

Elizabeth Line Delivery Group – Outcomes

Thursday 29 April 2021

Members:

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

Attendees:

Keith Sibley, Crossrail Mobilisation and Improvement Director (KS), Andy Pitt, Independent Expert Support (AP), Phil Gaffney, Independent Expert Support (PG), Carole Bardell-Wise, Health and Safety Director, Crossrail, TfL (CBW), Jim Crawford, Crossrail Programme Director, Crossrail, TfL (JC), Howard Smith, Chief Operations Officer, Elizabeth Line, TfL (HS), Tim Ball, Director of Elizabeth Line, Network Rail (TB), [REDACTED], Project Representative, Jacobs [REDACTED], Stuart Westgate, Head of Crossrail Programme Assurance, TfL (SW), Hannah Quince, Chief of Staff, Crossrail, TfL (HQ), Nick Garland, Lead Sponsor, TfL (AW), Justine Curry, Head of Commercial Law, TfL (JCu), Alex Berwin, Corporate Affairs Manager, TfL (secretariat) (ABe), Siwan Hayward, Director of Compliance, Policing and On-Street Services, TfL (SH), Vicky Morley, Strategic Communications Lead, TfL (VM), Nigel Holness, Managing Director, MTR Crossrail (NH)

Apologies: Howard Carter, General Counsel, TfL (HC), [REDACTED], Project Representative, Jacobs [REDACTED])

Item	Action	Owner	Due by
1 – Apologies, approval of previous minutes and actions	Members agreed minutes from previous ELDG on 1 April.	n/a	n/a
2 – Crossrail programme progress	<p>Noted the safety performance update for Period 13 which reported three incidents. One incident involved unsecured scaffolding; a high potential near misses (HPNM) where a bolt was drilled into an embedded conduit at Paddington and a reportable accident which resulted in a fractured ankle at Bond Street.</p> <p>Noted a further update on the most recent period's incidents, including some unauthorised access issues. Two key areas of focus outlined: safe access with clarity around procedural requirements for safe access; and management and control of the Tunnel Ventilation System (TVS) to enable safe access, which is currently paused.</p> <p>AB outlined the need for a solution to be reached as soon as possible, and AP suggested looking to MTR or Eurotunnel to understand the best access solution. AL also confirmed Peter McNaught is plugged into these discussions from an LU perspective.</p>	n/a	n/a

Item	Action	Owner	Due by
	<p>JC provided a detailed overview of programme performance, confirming both railway fringes have been commissioned and infrastructure progress has been good, alongside stations.</p> <p>JC confirmed the target date for four tph is now 10 May and is being tracked through readiness reviews, with a redesign of the Trial Running period.</p> <p>On Bond Street, JC noted the team are building into the base plan the revised strategy of seeking to open the station by [REDACTED].</p>	n/a	n/a
	<p>HS provided an update on Alstom and Siemens integration, noting the software itself has not had the desired effect on reliability that was hoped, and there is a need to agree the post-ELR100 sequence.</p>	n/a	n/a
	<p>PG asked whether the scope gives clarity on activity leading up to [REDACTED], and what the criteria to be achieved is for that activity. JC confirmed the next activity is understanding what the project can deliver reliably and what elements can be closed out and when. MW confirmed the project now has a grip on scope, with 250 items needing to be arranged in time periods.</p> <p>JC confirmed the roadmap to DCS 1.2 will be presented at the ELDG on [REDACTED] and will be informed by workshops.</p>	JC	[REDACTED]

Item	Action	Owner	Due by
3 – Elizabeth line operational and IM readiness	<p>Noted the update on operational performance and reliability. NS noted the project started ROGS in good shape in terms of operational readiness.</p> <p>HS and NH noted work to increase driver training and trying to get competency in the central section of the railway. Noted driver training deep dive has taken place for the wider programme, which is challenging with COVID restrictions, but put forward an approach to ASLEF which will be presented to its EC next week.</p>	n/a	n/a
	<p>KS noted the POAP is included in the pack in line with an action from the previous ELDG meeting.</p> <p>KS noted the ongoing work of the PSSG with dashboards created for each of the ten workstreams, to be reported back to ELDG.</p>	n/a	n/a
	<p>Members noted a detailed overview of the security arrangements for the Elizabeth line from SH, including updates on cyber security and policing, with strong cooperation across organisations and partners. Confirmed this work is fully aligned with KS's work on trial operations and operational readiness.</p> <p>SH suggested the need for a director-level individual to hold responsibility for Elizabeth line security. AL to consider.</p>	AL	28 May

Item	Action	Owner	Due by
	<p>Members noted the communications plan update from VM.</p> <p>SK noted the importance of drumming up support and [REDACTED] to attract customers back into central London and ahead of flights resuming from Heathrow, and the need to revisit [REDACTED] as they will be susceptible to demand.</p> <p>AL asked whether work on [REDACTED] has been done. VM confirmed this work is underway and will take more detail to Andy L around deployment.</p>	VM	28 May
	<p>RM agreed to look into where the budgets sit for customer communications and security items.</p>	RM	28 May
4 – TfL Rail current operations	<p>Noted an update on operational performance and reliability, with improvement of ppm and need to lift performance in the western section of the railway. Noted AB is meeting with Andrew Haines from Network Rail next week to focus on Elizabeth line end to end performance.</p>	n/a	n/a
5 – Finance and budget	<p>Noted the update on current financial performance on year to date and forecast for the whole programme's current spend profile.</p> <p>SK requested for the next workshop to show the investment authority we have committed, and at [REDACTED].</p>	RM	7 May

Item	Action	Owner	Due by
	<p>Members considered the paper on Programme & Performance Authority Request to Trial Operations. This was not approved but will be revisited following a cost review workshop in late May, and it was agreed RM will communicate via email when smaller amounts of funding are required more urgently.</p>	n/a	n/a
6 – Crossrail assurance reporting	<p>The headline assurance issues were noted. Including: Trial Running delays to impact on [REDACTED] Trial Operations date.</p> <p>The post-ROGS delivery organisation: consider whether the CRL and RFLI organisation is the right shape to effectively manage both the ongoing construction closeout and entry to operations.</p>	n/a	n/a
7 – Elizabeth Line Committee agenda	Noted the draft agenda.	n/a	n/a
8 – AOB including Forward Look	Members noted the Forward Look.	n/a	n/a