

DRAFT Elizabeth Line Delivery Group – Outcomes

Thursday 03 February 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, Managing Director, London Underground, TfL, Rachel McLean, Chief Finance Officer, Crossrail, TfL

Attendees: Andy Pitt, Independent Expert Support (AP), Alex Batey, Director of Investment Delivery Planning, TfL (ABa), 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), Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), 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, Phil Gaffney, Independent Expert Support (PG), Sue Taylor, Head of Business Partnering, TfL (ST)

Apologies: Tricia Wright, Chief People Officer, TfL (TW), Simon Kilonback, Chief Financial Officer, TfL (SK), Nigel Holness, Managing Director, MTR Crossrail (NH), Jim Crawford, Chief Programme Officer, Crossrail, TfL (JC)

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	<p>No amendments were made to the minutes of 12 January.</p> <p>AB introduced the amendment to the agenda of the meeting, with dedicated sections on reliability and mobilisation, to reflect the new business cadence of the Crossrail programme.</p> <p>AB requested an update on ABa's actions from the previous meeting to be sent to him directly.</p>	ABa	03/03/22
2 – Crossrail programme progress	<p><i>HEALTH AND SAFETY</i></p> <p>MW gave the safety update. Period 10 was green, though there had been two lost time injuries in week 4 of P11. Injuries occurred to a track worker at RFL, with the winter preparedness plan reissued as a result, and at Bond Street, in an incident with a low loader. Modifications were made to the safety and improvement plan at Bond Street after the review of the incident. HS gave the RFL safety update, with two incidents in P10 with</p>		

	<p>colleagues from Alstom and HS2, though reported under our processes.</p> <p><i>PROGRAMME</i></p> <p>MW gave the programme update, with the push to have the railway technically ready for passenger service, prior to the period of shadow running, on ■ March. Highlighted excellent work to get in to Phase 2 Trial Operations on 28 January. QRSA stayed relatively stable since previous period, with deterministic, p50 and p80 dates not moving widely. 198 EOWs to complete and aiming for all physical work complete by ■ March.</p> <p>Assurance is progressing well, with a good ITAP on 3 February, which needs to be replicated week on week. Potential to uplift DCSI.2 to a DCSI.3 in the coming periods to ensure all activities to come are considered.</p> <p>MW covered programme risks, including work at Bond Street. Physical work still to complete before the testing and commissioning programme, though there are assurance opportunities. Canary Wharf and TVS risks now in good place.</p>		
<p>3 – Reliability & resilience</p>	<p>HS gave an update on current operations, with surface performance in the West improving in period 10. Some reduction of performance levels in the East in periods 9 and 10 due to a set of infrastructure issues and partly due to a more extensive use of the full-length units and auto transition in Stratford. Some improvement to train reliability expected with installation of Viper 3 switches from Alstom, and the incoming 5.7 software build at Easter. Train performance in central operating section improving, and the same improvements resulting from software upgrades in the Central section expected in line with what is forecast in the East and West.</p> <p>AB added that we are taking tangible and interventionist action on reliability, which is showing results – with the provision of Viper 3 switches to the whole fleet by Alstom a clear sign of this.</p> <p>AL added that he had transitioned the performance review meeting from programme and project based to operational performance, and the first meeting was positive with clear actions arising.</p>		

	<p>TB gave an update on Network Rail current operations, with the defective slab at Ilford now being fully replaced, with no negative impact on timescales. A lot of attention and focus on drive for performance in the West, which is paying short term dividends.</p>		
<p>4 – Mobilisation & readiness</p>	<p>KS gave the PSSG update, working through the dashboard on the 9 key items that require focus to obtain entry into revenue service. KS added that this would be the last PSSG update in this format, and it has been replaced by the new business cadence.</p> <p>AB thanked KS for his work on PSSG, and requested that the development actions meeting, which makes up part of this new business cadence, brings an update to the next ELDG on progress and focus for stage 5. HS added that there are a multitude of different aspects to delivering stage 5 of which those with a programme focus will be tracked by KS/NH in the development issues meeting, but they are all being brought together in the periodic Stage 5 Oversight group meeting.</p> <p>AB requested that the outputs from the development issues/stage 5 oversight group is brought to the next ELDG. ACTION: HS/NH/KS to bring an update from the weekly development meetings/Stage 5 oversight group to the next ELDG.</p> <p>RS gave a maintenance readiness update, with a good position on all items, but with a key focus on asset data for stations and O&M's for the routeway, and a dedicated review for both. Critical spares are almost there, down to less than 50 items across the whole piece.</p> <p>HS gave an operational readiness update, with recruitment to and training for the RCC a priority, and a new round of recruitment underway with offers and acceptances starting to come in. HS also updated on driver numbers and competencies and plans to increase knowledge and capabilities in coming periods.</p>	<p>HS, NH, KS</p>	<p>03/03/22</p>

	<p>AP asked if driver numbers are being reviewed in the context of the reliability and performance of the railway, and if that would create issues. HS responded that this was being assessed.</p>		
5 – Assurance	<p>JB gave an update on assurance, with a summary of key issues emerging from review of integrated assurance activities, including rolling stock and train launching into service, both of which have a review underway. Reemphasised need for a new consolidated delivery schedule, which looks at the route to stage 5 and 24tph.</p> <p>PG added on reliability that we needed assurance of what the future train software builds will deliver regarding train performance. MW agreed that this was the crucial point and added that it was important to remember that the addition of customers will naturally reduce the PPM, so it needs to be very high before revenue service to account for this.</p> <p>SH gave the P-rep update and congratulated the programme on bringing Canary Wharf into use and entering Trial Operations phase 2. Stated the importance of focusing on smaller issues which could provide more incremental improvements in overall performance, rather than just the major issues, and highlighted the work to be completed on assurance documentation for revenue service.</p> <p>AB added that he was encouraged that all items raised by assurance are known and being given equal focus and attention by the programme.</p>		
6 – Comms	<p>VM updated on the successful media visit on 24 January, and the upcoming media visit on 07 February with print media in attendance which starts a 6-week programme of engagement. Highlighted the challenges of access when organising the visits, and the importance of working through the official visits programme when considering inviting further attendees.</p> <p>Also highlighted the ■ March target for completing work on the railway and the terminology for this, given that a period of shadow running will still be required. ACTION: Agreement to revisit at next ELDG and VM to consider potential names for this milestone in preparation for this.</p>	VM	03/03/22

7 AOB	Nothing to note.		
8 – Finance (TfL restricted)	RM gave the Finance update, which was TfL restricted.		