

## Elizabeth Line Delivery Group – Outcomes

Thursday 1 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), Andrew Wallace, Lead Sponsor, TfL (AW), Justine Curry, Head of Commercial Law, TfL (JCu), Alex Berwin, Corporate Affairs Manager, TfL (secretariat) (ABe)

**Apologies:** Howard Carter, General Counsel, TfL (HC), Simon Kilonback, Chief Finance Officer, TfL (SK)

Item	Action	Owner	Due by
I – Apologies, approval of previous	Members agreed minutes from previous ELDG on 4 March.	n/a	n/a

Item	Action	Owner	Due by
minutes and actions	On previous actions, previously reported power issues at Romford were discussed and confirmation a Network Rail review is ongoing and will report on 12 April which will include restoring the third power supply; the response; improving communications around evacuation; and joint processes with Train Operating Companies (TOCs). To be discussed at next ELDG on 29 April.	HS	29 April
	The STAR chamber was discussed and will be established in [REDACTED]	n/a	n/a
2 – Crossrail programme progress	Noted the safety performance update for Period 12 which reported four high potential near misses (HPNM) incidents relating to the Platform Screen Doors (PSD) remaining open and two incidents of a Signal Passed At Danger (SPAD). The opportunity to learn is evidenced by the response from SIDT and ATC teams.  CBW to confirm to AB whether issues with PSD are a systemic issue.	CBW	29 April
	AP asked about the SPADs investigation and human factors involved.  CBW to provide an executive summary to ELDG attendees on P12 safety incidents.	CBW	9 April

Item	Action	Owner	Due by
	<p>RIDDOR and lost-time rates have reduced with zero harm in relation to injury accidents. CBW confirmed ADT successfully initiated a safe-start in Period 12.</p> <p>CBW updated on Whitechapel station's "Back to Basics" campaign, and deep-dive and assurance work on safety at work ORR interventions.</p>	n/a	n/a
	<p>AB praised the safe transition into ROGS and noted new approach to Trial Running needs focus. MW agreed to update AB on progress with maintenance programme and preparations ahead of full entry into Trial Running.</p>	MW	16 April
	<p>JC provided a detailed update on programme progress, and confirmed the Trial Running period began on 29 March, with the four trains per hour demonstration timetable deferred to [REDACTED] after the Great Eastern fringe-commissioning. JC also noted the maintenance ramp up will start on [REDACTED] for two weeks.</p> <p>AB requested an update on maintenance work and is to be added to Mark Somers' daily report.</p>	JC	2 April
	<p>MW noted 168 StEJ forms needs to be complete within 12 weeks. Pivot dashboard around closing out requirements. Leakage over [REDACTED] will push out [REDACTED] Trial Operations (TO) entry. JC agreed TO schedule is tight particularly regarding stations.</p>	n/a	n/a

Item	Action	Owner	Due by
	<p>JC noted the routeway critical path is driven by Siemens and Alstom train software. The [REDACTED] is being held but under pressure because of the routeway.</p>	n/a	n/a
	<p>PG asked about the plan of assurance activities. JC confirmed the configuration state aligns with assurance requirements. MW noted the need for a clear path on assurance and how it fits together with 20 configuration states in 110 working dates. AB and MW to discuss the need for the ELDG to focus on the right issues going forward.</p>	n/a	n/a
<p>3 – Elizabeth line operational and IM readiness</p>	<p>Noted the update on operational performance, reliability and driver training as well as software updates.</p> <p>HS noted training failure rate was higher than anticipated which meant resource was tight for ROGS, but more staff will pass this week and Network Rail have been supportive. Training has been difficult to build up in advance of assets being available but is now looking more stable.</p> <p>HS noted software improvements to come will build on reliability.</p>	n/a	n/a
	<p>Members were presented with the Engineering Hours Improvement Programme Strategy which was endorsed.</p> <p>PG asked whether there would be benefit in a maintenance benchmarking study to inform discussion. PG to discuss this with HS.</p>	PG and HS	29 April

Item	Action	Owner	Due by
	HS to progress scoping of Plan B for Plumstead intervention.	HS	29 April
	<p>Noted KS's TO readiness review, with 14 April plan for readiness review to be formally established.</p> <p>AB requested to see POAP for TO and to have a summary dashboard for the 10 workstreams for entry into TO for the next ELDG meeting.</p>	KS	29 April
4 – TfL Rail current operations	Noted an update on operational performance and reliability.	n/a	n/a
	<p>TB provided an update for NR, with station work looking positive, and issues focussed on isolations at fringes and personnel and process issues.</p> <p>HS to update AB on isolation issues.</p>	HS	9 April
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>AB reiterated the need for progression against the current £825m is key and for stations to be demobilised as soon as safely possible.</p> <p>RM noted a review has been undertaken of risk and believes there are elements of duplication and that risk can be retired.</p>	n/a	n/a

Item	Action	Owner	Due by
6 – Crossrail assurance reporting	<p>The headline assurance issues were noted. Including:</p> <p>Entry into Trial Running revealed gaps however the ROGS deadline was held.</p> <p>Noted the need for trade-offs and priorities needing to be clear and well managed, particularly given intense activity.</p> <p>Noted concerns regarding DCS I .2 development and uncertainty around how schedule and cost are aligned between CRL and the supply chain.</p>	n/a	n/a
7 – Elizabeth Line Committee agenda	<p>Noted the draft agenda. A second deep-dive has been requested by ELC members on 27 April and the next DfT IPDC meeting on 10 May.</p>	n/a	n/a
8 – AOB including Forward Look	<p>Members noted the Forward Look.</p>	n/a	n/a