

Elizabeth Line Delivery Group – Outcomes

Thursday 22 July 2021

Members: Andy Byford, TfL Commissioner (Chair) (AB); Rachel McLean, Chief Finance Officer, Crossrail, TfL (RM); Mark Wild, Chief Executive, Crossrail, TfL (MW); Andy Lord, Managing Director, London Underground (AL); Tricia Wright, Chief People Officer, TfL (TW);

Attendees: Keith Sibley, Crossrail Mobilisation and Improvement Director (KS); Andy Pitt, Independent Expert Support (AP); Phil Gaffney, Independent Expert Support (PG); Jim Crawford, Crossrail Programme Director, Crossrail, TfL (JC), Howard Smith, Chief Operations Officer, Elizabeth Line, TfL (HS), Stuart Westgate, Head of Crossrail Programme Assurance, TfL (SW), Nick Garland, Sponsor, TfL (NG), Dharmina Shah, Corporate Affairs Lead, TfL (secretariat) (DS), Nigel Holness, Managing Director, MTR Crossrail (NH), Howard Carter, General Counsel, TfL (HC), Tim Ball, Director, Elizabeth Line, Network Rail (TB), Vicky Morley, Elizabeth line Strategic Comms Lead, TfL (VM), Carole Bardell-Wise, Health and Safety Director, Crossrail; [REDACTED], Project Representative, Jacobs; Richard Schofield, Infrastructure Director, RfLI, Nicola Cox, Head of Corporate Finance TfL (NC)

Apologies: Simon Kilonback, Chief Finance Officer, TfL

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	<p>Chair made opening remarks to summarise the wide range of activities since the last meeting and gave headlines from the CRL session with the Public Accounts Committee on Monday 19 July.</p> <p>The minutes were approved and it was noted actions would be covered during the meeting.</p>	n/a	n/a
2 – Crossrail programme progress	<p>SAFETY</p> <p>Noted updates from recent incidents. RfLI’s safety incidents have reduced and learning is being fed back into the programme. Noted that access issues remain a root cause of many incidents, and that better planning and good culture of reporting has driven improvement.</p> <p>Covid 19: control measures have been maintained since step 4 in the government’s unlocking programme. Need to ensure resilience and continuity moving forward to ensure the railway stays operational. AL commented that there had been some movement from government on exemptions for TfL staff from self-isolation and more details to come in due course.</p>	n/a	n/a

Item	Action	Owner	Due by
	<p>PROGRAMME</p> <p>P3: noted date changes for Trial Operations since the “J6” plan adopted and the key areas of focus arising from the successful blockade (95% of activity completed).</p> <p>Noted the update on station handovers at Canary Wharf, Abbey Wood and Bond Street, including reasons for the slight delay with handing over Paddington station.</p> <p>Risk highlighted: TVS – not all changes were carried out as part of recent blockade and intend to complete in next blockade.</p> <p>ERL200 to be commissioned during [REDACTED] with ERL21X commissioned in [REDACTED] to give Stage5b target date of [REDACTED].</p> <p>During the discussion:</p> <p>Noted the need to have a clearer on assurance path for Auto-reverse</p> <p>Noted the need to show evidence that assurance work was being done, and that much of the desired information was held in weekly dashboards. Action: provide assurance information in ELDG pack.</p> <p>AB: congratulated JC and his team on the success of the blockade, and the achievement of four of the five key milestones all within the same period.</p> <p>Propose that ELDG approve new proposed logic for stages beyond the central zone, the associated changes to dates for software commissioning, all of which gives stage 5B opening in [REDACTED] (based on the update to staging plans that HS provided at the June ELDG meeting).</p> <p>Noted the need to carefully plan communications and stakeholder engagement ahead of closure at [REDACTED].</p> <p>Decision: ELDG adopted the proposed strategy and revised plan.</p>	JC	19/8/21
3 – Elizabeth line operational and IM readiness	<p>Noted the updates and PSSG dashboards.</p> <p>Acknowledgement that PSSG is working well e.g. highlighting the issues that need attention.</p> <p>Action: RAG status to be based on Trial Operations starting in November</p>	KS	19/8/21

Item	Action	Owner	Due by
	<p>Maintenance readiness: Noted updates as per pre-read material (slide 46)</p> <p>Operational readiness: Noted updates as per pre-read material (slide 47) Noted concern with Romford Control Centre (RCC) and acknowledged that many issues are due to be resolved by ELR100.</p> <p>Transition: most going well, organisational design to be approved soon, noted that organising the commercial arrangements could be challenging and will require pragmatic approach. RM reported that the LOD2 assurance function in Crossrail (SW) will move to working in an integrated fashion with TfL assurance function. RM shared ongoing approach to claims management. Action: RM to highlight claims management in finance reports to ELDG</p>	RM	19/8/21
4 – TfL Rail current operations	<p>TfL rail: noted the updates (slides 36 - 37). Actual performance is good</p> <p>NR: noted some date changes to station handovers (slide 42-43) and overview of readiness planning, including sprint work underway. Plan in place to improve running at Western end of the line. Noted TfL and NR need to work through the NR challenges during Christmas CRL works.</p>	n/a	n/a
5. Finance and budget	<p>RM: forecast for P3 is held. Continue to see some cost pressures, e.g. at stations, routeway and prolongation impact on indirect costs.</p> <p>Actual costs: programme ██████ underspent below the projection. Need to keep investigating in case opportunities for cost reduction.</p> <p>Noted the reminder of need to provide regular updates to GLA, DfT and HMT (as a result of the funding agreement). Agreed to move this month's review to September. DfT will commission KPMG again to do the work.</p> <p>AB reinforced objectives supporting the forthcoming cost workshops. Action: AB to review and send email to attendees of cost workshops</p> <p>NC reminded of the need to minimise difference between forecast and spend to avoid paying excess interest costs. Reminder to use accurate cost of £1.071bn to maintain consistency with DfT tracking. Agree with moving financial review to September.</p>	AB	30/7/21

Item	Action	Owner	Due by
6. Crossrail assurance reporting	<p>SW: positive progress made in recent times. Keen to spend more time on operational parts of project to understand challenges how could have more agile response. Suggested ELDG needs better visibility of that granular level to understand if project on track, e.g. sight of progress against KPIs. Expressed concern that a number of dependent activities for Trial Operations and revenue service, are subject to a number of variables, e.g. software and completion of stations.</p> <p>SH: positive progress and successes with access works and blockade. Significant challenges ahead of Trial Operations.</p> <ul style="list-style-type: none"> • J6 schedule – pressures on TVS, competing demands in TO period and already hearing possible use of the contingency time. Potential impact of Covid on programme remains a concern, though recognises all parties are doing their utmost to manage impact. • Scope: encouraging to see focus on this, though timing of actions from workshops will determine how soon T I suppliers will remain. 	n/a	n/a
7. Customer principles	<p>VM reiterated keen to avoid customer confusion ahead of opening when rolling out customer facing comms (e.g. posters, signage). Intend to roll out map updates in interchanges until close to launch. Noted that this will leave some gaps of up to 12 weeks to get all customer info in place, but the majority of changes will be in place before launch. Investigating potential to change annual tube and train map update from [REDACTED].</p> <p>VM explained how Comms planning is currently done, the role of the Elizabeth Line Comms Group, and how would like to bring City Hall and DfT on board for launch discussions. Update on overall comms planning, for Trial Operations, and indicative planning for launch will be shared for August ELDG.</p> <p>Action: separate discussion for VM, AB, AL for launch planning (re: customer comms and stakeholder engagement for launch).</p>	VM	19/8/21
8 – AOB including Forward Look	<p>SW asked if the change to the Staging strategy required a change to the Project Development Agreement (PDA). Action: NE to take forward updates to the PDA .</p>	NE	19/8/21