

## Elizabeth Line Delivery Group – Outcomes

Thursday 31 March 2022

**Members:** Andy Byford, TfL Commissioner (Chair) (AB), Simon Kilonback, Chief Financial Officer, TfL (SK), Mark Wild, Chief Executive, Crossrail, TfL (MW), Howard Smith, Chief Operations Officer, Elizabeth Line (HS), Andy Lord, Managing Director, London Underground, TfL, Tricia Wright, Chief People Officer, TfL (TW)

**Attendees:** Andy Pitt, Independent Expert Support (AP), 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), Stacey Kalita, Finance Director, Crossrail, TfL (SKa), Nigel Holness, Managing Director, MTR Crossrail (NH), Vicky Morley, Elizabeth Line Strategic Comms Lead, TfL (VM), Laurie Jacobs, Corporate Affairs Manager, TfL (LJ) [REDACTED] Project Representative, Jacobs, Richard Zavitz, Lead Sponsor, Elizabeth Line, TfL (RZ)

**Apologies:** Tim Ball, Director, Elizabeth Line, Network Rail (TB), Jim Crawford, Chief Programme Officer, Crossrail, TfL (JC), Richard Schofield, Infrastructure Director, RfLI (RS)

Item	Action	Owner	Due by
I – Apologies, approval of previous minutes and actions	<p>There were no amendments to the minutes of the previous meeting.</p> <p>JC and RS were confirmed as additional apologies for the meeting.</p> <p>The actions from the previous meeting were addressed. LJ confirmed in TB's absence that a review found no line side gas cylinders for Network Rail. HS confirmed that metrics for staff performance and impact on reliability are being generated next week, and that analysis has been completed for days of trial running which do not contain trial operations, but average of performance still roughly the same. Reliability trajectory curve has been shared with P-rep.</p> <p><b>ACTION:</b> PG asked if the 15-minute delay waterfall tracker could be included within future ELDG packs. HS agreed.</p>	HS	28/04

<p>2 – Crossrail programme progress</p>	<p><i>SAFETY</i></p> <p>MW confirmed that period 12 was another green safety period, with one significant incident. Noted the revised cadence for safety, which was progressing well, and the introduction of HSPI SMART – which showed a significant improvement in engagement score since P I I . MW confirmed the positive culture across the whole programme of early warning.</p> <p>On RFLI safety, HS noted that safety trends are in the right direction. One close call incident to note which involved a possession hand back from a contractor. Investigation underway and meeting with contractor planned. AL added that the safe track access group with TfL would now include the Elizabeth Line moving forwards.</p> <p><i>PROGRAMME</i></p> <p>MW gave the programme update, noting the progress towards the Easter blockade which will see the installation of ELR200 and CMS software. EOWL burn down progressing well, with none remaining for revenue service involving any physical work, and MW congratulated JC for this achievement. Confirmed that revenue assured railway would now be achieved with APIS from the ORR by [REDACTED].</p> <p>MW added that the new Bond Street baseline was now in place, with the deterministic date having time risk allowance in built so the programme can aim for convergence with the delivery of Stage 5B minus.</p> <p>MW noted the schedule dates, with the Stage 5 dates due an update as part of the DCS1.3 schedule which will be coming soon. Coordination with Siemens and Alstom required on auto reverse for 5B, which is a key driver. MW added that the LFEPA radio channel issue is being progressed with JC and RS working on a plan which will require weekend access and potentially some other days to manage the testing.</p> <p>PG asked if there was any risk to the 5B minus [REDACTED] deadline from a Network Rail perspective, and what they would be asking of the railway at that point. HS responded that the [REDACTED] deadline for 5B minus was related to rosters for drivers rather than timetable changes, though NR would still be interested. HS added that the focus should also be on what we are bidding for in terms of timetable changes in [REDACTED] for Stage 5C, which would require us to demonstrate certain levels of PPM to NR to achieve. AB confirmed that NR will absolutely want to see certain criteria before permitting this.</p>		
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	<p>AP added that focus should also be on contingency timetables in particular for 5B minus, particularly if segregated train crews inhibit service recovery in the COS.</p>		
<p>3- Reliability</p>	<p>HS gave an update on TfL Rail performance, with an impact in the previous period from the storms but with a better performance than most other operators. On fleet reliability, build 5.6 now installed, with some software issues discovered and now mitigated.</p> <p>Unit by unit analysis continues to show some performing worse than others, with a much better reliability shown if worst 10 units excluded, and a process to fix those worse performing units underway. 5.7 software build on course for roll out. HS added the really good work in the RCC with MTR on cut and run policy and processes to keep trains on the move.</p> <p>HS confirmed that driving out 15 min delays will have a strong correlation with delivering the right PPM. Added that first 3 days of timetable running have shown that when the railway gets things right it is very high performing. AP asked if in addition to focus on 15 min delays, the 30 min delays could be split out due to their impact both operationally and reputationally. <b>ACTION: HS responded that the 15 min delays were the focus given that their impact alone was significant, but the 30 min delays could be brought out specifically as well.</b></p> <p>MW asked if recovery to a 5-minute headway metric could be brought to ELDG, given its impact on customers. <b>ACTION: HS to bring to next ELDG.</b></p> <p>On Trial Operations, AB passed on his thanks to Lewis George and the team from the Trial Operations team for organising such a successful programme and thanked all exercise participants and volunteers.</p>	<p>HS</p> <p>HS</p>	<p>28/04</p> <p>28/04</p>

4 – Mobilisation & readiness	<p>HS gave the maintenance update, with two amber issues expected to remain amber until T-4, but which are moving in the right direction. On operational readiness, HS noted the red issue relating to alarm management, but which should be reducing to amber soon. Sitting behind that is the honing of organisational management skills at the RCC, which is being addressed.</p> <p>HS highlighted the issue of losing staff to LU – [REDACTED] NH confirmed this was an issue, and he was engaging with AL. AL added that a strategic piece of work needed to be done on this, both from LU perspective but also due to the multiple other sectors requiring resource simultaneously.</p> <p>The transition and governance materials were noted.</p>		
5 – Assurance	<p>JB gave the assurance update, highlighting requests for revenue service contingency plans and the DCSI.3 schedule for stages 5. SH added the encouragement that the railway is in the period of timetable demonstration and noted the push to demonstrate reliability growth. Added the concern around the lack of schedule around stages 5 which will be included within DCSI .3, which P-rep are keen to see.</p> <p>PRep also added concern on return to manual transition from auto, and AB added that he agreed but it was the pragmatic decision to be taken now whilst Siemen’s resolve the outstanding issues.</p>		
6 – Communications	<p>VM gave the communications update, with successful community station days carried out over 6 days with over 100 stakeholders and 700 residents taking part. Station day at Whitechapel used to highlight bilingual signage, with High Commissioner for Bangladesh in attendance. EDI stakeholder train ride taking place next Thursday, with plans for some supply chain activity underway.</p> <p>VM added the work on planning launch activities, which includes collaboration with the internal comms teams who are developing plans to engage a huge range of operational staff to ensure a good level of understanding of the Elizabeth Line and it’s features at launch. AL added that this would be brought to the leadership briefing tomorrow and added the importance of ensuring that operational colleagues are fully briefed.</p>		
7 – AOB	Nothing to note.		

8 – Finance	RM gave the Finance update. RM introduced the discussion around Programme and Project Authority and the preferred option of how to approach remaining funds. After discussion there was consensus that Option 3 - [REDACTED] was selected as the best option. <b>ACTION: RM to carry out.</b>	RM	28/04
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