

DRAFT Elizabeth Line Delivery Group – Outcomes

Thursday 14 October 2021

Members: Andy Byford, TfL Commissioner (Chair) (AB); Mark Wild, Chief Executive, Crossrail, TfL (MW); Tricia Wright, Chief People Officer, TfL (TW); Simon Kilonback, Chief Finance Officer, TfL (SK), Howard Smith, Chief Operations Officer, Elizabeth Line (HS)

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, Stephen Hawkes, Senior Assurance Manager, TfL (SH), Joan Buszewska, Head of Elizabeth Line Programme Assurance, TfL (JB), [REDACTED], Project Representative, Jacobs (IN), Lorraine Humphrey, Director of Risk and Assurance, TfL (LH), Dharmina Shah, Corporate Affairs Lead, TfL (DS), Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), Stuart Westgate Head of Crossrail Programme Assurance, TfL (SW), Vicky Morley, Elizabeth Line Strategic Comms Lead, TfL (VM), Laurie Jacobs, Corporate Affairs Manager, TfL (LJ), Stacey Kalita, Finance Director (Acting), Crossrail, TfL (SKa)

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

Apologies: Andy Lord, Managing Director, London Underground, TfL, Jim Crawford, Chief Programme Officer, Crossrail, TfL,, Howard Carter, General Counsel, TfL, Phil Gaffney, Independent Expert Support, [REDACTED], Project Representative, Jacobs, Tim Ball, Director, Elizabeth Line, Network Rail, Rachel McLean, Chief Finance Officer, Crossrail, TfL

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 with no objections and the apologies were noted. The actions from the previous meeting were agreed to be covered off by the subsequent agenda.</p>		
2 – Crossrail programme progress	<p>HEALTH AND SAFETY</p> <p>Noted P6 H&S update, including details on 1 reportable accident, 2 lost time accidents, and 2 high potential near misses, all of which were subject to investigations from which the learning has been shared. Decrease in level 3 and 4 incidents. Downward trend on RFLI incidents.</p>		

	<p>Focus moving forwards on morale/wellbeing/health agenda – following on from success of Stepping Up week. Conversations with staff as they demobilise is key, with demobilisation highlighted as a key risk area. Acknowledgement that BOS has seen a spate of incidents based around lifting, with a few high potential near misses. Appointed accountable organisation to supervise lifting moving forwards, with an improvement plan in place.</p> <p>AB highlighted the excellent programme injury trends and the resulting increase in harm free days from 30% in 2014 to 92% in 2021.</p> <p>Action: SK requested that he is put on the distribution list for the H&S reports. CBW to action.</p> <p>PROGRAMME UPDATE</p> <p>Noted programme update on key issues from MW. MW stated that reliability would be the true critical path, and noted the blockade was going very well, and ELR100 remains on target to be dropped next week. Confidence in the programme around ELR100 being a success in terms of its impact on reliability, the effects of which should be known by 27 October. Aim to end blockade on 24 October to allow for maintenance. Modification to platform screen doors also required for February, but there is enough time to complete.</p> <p>The next steps on reliability will be the ELR110 drop which will happen at the same time as the new Alstom reliability build installation in December.</p> <p>TVS more challenging. During the October blockade 95% of TVS modifications will be dropped, which is going well so far, with the last 5% to be installed during December. This means that it will not be in place for TO, but the risk that poses is narrowing. Noted progress on assurance – programme was 3 weeks out, but that is narrowing, and noted progress on stations, with Abbey Wood brought in to use. Noted good progress on Tier 1 demobilisation.</p> <p>AB placed on the record that there was no politically motivated dates or pressure on the programme, and that whilst every effort is going in to enter revenue service the most</p>	CBW	22 Oct 21
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	<p>paramount concern is safety.</p> <p>AP asked if the [REDACTED] has been instructed yet. MW responded that access first needed to be agreed, and a meeting would be held next week.</p> <p>Noted update from HS on entry to Trial Operations and the reconfiguration. The decision to still aim for Trial Operations at [REDACTED] November instead of a delay to allow for all of the TVS fixes was explained, with a focus on not wishing to lose momentum on the project and to make progress with other works in the meantime. HS explained the gate system that will take place within Trial Operations which will confirm the readiness towards revenue service, and what the decision-making process within those gates will look like.</p> <p>AB added that he was fully supportive of this approach to Trial Operations, and that it could be done in a controlled and safe manner.</p> <p>NH confirmed that it was absolutely critical that decisions made at gates are based on data, and the last gate before revenue service in particular. Added that NH would work with HS to assess what data should be used in decision making.</p>		
<p>3 – Elizabeth line operational and IM readiness</p>	<p>KS gave the PSSG update, with the red workstreams aligned with discussion in the programme update. Focus on TVS and associated assurance, as well as assurance burn down more generally, as well as activities to increase reliability, which remains red until ELR100 loaded and proven, and hopeful for good results from the Alstom software upload in December.</p> <p>RS gave an update on maintenance readiness, with a focus on activities to reduce asset data risk, which has a huge focus but needs to see significant progress in the next couple of weeks. Critical spares for RFLI amber but improving and under control with no real further issues. AB asked if additional people assisting on asset data would help. RS responded that there were enough people, just they were focusing on multiple tasks – some steps being taken to delay moving people from project to RFLI to help this.</p> <p>HS gave an update on operational readiness – including focus on the improving situation</p>		

	<p>with People, and progress with recruitment. HS also gave the update on the transition dashboard, which showed good progress on putting in place transition agreements that detail what work is being transferred across to TfL and the resources required. Some staff events had taken place to detail what CRL22 is and focus on ensuring the right level of commercial support is available to support the closeout of CRL.</p> <p>AP asked how resourcing was given HS2 extensive recruitment. HS responded that we were not completely comfortable, and it was a risk, but that being able to give certainty in contractual terms and of the future organisation was key. AB confirmed that organisation design would be discussed separately on 15 October before coming to ELDG.</p> <p>HS gave an update on the ER14 Elizabeth Line risk. HS asked if the overall risk rating was correct, as target should be less in total than the current risk. LH agreed and will check this with the risk team. MW asked if the controls were missing a lot of the CRL project teams' activities. Action: LH to liaise with MW, AL, HS to update the document per the feedback provided, and then seek approval from AB. LH to take guidance from General Counsel and CFO about onward approval ahead of update on ER14 at the next ELC meeting.</p>	LH	11 November 2021
4 – TfL Rail current operations	<p>HS gave an update on the performance of the existing railway, which is excellent, with thanks to NH and team. Train reliability not where it should be but talking to Alstom this morning about doing confidence runs in advance so we can roll out configuration of new software in December as quickly as possible. Central section reliability remains static – but with improvements to come with new software.</p> <p>AB requested to note that meetings with key figures at Alstom took place on 30 Sep to make clear expectations on software and reliability, alongside the regular meetings that take place [REDACTED].</p>		
5 - Finance and budget	<p>SKa gave a finance update, with the P6 AFDCD remaining unchanged and the same as DCS1.2. Some cost pressures in stations, but ways to offset via change control. Confirmed an [REDACTED] reduction in scope gap provision, which had been transferred to CEO reserve.</p> <p>SK asked why the reduction in scope gap went to the CEO reserve and not reducing the</p>		

	<p>AFCDC. SKa responded that this was primarily because the CEO reserve was slightly low, and maintaining a pot there was important in the event of future uncertainty. MW added that the CEO reserve could be removed after the blockade, but it would be prudent to hold it until then. SK agreed but wanted to see that there had been reduction by the next periodic review. Action: SKa and RM to follow up with SK on the CEO reserve and steps that could be taken to reduce in near future.</p> <p>SK also asked if the nature of the underspend could be made clearer. Action: SKa responded that the underspend was both driven by some phasing change but also reduction in tier 1s, and that this analysis is done as part of the periodic processes to show this, but it can start to be brought to ELDG in future. SKa to follow up with Rachel Sherry in MPD on how to display.</p> <p>SKa gave an update on cost to go, with anticipation that next period a further P&PA draw down would likely be required, but that there was still good progress being made. CTG – ██████ to go, got ██████ held in risk and central provisions. Anticipate next period we will need a P&PA draw down. Still making good progress. Highlighted the potential route to a lower AFCDC which could be taken.</p> <p>AB asked if KPMG wanted to ask any questions related to finances – ██████, KPMG observer, responded that this discussion would likely take place next period when the outcome of the blockade is clearer.</p>	<p>SKa/RM/SK</p> <p>SKa/RM</p>	<p>11 November 2021</p> <p>11 November 2021</p>
6 – Assurance	<p>JB gave the assurance update, including the concerns on the volume of work still to go and potential impact on the programme, and the danger of compromising Trial Operations given that volume of work. Confirmed that future area of focus would be people readiness and transition, given how important that will be for the future operation of the Elizabeth line.</p> <p>█████ added that the P-Rep message is similar to the previous period, but that they are growing in confidence and decreasing in concern for the project. Stated that resequencing of Trial Operations was a demonstration of how agile and responsive CRL has been.</p>		
7 – Communications	<p>VM gave a communications update, and confirmed focus is on how we communicate Trial</p>		

	Operations dates, and how we manage the knock-on speculation that will likely bring for the date of revenue service. VM has started discussions with MW and HS on this. Updated on meeting with DFT and City Hall colleagues earlier in the week to discuss their involvement in the opening. Action: VM to update and share key dates and planned activity for next meeting.	VM	11 November 2021
8 – ELC agenda	Nothing to note.		
8 – AOB	Nothing to note.		