

## DRAFT Elizabeth Line Delivery Group – Outcomes

Thursday 28 April 2022

**Members:** Andy Byford, TfL Commissioner (Chair) (AB), Mark Wild, Chief Executive, Crossrail, TfL (MW), Howard Smith, Chief Operations Officer, Elizabeth Line (HS), Andy Lord, Chief Operating Officer, TfL (AL), Tricia Wright, Chief People Officer, TfL (TW)

**Attendees:** Andy Pitt, Independent Expert Support (AP), Nduka Ezediuno, CEO Crossrail’s Office, Crossrail (NE), Joan Buszewska, Head of Elizabeth Line Programme Assurance, TfL (JB), Lorraine Humphrey, Director of Risk and Assurance, TfL (LH), Dharmina Shah, Corporate Affairs Lead, TfL (DS), Richard Schofield, Infrastructure Director, RfLI (RS), Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), Nigel Holness, Managing Director, MTR Crossrail (NH), Jim Crawford, Chief Programme Officer, Crossrail, TfL (JC), Tim Ball, Director, Elizabeth Line, Network Rail (TB), Laurie Jacobs, Corporate Affairs Manager, TfL (LJ) [REDACTED], Project Representative, Jacobs, Nicola Cox, Head of Corporate Finance, TfL

**Apologies:** Vicky Morley, Elizabeth Line Strategic Comms Lead, TfL (VM), Howard Carter, General Counsel, TfL

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	<p>The minutes to the previous meeting of 31 March were approved with no comments.</p> <p>The actions from the previous meeting were agreed to be picked up within the agenda.</p>	n/a	n/a
2 – Crossrail programme progress	<p><i>HEALTH AND SAFETY</i></p> <p>JC gave the CRL programme safety update, with another good period and safety trends continuing to move in a positive direction. HSPI SMART score back up to expected levels. Small fire incident at BOS two weeks ago now has an updated SIER which has been closed out, and the incident was well handled. Confirmed no open SIERs on the whole programme.</p> <p>On RFL, HS added that trends were also all in the right direction. Increased number of close calls, but this is also due to a drive to increase reporting. AB emphasised the need to</p>		

	<p>understand their origins, which HS agreed.</p> <p><i>PROGRAMME</i></p> <p>JC updated on the successful access periods in April, including the Easter blockade. Confirmed that ORR infrastructure tech file is awaiting LFB confirmation before it will be approved, all SJs signed off apart from comms and control, and RFL assurance due to be closed out at next week's ITAP, subject to the LFB.</p> <p>JC added that revenue service earliest possible date had moved out to 23 May to account for time required on the LFB comms fix, with an aim to secure a LONO from the LFB around 10 May. Confirmed positive progress made with the LFB.</p> <p>Schedule for stages 5 to be brought as an update to the next ELDG.</p> <p>PG asked if there was a comment on any potential reliability risk posed by PSDs. MW responded that Knorr-Bremse were mobilising to platforms now and will provide extra support, and HS confirmed that the interplay between the under-platform exhaust and the PSDs was being mitigated.</p>		
3 – Reliability and resilience	<p>HS gave the operational performance update, with some issues with performance on the East and the West, but clear plans in place to make improvements. TB added that NR are redoubling efforts to make improvements to performance in the West on the TVSC in particular, with renewed focus on recruitment and retention. Added that resource is being brought in from across NR and outside the organisation to address issues.</p> <p>HS gave the reliability update. MW highlighted the good improvement from Alstom. PG added the reassurance being provided by the fact that there are no new items for improvement arising, and all the issues are known and understood.</p>		
4 – Mobilisation & readiness	<p>RS gave the maintenance update, with critical spares now showing as 'green' and risk assessed. Only outstanding asset data required is at Canary Wharf, and this should also be 'green' soon. Added that there are a handful of unrelated failures on yellow plant but</p>		

	<p>understanding of what needs to be done to rectify.</p> <p>HS gave the operations readiness update, with now an understanding between TfL and MTR on recruitment, and alarms now moving from a red to a green item. Operational restrictions also decreasing.</p> <p>HS gave the transition update. All items progressing, though with slower progress on engineering and technical. Expecting the next iteration of the engineering transition plan tomorrow. Confirmed some duplication of resource in engineering, but duplication that is necessary to ensure effectiveness and consistency in the short term. Added that the updated terms of reference for ELDG were contained within the pack, to reflect the move into revenue service that is expected by the next meeting. Outlined that the agenda can be amended and updated for the meeting to reflect current priorities and to avoid duplication where possible, which AB agreed.</p> <p>LH requested that Assurance colleagues – LH and JB – be permitted to attend ELDG's moving forward. AB agreed. <b>ACTION: LJ to update draft ToR.</b></p>	LJ	26/05/22
5 – Finance	<p>RM gave the finance update, with AFCDC not moving for the period, though there have been cost pressures and releases of contingency and cost reduction. RM added that there has been a step down in spend on the programme and pushing for continued reduction over the next three periods. Confirmed complete focus on cost reduction, which AB agreed with. AB asked if there should be a further round of Cost To Go meeting scheduled after entry into revenue service, to contribute to this focus. RM agreed. <b>ACTION: LJ and DS to schedule.</b></p> <p>AL asked if there could be a first pass on triaging the remaining EOWs ahead of the CTG meeting – RM confirmed that this was already underway.</p> <p>RM gave the update on finance governance, which were approved. AL and MW agreed that any differences from TfL business as usual processes should be targeted to be folded in by the end of the calendar year.</p>	LJ, DS	26/05/22

	RM introduced the P&PA paper, which enacted the drawdown approach agreed at the previous ELDG of 31 March. <b>This paper was approved.</b>		
6 – Assurance	<p>JB gave the Assurance update. Noted the successful completion of the 20tph trial. JB added that the Readiness Assessment for Entry into Revenue Service would be shared after this meeting ahead of routing to ELC for 26 May. P-Rep added that the DCSI.3 integrated schedule would give further confidence towards the achievement of stages 5.</p> <p>RS added that the maintenance backlog raised by Assurance would soon see a 25% improvement, and AB confirmed he was comfortable with this. JC clarified that the workforce plan would not be retired before the delivery of the connected railway.</p>		
7 Communications update	<p>The written update was noted. AB added the huge range of activities underway to prepare for opening, including the ceremonial event and stakeholder event proposed before opening.</p> <p>AL emphasised the need for colleague engagement to begin next week in order to ensure the railway is prepared to accept customers at opening.</p>		
8 - AOB	MW outlined the process on substantial completion. AB confirmed he was comfortable if process had been cleared by Legal and the Sponsorship teams.		