

Elizabeth Line Delivery Group – Outcomes

Thursday 11 November 2021

Members: Andy Byford, TfL Commissioner (Chair) (AB); Mark Wild, Chief Executive, Crossrail, TfL (MW); Tricia Wright, Chief People Officer, TfL (TW); Howard Smith, Chief Operations Officer, Elizabeth Line (HS) Andy Lord, Managing Director, London Underground, TfL, Rachel McLean, Chief Finance Officer, Crossrail, TfL

Attendees: Andy Pitt, Independent Expert Support (AP), Carole Bardell-Wise, Health and Safety Director, Crossrail (CBW), Nigel Holness, Managing Director, MTR Crossrail (NH), Nicola Cox, Head of Corporate Finance, TfL (NC), Justine Curry, Head of Commercial Law, TfL (JC), Nduka Ezediuno, Chief of Staff to CEO 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), Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), Vicky Morley, Elizabeth Line Strategic Comms Lead, TfL (VM), Laurie Jacobs, Corporate Affairs Manager, TfL (LJ) [REDACTED], Project Representative, Jacobs, Jim Crawford, Chief Programme Officer, Crossrail, TfL (JC), Phil Gaffney, Independent Expert Support (PG), Tim Ball, Director, Elizabeth Line, Network Rail (TB) (joined late)

Observers: [REDACTED], KPMG, [REDACTED], KPMG

Apologies: Danny Fox, Deputy Director Operations, Elizabeth Line, TfL (DF), Simon Kilonback, Chief Finance Officer, TfL (SK)

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	<p>Two observers from KPMG were introduced, attending to support work towards the Crossrail quarterly cost review.</p> <p>The minutes from the previous meeting were approved, subject to one change from AP in section 3.</p>		
2 – Crossrail programme progress	<p>HEALTH AND SAFETY</p> <p>Noted the P7 H&S update, another green period with only two high potential near misses, both at Bond Street and involving heavy lifting. As a result, a Engie was appointed to oversee all heavy lifting at the site and a full report has been delivered reflecting on the incidents. Spike in RFLI reported incidents, but investigations have shown that all were smaller scale incidents that were unrelated and not part of a consistent pattern, with 11 investigations are ongoing.</p>		

	<p>Campaign for the first week of December on seasonal/winter H&S planned to proactively manage risks, plus a focus on what is going right and what is being done well, as well as what could be improved, so that teams can evaluate this in the round.</p> <p>AB noted the excellent progress on H&S with the continuously downward programme injury trends and praised the idea of a seasonal campaign.</p> <p>AL asked what focus there was on track access – a significant risk for TfL rail – and in particular at areas where TfL/RFLI/NR interchange at the eastern and western ends of the lines – not just in regards to auto reverse, but more generally. CBW confirmed that this was an area of focus. HS to return to the next ELDG with a fuller update on track access and what plans are in place to mitigate risk.</p> <p>PROGRAMME PERFORMANCE</p> <p>Noted programme update on key milestones and issues from JC. Noted the very successful October blockade, with just under 100% of the installations scheduled for the blockade delivered, making it one of the most successful the programme has seen. The blockade saw ELR100 commissioning, TVS upgrade, successful BIU at Abbey Wood, and achievement of SC2 readiness at Bond Street, though this will not be enacted until necessary to enable to best possible access remains. Confirmed Farringdon first station to be completely certified as works complete. Canary Wharf BIU date has been adjusted which reflects the introduction of the two phases TO approach, and the new Canary Wharf BIU date confirmed [REDACTED]</p> <p>Confirmed the movement in the key target dates in Period 7, which incorporates the revised two-phase Trial Operations approach. This approach shifts mass evacuation exercises to the second phase in January. The outstanding TVS works needed to support these exercises, which is mitigated by the two-phase approach, nonetheless means that the Stage 3a revenue service date has moved out 3 weeks to [REDACTED] March.</p> <p>JC summarised the Level 1 Programme risks, with T1 demobilisation decreasing thanks to 4 stations fully demobilised and Paddington partially demobilised. Software and physical</p>	HS	09/12/21
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	<p>issues auto reverse still increasing – but plan in place for delivery of new VTs and CEG developing fall back plan to mitigate workload for traffic managers.</p> <p>AB asked about the Assurance teams and how they were managing their workload. JC confirmed that they were managing, and that they were driven to finish the job.</p>		
<p>3 – Elizabeth line operational and IM readiness</p>	<p>KS gave the PSSG update, which the RAG status aligned to entry into Trial Operations. KS stated that if this was just Trial Operations phase 1, all but one of the items would be green, and it is phase 2 of Trial Operations which presents the challenges.</p> <p>Highlighted red status of completion and assurance of the routeway, but with procurement and confirmation for plan of 36 defective VTs expected 12/11, along with plan to implement software for platform train interface. Also focused on red status of Assurance, though highlighted the recent improvement in pace of the dependency burndowns, and the ITAPs scheduled to progress this. Reliability trajectory in good direction with ELR100 software far more stable, and that ELR100 has now been able to shine a light on other outstanding issues that can be fixed by other means. Alstom build still important in December.</p> <p>RS gave a brief update on maintenance readiness, with all areas either progressing well or with some issues to resolve but that have a plan in place or have that plan underway, but with the main focus still on Asset Data. AB stated that he would be able to support on this in any way necessary if beneficial.</p> <p>HS gave an update on operational readiness. Confirmed that the RCC training programme is on plan, and there was a review conducted to see if the training and overall length of courses could be reduced – with the outputs of this review now being implemented. Also, a focus on the number of alarms which have been reduced by ELR100 but that still need to be reduced further prior to revenue service. HS confirmed that NH has committed to coming back with a contingency plan for autoreverse in the next 2 weeks, but that it is not necessary for entry into revenue service but needs to be solved for Stage 5 onwards.</p> <p>HS also gave an update on transition, via the Transition Programme Monthly Report. AB asked if the CRL22 paper needing to be reissued to ELDG was an action, MW confirmed the paper did not need to come to the group.</p>		

<p>4 – TfL Rail current operations</p>	<p>HS gave an update on current operational performance and reliability, with a continued strong performance in the East but more challenges in the West. Overall PPM in P7 was above target at 95.6%, consistent with previous 2 periods.</p> <p>HS gave an update on Trial Running, which has fully resumed following ELR100 installation. Confirmed that current view of ELR100 was that it was doing what it promised to do, with reliability improvements as a result. There is 1 issue hoped to be fixed by ELR100 which had not been as yet, but there is a plan for how this would be addressed.</p> <p>Confirmed that the significant reliability increase would be seen with the Alstom 5.4 build, and that a plan was in place to get some early application of that build to enable drivers to familiarise themselves and to see quicker benefits when it drops in December.</p> <p>TB gave a Network Rail update, and confirmed the shifting resources to manage the challenging situation in the West, which was also being supported by MTR. TB confirmed that he was taking on more involvement with the operational side to try and improve performance. TB to feed back at the next ELDG progress around improving performance in the West by Network Rail and what steps had been taken to achieve this.</p>	<p>TB</p>	<p>09/12/21</p>
<p>5 - Finance and budget</p>	<p>RM gave a finance update, including the very positive progress on costs with P7 actuals showing a spend [REDACTED] below budget, and on average the Programme seeing an underspend of [REDACTED] over the past year, reducing to [REDACTED] since DCS1.2 was set in Period 5.</p> <p>Highlighted cost pressures caused by the prolongation at Canary Wharf, but confirmed that overall the P50 AFCD for P7 is holding. RM also highlighted the unbanked opportunities of [REDACTED] which came from the cost to go workshops. Restated focus on the 'route home', achieving as close to the additional £825m funding package a possible.</p> <p>RM introduced a P&PA paper requesting a drawdown to the end of January 2022 of [REDACTED], but confirmed that it was yet to be reviewed by SK. There were no comments from attendees, and AB confirmed that the paper was approved subject to approval by SK separately – RM to action this and confirm to AB.</p> <p>*Update – SK confirmed he was happy with the P&PA paper on 24/11/21 via email to RM, which was then confirmed to AB – P&PA paper approved*</p>	<p>RM</p>	<p>25/11/21</p>

<p>6 – Assurance</p>	<p>JB and SH gave an update on the key assurance issues, including reliability, Trial Operations readiness, readiness and resilience of the RCC and the volume of works to go and the outstanding Assurance. SH congratulated the teams on a very successful blockade.</p> <p>SH was keen to state the importance of reliability growth and the importance of a shift in focus towards reliability, particularly as we approach the second phase of Trial Operations and reliability needs to be proven before an entry into revenue service. Also stated the importance that was being placed on the Alstom 5.4 build, and the need for that to boost reliability out of the box.</p> <p>JB introduced slides on audit and assurance and the 13 topics which showed evidence of either a targeted or continuous assurance review moving forwards, and how that review could take place and by whom.</p> <p>MW keen to stress that this process did not place too high a burden on the CRL executive team – given the work still to be completed before revenue service – and if this could be taken into account. LH and JB confirmed that there would be a balance struck between the assurance requirements and ensuring that delivery is not impinged upon. JB and NE to coordinate approving slides through CRL exec, including MW, before they are then agreed with AB.</p>	<p>JB</p>	<p>25/11/21</p>
<p>7 – Communications</p>	<p>VM gave an update on key communications dates and activities, with a particular focus on Trial Operations and the opportunity an external announcement gives to give an update on the programme – without committing to dates on revenue service – and to define what Trial Operations means to the public.</p> <p>VM also gave an update on the general engagement approach, early plans for launch date, and other elements – including working with the London Transport Museum for potential ‘behind the scenes’ tours, and the completion of the BBC series ‘the 15bn pound railway’.</p> <p>MW highlighted the potential media presence listed at the mass evacuation events, which he felt might not be appropriate. VM agreed to amend this following her conversation with the Trial Operations team and that this presence could be scaled back, but that it may still be necessary to inform the media that they are happening given the scale.</p>		

	AL added that there are learnings to be taken from similar sized infrastructure projects and how the challenges they faced beyond opening were managed externally, and VM agreed that there was a balance to be struck in both managing expectation and also raising excitement for opening.		
8 – ELC agenda	Nothing to note.		
8 – AOB	Nothing to note.		