

Elizabeth Line Delivery Group – Outcomes

Thursday 03 March 2022

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

Attendees: Andy Pitt, Independent Expert Support (AP), 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), Howard Carter, General Counsel, TfL (HC), Richard Schofield, Infrastructure Director, RfLI (RS), Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), Stacey Kalita, Finance Director, Crossrail, TfL (SKa), Hannah Quince, Chief of Staff to CEO Crossrail, TfL (HQ), Nigel Holness, Managing Director, MTR Crossrail (NH), Jim Crawford, Chief Programme Officer, Crossrail, TfL (JC), Tim Ball, Director, Elizabeth Line, Network Rail (TB) Vicky Morley, Elizabeth Line Strategic Comms Lead, TfL (VM), Laurie Jacobs, Corporate Affairs Manager, TfL (LJ) [REDACTED], Project Representative, Jacobs

Apologies: Phil Gaffney, Independent Expert Support (PG), Rachel McLean, Chief Finance Officer, Crossrail, TfL (RM)

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	<p>There were no amendments to the minutes of the previous meeting.</p> <p>The actions of the previous meeting were agreed to be closed or addressed in the upcoming agenda. It was agreed that the period of timetable demonstration continue be referred to as Trial Operations externally.</p>		
2 – Crossrail programme progress	<p><i>HEALTH AND SAFETY</i></p> <p>JC gave the P I I health and safety update, with 2 incidents in the period. The first was an incident at Bond Street, which has seen an update in the Bond Street safety improvement plan. The second was an incident at Canary Wharf – a high potential near miss – which is being investigated and the outcomes will be fed into programme next week. No drop off in terms of safety engagement, lower score this period due to issues with reporting which are being rectified. On RFLI safety, HS updated that the trend of reduction of incidents overall</p>		

	<p>continued, but there were 8 incidents in the period – which is not surprising given Trial Operations well underway. Investigations for incidents are ongoing and RFL have rolled out a much more active process for reporting.</p> <p><i>PROGRAMME</i></p> <p>JC gave the programme update, with the Trial Operations period split into two phases and the second phase underway, with the benefits that brings to the revenue service configuration. Confirmed that deterministic date for revenue assured railway of █ March. Bond Street full schedule review continues, and outcome will be included in a new DCS1.3 schedule. Stage 5B minus still forecast targeted for █ which will also be included within DCS1.3, with the full stage 5b forecast in █ accounting for the impact of auto-reverse on the schedule.</p> <p>JC highlighted the risks in the programme, with focus on cost pressure at Bond Street. JC added that L1 risks were all not surprising and the mitigations are understood and have been detailed.</p> <p>AB added that if an assured railway is achieved by █ March, as forecast, this would be an incredible achievement for the team and should be celebrated – the task is then just to build the right level of reliability before revenue service.</p>		
3 – Reliability & resilience	<p>TB began with the Network Rail update, giving an update on the fire just outside of Old Oak, which damaged signalling and power cables. TB confirmed that work was underway to replace cables, and an engineering review is underway. Added that HS had loaned resource to lead investigation.</p> <p>ACTION: AB requested that TB check with the route directors to review line sides to ensure there are no unlicensed use of cylinders, and feedback to AB.</p> <p>TB added that Ilford and Romford had reforecast completion dates, and that a lot of vacancies had been filled, with more recruitment on additional roles that entirely focus on the Elizabeth Line western route. Briefing of staff now increasing as we build towards revenue service. NH added that there was a lot of work underway with Tim and the NR</p>	TB	31/03

	<p>team on the western route, with a lot of recruitment, and that things were moving ahead well.</p> <p>HS gave the reliability update, with performance on TfL Rail in period 11 much improved on 9 and 10, with improved performance in the West the key driver. Emergency brake incidents largely mitigated due to adjustments, though the frequency needs to come down further still. On fleet reliability, two significant changes with the introduction of 5.6 software now completely installed and the network switches also now all in. HS added that the fleet reliability was variable with 10 trains performing worse than others, which are getting an 8-day programme of specific attention. Improvements to these trains should see a significant uplift in reliability across the piece. NH agreed, and added that it could be an option closer to revenue service to use a sub fleet for the COS if those 10 trains had not been improved. AB agreed that this could be explored if necessary.</p> <p>On Trial Operations, HS confirmed that earned value has marginally increased, with 3 mass evacuation exercises now complete. Team assessing which exercises must be complete by █ March, and which exercises need to be picked out and reworked.</p> <p>ACTION: AB asked if HS could bring an output of staff performance within the reliability section at future ELDGs, to demonstrate the speed of response and where performance could be improved.</p> <p>ACTION: MW asked if there could be a reliability report brought to ELDG detailing performance of trial running on days absent of Trial Operations exercises.</p>	<p>HS</p> <p>HS</p>	<p>31/03</p> <p>31/03</p>
<p>4 – Mobilisation & readiness</p>	<p>RS gave the maintenance update, in particular highlighting the improving position of critical spares, with 97% of items now obtained, and the significant progress on LU asset data. Number of dependencies outstanding for EIRS emerging as an issue, but otherwise a positive picture across maintenance.</p> <p>HS gave the operational readiness update, with an improving situation and holding to a tight plan. █</p> <p>█ HS added that progress was being made on alarm</p>		

	<p>management to understand what can be removed for revenue service, and once complete it could change to amber rather than red.</p> <p>HS also gave the transition update, with Kim Kapur now embedded fully and building up her role, with other items proceeding satisfactorily. The most difficult item is technology and engineering, which is complex, but judgement is most likely to duplicate and retain staff in the short term rather than leave gaps. MW agreed.</p>		
5 – Finance	<p>SKa gave the Finance update, with the P11 AFDCD remaining unchanged, and an underspend in the period of [REDACTED]. SKa added that the demobilisation profile was now much smoother, leading to less sudden drops in spending, with a sensible decline over the course of 2022. SKa stated that securing P&PA for resources key for the programme who have end dates in April was key. Cost pressures continue to arise in stations, though there will be some opportunities. The most important factor continues to be meeting the deterministic schedule.</p> <p>AB reiterated that whilst the £825m in additional funding remains our symbolic financial target, and that we want to stay as close to that target as possible, we do remain committed to staying with the £1.1bn of additional funding recommended by the outgoing Crossrail board.</p>		

<p>6 – Assurance</p>	<p>JB updated on an intense period of LOD assurance, with 3 targeted reviews which now all have management responses and thanked all involved for their support in delivering those reviews. JB also highlighted the draft audit and assurance plan in the pack and invited any feedback. JB confirmed there would be no further targeted reviews moving forwards, and the audit and assurance plan would be submitted to ELC as done previously.</p> <p>On the headline assurance issues, JB added that the Assurance team had developed a report on the key areas raised last period around fleet and depot management, recommendations from which will be shared in due course, and early feedback showing that things are in a good place.</p> <p>PRep added the PRep position, and on reliability, asked if there was forecast curve for the trajectory of reliability growth available, to demonstrate how the actions around reliability impact on this trajectory. ACTION: AB asked that this be provided to the Assurance team.</p> <p>PRep also asked if there was any potential programme impact on stage 5b minus if Bond Street was not delivered by [REDACTED] – JC responded that there was not.</p>	<p>HS</p>	<p>31/03</p>
<p>7 Comms</p>	<p>VM gave the communications update, with the positive feedback from the stakeholder train rides that have taken place and the large number of additional requests for visits that have been received subsequently. VM gave the schedule for upcoming visits, with 3 more significant stakeholder train rides in the schedule ending on 21 March, and several community station days in that time period.</p> <p>VM added that there was now an agreement in place with LB Tower Hamlets to provide Bengali translations to station signs at Whitechapel.</p> <p>On Trial Operations activity, VM added that there would be media attendance at the exercises on 6 and 13 March.</p>		

8 – AOB	Nothing to note.		
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