

## DRAFT Elizabeth Line Delivery Group – Outcomes

Wednesday 12 January 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), David Warner, Senior Business Analyst, TfL (DW) Nduka Ezediuno, CEO Crossrail's Office, Crossrail (NE), Mark Eaton, Concession Manager, MTR (ME), 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, Jim Crawford, Chief Programme Officer, Crossrail, TfL (JC), Phil Gaffney, Independent Expert Support (PG)

**Apologies:** Danny Fox, Deputy Director Operations, Elizabeth Line, TfL (DF), Tricia Wright, Chief People Officer, TfL (TW), Simon Kilonback, Chief Financial Officer, TfL (SK), Nigel Holness, Managing Director, MTR Crossrail (NH)

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	No amendments were made to the minutes of 9 December and the apologies were noted.		
2 – Crossrail programme progress	Introducing the item, AB placed his thanks on record to the team for the very successful blockade over the Christmas period.  HEALTH AND SAFETY  JC taking over the leadership of HSE though the HSE function is still present and valid within the programme, with the outgoing Carole Bardell-Wise's roles and responsibilities well fully reassigned.  JC gave the HSE update, with P9 a very good period and the trend continuing into P10, with no significant incidents. Confirmed little impact from COVID-19. HS updated on HSE from		

	<p>the RFLI perspective, with no reported injuries now for 5 periods, and all trends in the right direction. Confirmed focus on vigilance and ensuring no complacency.</p> <p>PROGRAMME UPDATE</p> <p>AB asked for all subsequent updates in the agenda to be focused on reliability, and drivers for that reliability.</p> <p>JC gave the programme update, listing the multiple upgrades that were installed over Christmas which should have a positive impact on reliability, including TVS upgrades, train software upgrades, PSD upgrades, and the installation of the 36 new VTs. The PSD upgrades have now been installed in every central section station apart from Canary Wharf, which is still to come. ELR200 still to come at Easter, along with a TVS upgrade, with other installations and upgrades expected to have reliability benefits throughout the year. TO Phase 2 date moving to 29 January.</p> <p>Updated on Canary Wharf, which was a no go for BIU before Christmas. Mobilised crews over Christmas who had productive shifts, with an amended BIU date for Canary Wharf of 21 January.</p> <p>AB expressed his gratitude at the volume of work completed over the Christmas period, and restated the importance of pushing for the deterministic date and getting as much work done as possible so that time could be handed over to focus on reliability before revenue service.</p>		
<p>3 – Elizabeth line operational and IM readiness</p>	<p>HS gave an introduction with a focus on reliability during Trial Operations before and after Christmas, with a worsening at the point of entry into Trial Operations and an improvement afterwards.</p> <p>The 5.4 software update fixed everything that it intended to fix, but other items now being resolved. Some issues arising at the depot, particularly related to configuration loading and dispatches. Infrequent issues with PSDs, though disruptive when they occur. Working with Knorr-Bremse to improve resilience and to get a resourcing plan to increase the speed of response. COVID-19 had impact over Christmas, with resourcing tight. Current focus on recruitment, particularly focusing on traffic managers.</p>		

	<p>Changing business reporting and cadence to focus on mobilisation for revenue service and reliability at the front and centre.</p> <p>DISCUSSION</p> <p>MW added that this being the first time we have seen the railway in its completed form, there is no surprise that there is work to do to fine tune, especially given the size and scale of the digital system that sits behind the railway.</p> <p>AP added that he too was not surprised at where the programme was in terms of reliability, and that there was progress being made. Emphasised the need for focus on hardware as well as software and asked if there was a plan to monitor the depot more closely. PG asked if all the right resource was in place to drive reliability. MW responded that we did, but penetration of the issues that are hampering reliability was where work needed to be done.</p> <p>FURTHER ITEMS</p> <p>KS gave the PSSG update, running through the nine workstreams being monitored for entry into revenue service, in particular highlighting those with a red status.</p> <p>RS gave the maintenance readiness update, with a downward trend on asset data due to outstanding O&amp;M's for the routeway. Some improvement in critical spares, with the number to deliver now in the 70s, and should trend green quickly. HS gave the operational readiness update, highlighting work being done on staff training at the RCC and on alarm management. Recruitment of traffic managers is key. HS also gave an update on transition, with the only current issue being around engineering and ensuring that the teams have enough time to work through transition whilst tackling assurance.</p>		
4 – TfL Rail current operations	<p>HS gave an overview of TfL Rail current operations, with the broad view that performance in the East down for the period with introduction of full-length units, which has had a larger impact than expected. But, learnings about the rolling stock and how to manage it in this new setting. Below target period in the West, with Didcot has extremely poor</p>		

	<p>resourcing, though NR are recruiting.</p> <p>Discussing an issue with wheel skates for trains in the West, TB confirmed this was no longer an issue, and the misunderstandings that had led to the issue corrected. Confirmed resourcing challenges for NR over Christmas, with PPM in the West improving, though with lots of work still to do.</p>		
5 - Finance and budget	<p>RM gave the Finance update, beginning with spending in the period, which was up a little on previous periods but exactly as planned and forecast due to the kick up of activity over Christmas. Expenditure in the period a bit below budget due to lower than expected consumption of risk and contingency funding. However, period overspend in stations. General stability now in cost position, but cost pressure on the ability to meet the £825m budget. AFCDC being held despite cost pressures.</p> <p>MW noted that we need to pivot to rationalising future spending, with an agreement on what work is left to complete. RM agreed that the coming weeks would be the right time to resume cost to go workshops, following their success last summer.</p> <p><b>ACTION: RM and MW to review when we would have the right outputs to resume the workshops and then to organise when they agreed.</b></p>	RM, MW	31/01/22
6 – Assurance	<p>JB gave the Assurance update, reemphasising the importance of a consolidated delivery schedule which should feed into the Trial Operations Phase 2 Gate meeting to ensure there is a credible plan for later stages before entry into revenue service. Added that a phase 3, or shadow running, should be included to boost reliability before revenue service, which AB confirmed would be the case.</p>		

	<p>SH stated that there is a concern over Canary Wharf and meeting its new BIU date, and that there is focus from the teams on it meeting its BIU status but not necessarily its status required for revenue service. Also emphasised importance of considering what support RFLI needs post revenue service as opposed to relying on Tier 1 contractors.</p> <p>MW agreed with the comments and stated that both the programme and the assurance teams are aligned.</p>		
7 Business Case update	<p>ABa presented the business case update that reflects the latest capital and operating costs and benefits profile. The update demonstrates the value for money of the Elizabeth line and contributes to the evidence of the benefits that transport investment in London can have both for the city and the UK more widely.</p> <p>Confirmed that Elizabeth line business case remains positive and compares favourably to other significant upgrade projects completed by TfL. The business case is expected to remain positive when considering the impacts of COVID given that the worst-case scenario for the impact of COVID on London have not been realised.</p> <p>MW asked what the outputs from this update would lead to, and if this would be formalised into a response to the NAO. ABa confirmed that we would approach the NAO to share the findings and provide a briefing on the benefits management strategy and evaluation plan. This would be after engagement with our assurance team. We have accepted the recommendation from the PAC to publish the benefits management strategy in advance of service launch. <b>ACTION: ABa to engage with the assurance team and set out a plan for publication by the end of February 2022.</b></p> <p>RM asked about the variance in the forecast for non-fares income benefits, which vary considerably in the business as usual and COVID scenarios. <b>ACTION: ABa to follow up on this with RM as part of the preparations for the ELC briefing in February.</b></p>	<p>ABa</p> <p>ABa</p>	<p>28/02/22</p> <p>26/02/22</p>
8 – Communications	VM gave a comms update, with plans for media and stakeholder visits to the stations in the		

	coming weeks, whilst keeping within COVID restrictions. Aims to provide reassurance on opening window and coming activities, especially given the potential visibility of upcoming Trial Operations tests. Also working on a checklist for launch of the line which divides and lists tasks and opportunities.		
8 – ELC agenda	Nothing to note.		
8 – AOB	Nothing to note.		