

DRAFT Elizabeth Line Delivery Group – Outcomes

Thursday 26 May 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, Chief Operating Officer, TfL (AL), Tricia Wright, Chief People Officer, TfL (TW)

Attendees: Andy Pitt, Independent Expert Support (AP), 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), Richard Schofield, Infrastructure Director, RfLI (RS), Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), Nigel Holness, Managing Director, MTR Crossrail (NH), Jim Crawford, Chief Programme Officer, Crossrail, TfL (JC), Tim Ball, Director, Elizabeth Line, Network Rail (TB), Laurie Jacobs, Corporate Affairs Manager, TfL (LJ) [REDACTED], Project Representative, Jacobs (P-Rep), Nicola Cox, Head of Corporate Finance, TfL (NC), Stewart Mills, Director of Infrastructure, Elizabeth Line, TfL (SM), Vicky Morley, Elizabeth Line Strategic Comms Lead, TfL (VM)

Apologies: Howard Carter, General Counsel, TfL, Phil Gaffney, Independent Expert Support (PG)

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	<p>The minutes to the previous meeting of 28 April were approved with no comments.</p> <p>AB offered his congratulations to all for an incredibly successful opening and first few days of revenue service, with 100% PPM achieved on day 2 and strong passenger demand. Specific mention to the MTR staff who have received a great deal of praise for their exemplary customer service.</p>	n/a	n/a
2 – Op performance	<p>HS gave an update on operational performance, and echoed AB's comments in Item 1 on the success of the start of revenue service.</p> <p>Looking back to P1, HS highlighted the challenges on the Western end of the surface line, with staffing at TVSC receiving particular attention. TB agreed and highlighted their focus on infrastructure incidents. On staffing, TB added that a further 6 signallers had completed their training since last ELDG. NR have also reordered the priority of the top 25 assets and introduced a freight policy which mitigates impact on EL services. NH agreed that there had been a huge amount of energy and effort in the West over the past few months, which is having some impact.</p>		

	<p>ACTION: TB agreed to give a fuller updated on Ilford and Romford at the next ELDG.</p> <p>Noted update on fleet reliability, with performance at expected levels for revenue service. HS added that we are now looking to remove frailties within the system and solve hardware issues. AP stated the need to continue to engage with Alstom, and in particular in the run up to 24tph – AB agreed and confirmed that weekly meetings would continue. HS also ran through the overall reliability top issues, with all understood and being worked on.</p> <p>ACTION: AB asked that KPI's on maintenance to be included in future ELDG packs, in order to monitor how assets are performing.</p> <p>AB thanked RS for his immense contribution to the programme, and in particular in improving how maintenance works are prioritised and completed.</p> <p>HS gave the transition update, with engineering and technology still the area to focus on. MW added that the workforce plan is one of the most important ways we will deliver spending reductions.</p>	<p>TB</p> <p>SM</p>	<p>23/06</p> <p>23/06</p>
<p>3 – progress to stage 5</p>	<p>HS summarised the dependencies for delivering stage 5. JC gave the detailed update, with ELR201 bug fixes now being delivered during the 11/12 June over and back weekend. T minus for 5b minus now looking to begin [REDACTED], to accommodate for Siemen's work and testing, with a knock-on impact of the deterministic date of 2 weeks, which now shows as [REDACTED].</p> <p>AB agreed with this, and highlighted need for Siemen's to find a solution to transition issues quickly. AL added that if there is movement in the BOS date it is joined up with LU in terms of staff familiarisation planning – JC agreed.</p> <p>JC gave an update on LFB comms, with work underway to develop options for the permanent solution, which will be fed into the 5b minus T minus process.</p> <p>JC gave the update on progress towards stages 5b and 5c, and MW added that the focus needs to remain on Siemens role in delivering these.</p>		

	ACTION: HS/JC to review pack content for future ELDG's to include succinct and plain English summaries of critical elements for progress to future stages, and key risks to delivery.	HS, JC	23/06
4 – Programme update	The programme update was covered in earlier items.	n/a	n/a
5 – Finance	<p>RM gave the Finance update, with expenditure for the period lower than forecast and budget, and the previous period, though reduction in expenditure is expected to flatten off due to work left to complete at Bond Street. No net change to AFCDC, and RM updated on the plans to reduce overall funding requirements by [REDACTED], with a cost-to-go workshop in the diary for 21 June.</p> <p>ACTION: AB asked RM to provide summary of number of remaining resources on the project by job title for the cost-to-go workshop, to provide visibility of where savings could be targeted.</p>	RM	21/06/22
6 – Assurance	JB gave the Assurance update, with continued focus on the preparation of the DCS1.3 schedule, and noted the progress made. P-Rep agreed, and added that this would be the final P-rep report on the programme. AB thanked P-Rep for all their work throughout the project, and for the valuable advice that P-rep has provided.	n/a	n/a

7 Communications update	<p>VM gave the communications update, with the significant local, national and international coverage that both the opening events and opening itself had gained. Final episodes of the EL documentary will go out on TV on 12 and 19 June, and a release to announce 1m journeys in the COS planned for Monday.</p> <p>AL added that he had asked for T&D analysis of how ridership has impacted the Jubilee and Central lines.</p>		
8 - AOB	<p>AB added that he would look at his meeting frequency and cadence for the Elizabeth Line and see if any standing meetings can be put on hiatus until later stages, to avoid duplication, and encouraged all to feed back if they had views on this. ACTION: LJ/DS to review AB's Elizabeth Line meeting cadence and frequency, and all to feedback to LJ if there are meetings that they feel can be reduced/paused.</p> <p>ACTION: JC/HS to report back to AB on issues with Wi-Fi in the Elizabeth Line stations and tunnels.</p> <p>AB thanked MW for his leadership of the Crossrail programme and all his work in delivering the Elizabeth Line. He also thanked all the advisers who were stepping down from the programme for their invaluable advice and expertise given over their years of service.</p>	<p>LJ, DS, all</p> <p>HS, JC</p>	<p>23/06</p> <p>23/06</p>