p> <p>Network Rail – noted the updates</p>	n/a	n/a
5. Crossrail assurance reporting	<p>SW: effectiveness of identifying and assigning scope is taking too long, need to step up and get into that rhythm. Resource leaving project is concerning.</p> <p>ID: Recognise there will not be fully assured DCS1.2, there isn't the time for it, but still need to see risks and mitigation plans. Want to see greater clarity on ownership and agreement of commercial contractual arrangements to enable outstanding scope to be delivered.</p>	n/a	n/a

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6 – Finance and budget	<p>RM: Material new cost pressure because of scope. In next period we will see impact of new block plan on supply costs and indirect costs.</p> <p>SK: savings to be made as a result of the funding deal means there is no money for new / additional scope and that any new scope must come from RfLI or LU budgets.</p> <p>AB: as much as possible need to stay within £825m and cannot go beyond £1.1bn; low likelihood of securing additional funding from GLA or government. Will need to review scope gap list and look to bring appropriate activities in house.</p> <p>MW: need to institute plan to offboard the Tier 1 suppliers as soon as possible.</p> <p>RM: Tier 1s keep reworking asset data because their submissions aren't at an acceptable standard. Situation where poor performance is being rewarded.</p> <p>Action: identify the savings targets, opportunities and costs, and cost management plan (reduce scope, reduce prolongation, remove Tier 1s, bringing things in house) to be presented to July ELDG.</p> <p>Action: finance update to July ELC meeting to summarise the methodology for cost management.</p> <p>Action: SK and RM to discuss separately about CEO reserves</p>	<p></p> <p>RM</p> <p>RM</p> <p>RM, SK</p>	<p></p> <p>22/7/21</p> <p>7/7/21</p> <p>22/7/21</p>
7 – Elizabeth Line Committee agenda	Noted the draft agenda.	n/a	n/a
8 – AOB including Forward Look	<p>Action: VM to create backdated opening plan from opening to identify what needs to be done when (e.g. stakeholder engagement, telling the story of Elizabeth line and benefits to London and UK).</p> <p>Members noted the Forward Look.</p>	<p>VM</p> <p>n/a</p>	<p>22/7/21</p> <p>n/a</p>