

## Elizabeth Line Delivery Group – Outcomes

Thursday 09 December 2021

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

**Attendees:** Carole Bardell-Wise, Health and Safety Director, Crossrail (CBW), Nigel Holness, Managing Director, MTR Crossrail (NH), 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), Richard Zavitz, Principal Sponsor, TfL (RZ) [REDACTED], Project Representative, Jacobs, Jim Crawford, Chief Programme Officer, Crossrail, TfL (JC), Richard Schofield, Infrastructure Director, RFLI (RS) Phil Gaffney, Independent Expert Support (PG), Alex Batey, Director of Investment Delivery Planning, TfL (ABa)

**Apologies:** Danny Fox, Deputy Director Operations, Elizabeth Line, TfL (DF), Tim Ball, Director, Elizabeth Line, Network Rail (TB), Tricia Wright, Chief People Officer, TfL (TW), Andy Pitt, Independent Expert Support (AP),

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	<p>The minutes from the previous meeting of 11 November were approved with no comments.</p> <p>The action for TB to give a Network Rail update on performance in the West was agreed to carry over to the January ELDG, as TB was unable to attend.</p>	TB	12/01/22
2 – Crossrail programme progress	<p>HEALTH AND SAFETY</p> <p>Noted the P8 H&amp;S update, including the two incidents from the period of a high potential near miss at BOS, the response to which forms part of a bigger improvement plan for BOS, and a lost time case which resulted in two shift absences. On BOS plan, an improvement plan has been presented by the team following an internal client review meeting, which has a focus on behaviour, culture, leadership, reward, and recognition.</p> <p>On RFL, there were no special cause incidents within the period, and the number of reported incidents were within the expected range for the period. There are three ongoing investigations from the period, including an incursion on RfLi infrastructure at Pudding Mill</p>		

	<p>Lane.</p> <p>CBW outlined the plans and process for future H&amp;S reporting and capturing of best practice, and the continuation of H&amp;S environmental performance review. This will be owned by JC and Mark Lawrence moving forwards, and will pick up reporting/data/insights and feed into exec review meetings in the absence of SHELTY, which had its last meeting two weeks ago.</p> <p>On COVID-19 response, CBW stated that Crossrail have connected with TfL SET and have responded as required by Plan B arrangements. AL added that Crossrail had attended the most recent meeting of TfL SET, and had agreed that a policy of no site visits of any nature unless safety/operationally critical would apply to Crossrail as well as TfL.</p> <p>PROGRAMME UPDATE</p> <p>JC corrected the ■■■ May P50 date for entry to revenue service on slide 14, which should read ■■■ May. Outlined significant events of the period, including entry into phase 1 Trial Operations, with Phase 2 scheduled for ■■■ January. Discussed current performance, with some issues post ELR100, but with corrections coming in ELR110.</p> <p>JC focused on criticality of the next 3.5 weeks in the programme, with several installations, software drops and fixes scheduled, all of which should result in an increase in train reliability. On stations, JC gave the new target date for Canary Wharf handover for the ■■■ Dec and highlighted the cost pressure that this prolongation was creating, and confirmed that BOS will not move beyond SC2 by the start of revenue service. On Trial Operations, JC stated that the next three weeks were very important for the confidence in the programme to enter phase 2.</p> <p>JC gave an update on risks, with several items seeing improvements since the slide was prepared, including a workaround on the PSD issue and a fix for the CCTV autofocus.</p> <p>AB highlighted the importance of the next 3 weeks and how dependent the programme was on the items and fixes being delivered successfully. MW agreed and stated that pushing for the deterministic schedule would always create these pressures, but that all</p>		
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	issues on the programme were known issues and are being dealt with aggressively.		
3 – Elizabeth line operational and IM readiness	<p>KS gave the PSSG update and highlighted the updated terms of reference which refocussing away from entry into Trial Operations, which has been achieved, to 9 workstreams necessary for the achievement of entry into revenue service. Retired looking at Trial Running and timetable bidding, which is complete.</p> <p>Focus on the Complete Trial Operations workstream, which HS felt should be repositioned given some of the teething issues with some exercises, which was committed to be picked up during the next item. Some focus on Assurance, which remains red, along with Reliability Growth, also red and contingent on software drops over the next 3 weeks.</p> <p>RS gave an update on maintenance readiness, with the only issue highlighted being station asset data and routeway operations and maintenance manuals, which are not progressing as expected, but are not critical yet. On critical spares, 88% should be delivered by the end of January, with the remaining being reviewed and to be pushed through.</p> <p>HS gave an update on operational readiness, with RCC staffing marginally ahead of plan, but under close supervision, and all other readiness activities trending in a satisfactory way. Focus on track access, with access generally good in the east but more difficult in the west. Have used dynamic assessment and risk waiver process to manage this and looking at incorporating this into the rule book.</p>		
4 – TfL Rail current operations	<p>HS gave an update on Trial Running and Trial Operations, with all issues in P8 coming from the West, with PPM in the East being 94.6%, and the West 89.4%. Performance in the West was impacted by several large service affecting incidents, including a 142 PPM loss for a single-track circuit problem.</p>		

	<p>In Trial Running, no significant improvements in reliability expected from now until software upgrades are installed over next 3 weeks. Performance has not improved in the way that was hoped since the beginning of Trial Operations, which has a knock-on effect on workloads in the RCC and beyond as staff try to manage this.</p> <p>AB asked how much of an issue this was. NH stated that Trial Running performance not being where it was expected, coupled with Trial Operations exercises, has led to some discontent amongst staff. NH working with Trial Operations team to improve planning on exercises and timing, and all are aware of the sensitivity.</p> <p>NH also added that there were some issues with higher than usual levels of driver unavailability, with illness and COVID-19 a factor, though it has not yet had any impact on passenger service. Looking closely at managing disruption, and driver training is progressing well.</p> <p>AB asked what the up to date figures on Trial Operations exercises completed was. HS confirmed that of the 40 should have been completed, 22 were passed or passed with comments, 8 were failed and 10 did not take place. PG added that there was some concern around accumulating a volume of exercises either not passed or not carried out, which then will need to be conducted later on in Trial Operations, when any contingency in the programme should really be saved for Trial Running before revenue service.</p> <p>MW added that it could be beneficial to see a consolidated day 1 readiness plan for the railway, to ensure that all the effort focused on delivery does not detract from resilience and readiness post opening. <b>ACTION: MW to share with LJ, DS and NE outline thoughts on what this plan could contain and LJ to work into future ELDG agendas.</b></p>	MW	
5 - Finance and budget	<p>RM gave a finance update, with a continuing trend of spending below budget, and further encouragement of the potential of living within the additional £825m funding. The exception to steady and expected expenditure is in stations, with the cost pressures particularly at Canary Wharf having an impact.</p> <p>AB added that whilst the challenge of staying within the £825m additional funding was a big ask, it would not have been set if there was not sufficient contingency and risk to</p>		

	<p>create the headroom to spend extra on stations and elsewhere when necessary to keep them on schedule. RM agreed and said that evidence of this could be seen in previous spend at Paddington.</p> <p>RM highlighted the new chart showing scope moving into the alternative delivery model and residual works teams.</p> <p>AB asked about progress on demobilisation. JC stated that 5 on station tier 1s have demobilised to their committed date, with Whitechapel to follow at the end of the month and plans to demobilise Canary Wharf by the end of [REDACTED]. After [REDACTED], only BOS should have tier 1s on site.</p> <p>MW added the absolute importance of hitting the deterministic to hit cost targets, given the costs of prolongation.</p>		
6 – Assurance	<p>JB gave an update on the view from Assurance, where there is a focus on system reliability. JB asked if the go/no go gate for phase 2 of Trial Operations next week should move until early January – HS confirmed that this gate would only give a provisional answer, and there would be an additional date in early January to capture the impact of the software and other improvements due to take place over the next 3 weeks.</p> <p>AB asked if there was a project manager for achieving 24tph. HS confirmed that the majority of what is required for 12tph would set the groundwork for 24tph, but that there is a potential plan in place to appoint someone to monitor this. PG agreed that a 24tph focus was important and being clear on the plan and process for how we get there whilst running an operational railway.</p>		
7- Benefits management	<p>ABa gave a Benefits Strategy Management update, the first of a series of updates on both</p>		

	<p>benefits' management and the Crossrail business case updates. Update focused on the importance of benefits and evaluating the impacts of investment, the identified outcomes and benefits of the Elizabeth Line, how those benefits are reported, and the timelines and key milestones.</p> <p>Confirmed that the benefits management strategy would be published in early 2022.</p> <p>AB asked if the future post opening studies were funded. AL asked if the quantum for these studies could be shared. <b>ACTION:</b> ABa stated that the studies were 50% funded by DfT, and the rest being fed into the budget process, and agreed to share the position with AL and SK.</p>	ABa	16/12/21
8 – Communications	<p>VM gave an update on the Trial Operations announcement and planned future activities, including the filming of the Elizabeth Line television advert being filmed. Understanding that requests for visits are being reassessed given the COVID-19 'Plan B' announcement and evaluating which can be postponed.</p> <p>VM highlighted the media and stakeholder plans for Trial Operations which were under review, including a 10 January media day. AL highlighted that 10 January was the date where there was due to be the results of an RMT ballot. VM to keep this in mind when planning activities.</p>		
8 – AOB	Nothing to note.		