

Agenda

Meeting: Elizabeth Line Committee

Date: Wednesday 26 January 2022

Time: 9:00am

Place: Teams Virtual Meeting

Members

Heidi Alexander (Chair)

Anne McMeel (Vice-Chair)

Prof Greg Clark CBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Kathryn Cearns OBE (Department for
Transport Observer)

Sarah Atkins

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. This meeting remains open to the public and webcast live on [TfL YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

A guide for the press and public on attending and reporting on meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Sue Riley, Secretariat Officer; Email: sueriley@tfl.gov.uk

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 18 January 2022

**Agenda
Elizabeth Line Committee
Wednesday 26 January 2022**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interest

General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take any part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

**3 Minutes of the Meeting of the Committee held on 25 November 2021
(Pages 1 - 6)**

General Counsel

The Chair, in consultation with the Committee, is asked to approve the minutes of the meeting held on 25 November 2021.

4 Matters Arising and Actions List (Pages 7 - 10)

General Counsel

The Committee is asked to note the updated actions list.

5 Safety Update (Pages 11 - 14)

Chief Executive Officer, Crossrail and Chief Operating Officer, Elizabeth line

The Committee is asked to note the paper.

6 Elizabeth Line Readiness (Pages 15 - 18)

Chief Operating Officer, Elizabeth line

The Committee is asked to note the paper.

7 Project Status Update (Pages 19 - 24)

Chief Executive Officer, Crossrail

The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda.

8 Finance and Risk Update (Pages 25 - 28)

Chief Finance Officer, Crossrail and Divisional Finance Director, London Underground.

The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda.

9 Project Representative Report (Pages 29 - 30)

Chief Executive Officer, Crossrail

The Committee is asked to note the report and the supplementary information on Part 2 of the agenda.

10 Elizabeth Line Programme Assurance Update (Pages 31 - 44)

Director of Risk and Assurance

The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda

11 Members' Suggestions for Future Discussion Items (Pages 45 - 48)

General Counsel

The Committee is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.

12 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

13 Date of Next Meeting

Thursday, 24 March 2022 at 10.00am.

14 Exclusion of Press and Public

The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

Papers containing supplemental confidential or exempt information not included in the related item on Part 1 of the agenda.

15 Project Status Update (Pages 49 - 50)

Exempt supplemental information relating to the item on Part 1.

16 Finance and Risk Update (Pages 51 - 58)

Exempt supplemental information relating to the item on Part 1.

17 Project Representative Report (Pages 59 - 88)

Exempt supplemental information relating to the item on Part 1.

18 Elizabeth Line Programme Assurance Update (Pages 89 - 100)

Exempt supplemental information relating to the item on Part 1.

Transport for London

Minutes of the Elizabeth Line Committee

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
2pm, Thursday 25 November 2021**

Members

Heidi Alexander (Chair)
Anne McMeel (Vice-Chair)
Sarah Atkins (non-voting Member)
Dr Nelson Ogunshakin OBE (via Teams)
Mark Phillips

Government Representative

Kathryn Cearns OBE

Also in Attendance

Anurag Gupta (via Teams)
Marie Pye (via Teams)

Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Mark Wild	Chief Executive Officer, Crossrail

Staff

Carole Bardell-Wise	Health, Safety and Quality Environment Director
Joan Buszewska	Head of Programme Assurance, Crossrail
Lorraine Humphrey	Interim Director of Risk and Assurance
Rachel McLean	Chief Finance Officer, Crossrail and Divisional Finance Director, London Underground
Hannah Quince	Crossrail Chief of Staff
Howard Smith	Chief Operating Officer, Elizabeth line
Sue Riley	Secretariat Officer

Other Attendees

TC Chew	Chair of Crossrail Independent Investment Programme Advisory Group (IIPAG) Sub-Group
Stephen Hill	Jacobs, Project Representative
Florence Julius	KPMG Observer
Michael Kent	KPMG Observer

77/11/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. As Dr Nelson Ogunshakin OBE was attending via Teams, he could take part in the discussions but was not counted toward the quorum. An apology for absence had been received from Professor Greg Clark CBE.

The discussions in public were being webcast to TfL's YouTube channel to ensure that public and press could observe the proceedings and decision making without the need to attend.

The Chair welcomed the recently appointed TfL Board Members Anurag Gupta and Marie Pye, who were observing the meeting via Teams and Joan Buszewska, Head of Programme Assurance, Crossrail to her first meeting of the Committee in her new role. She also welcomed Hannah Quince, Crossrail Chief of Staff, on her return from maternity leave and thanked Nduka Ezediuno for covering in the interim.

On behalf of the Committee, the Chair thanked Carole Bardell-Wise, who was leaving TfL, for her leadership and invaluable support and expertise.

The Chair advised that during the meeting she would need to leave for a short period, at which point the Vice-Chair would Chair the meeting. While the meeting would be inquorate during that period, no decisions needed to be taken.

TfL maintained a priority focus on safety. The Chair highlighted that there was a specific agenda item on safety which would be the first item considered at the meeting. She invited Members to raise any safety issues either under the specific agenda item or with the appropriate member of the Executive Committee after the meeting.

78/11/21 Declarations of Interests

Members on the TfL Board confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date. Members, Sarah Atkins and Kathryn Cearns OBE confirmed there were no additional interests that related specifically to items on the agenda.

The declarations of interests for the recently appointed Board Members would be posted on the TfL website shortly.

79/11/21 Minutes of the Meeting of the Committee Held on 30 September 2021

The Committee approved the minutes of the Elizabeth Line Committee meeting held on 30 September 2021.

80/11/21 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the paper. All actions from previous meetings had been completed.

The Committee noted the actions list and the use of Chair's Action.

81/11/21 Safety Update

Carole Bardell-Wise introduced the paper, which provided an update on safety on the Crossrail project, TfL Rail (MTR EL) and the Infrastructure Manager, Rail for London (Infrastructure) Limited.

There were no significant operational safety incidents during Periods 6 and 7, 2021/22 covered by the report and the safety performance for the calendar year had been the most positive historically across the project.

In November 2021 the Safety and Health Executive Leadership Team would be standing down and revised arrangements put in place, including the Elizabeth Line Safety Board. It was agreed that a note on the new arrangements would be circulated to Members. **[Action: Mark Wild]**

It was confirmed that all lessons learnt on safety across the project had been captured as part of the Crossrail Learning Legacy Initiative.

The Committee noted the paper.

The Chair left the meeting at this point and the Vice-Chair took over the Chair.

82/11/21 Project Status Update

Mark Wild presented the item and the supplementary information on Part 2 of the agenda, setting out an update on the status of the Crossrail project.

It was agreed that performance data, including Trial Operations, be included in future reports. **[Action: Mark Wild]**

The completion deadline of Trial Running by 20 November 2021 had been successfully achieved.

Members discussed improvements in the reliability growth, and assurance at Romford Control Centre. It was noted that it would not be possible to run a complete 24 trains per hour timetable until the next software update in April 2022.

Dr Nelson Ogunshakin OBE updated the Committee on his attendance at a recent virtual internal staff event entitled Programme and Future Update, which included presentations from Crossrail's Leadership Team and a question and answer session.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.

83/11/21 Elizabeth Line Readiness

Howard Smith introduced the update on the performance of the TfL Rail operational service and the status of the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from Crossrail.

The Committee noted the paper.

84/11/21 Finance and Risk Update

Rachel McLean presented the update on the financial performance at Period 7, 2021/22 and on risk management progress.

Of the additional £825m funding, £572m had been drawn down as at Period 7, with a further £100m anticipated by the end of January 2022.

The Chair returned to the meeting at this point.

All potential commercial claims were being monitored as part of the Tier-1 de-mobilisation process, with no areas of concern.

A refreshed budget submission to the Greater London Authority had included revised revenue demands reflecting the impact of the coronavirus pandemic.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.

85/11/21 Project Representative Report

Stephen Hill introduced the paper on the periodic reports from the Project Representative (P-Rep) on the Crossrail project for Periods 6 and 7, 2021/22 and the management responses to these reports.

The exempt Period 7 report had been accepted as a late appendix, and had been circulated in advance of the meeting, as it was important for the Committee to consider the most up to date information. In line with the commitments made by the Mayor for greater transparency on the Crossrail project, copies of the reports were available on the TfL website, with the commercially sensitive material redacted.

Stephen Hill congratulated staff on recent progress. Canary Wharf and Bond Street stations continued to be challenging and Phase 2 of Trial Operations would be critical.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.

86/11/21 Elizabeth Line Programme Assurance Update

Lorraine Humphrey and Joan Buszewska introduced the paper, which provided an update on progress with Elizabeth line Programme Assurance activity.

A risk based approach was being applied to reporting. Three key areas had been identified for target reviews and would continue to be reported to the Committee. There were no outstanding issues with any audit reports issued during this quarter.

TC Chew stressed the importance of improved reliability performance of rolling stock and optimisation of staff familiarity.

The Committee welcomed the Independent Investment Programme Advisory Group report.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and approved the assurance activities as set out in Appendix 5 to the report.

87/11/21 Enterprise Risk Update – Opening of the Elizabeth Line (ER14)

Andy Byford presented the paper, as part of TfL's risk management process, on strategic oversight of Enterprise Risk 14 - Opening of the Elizabeth Line.

The Committee noted the report and the supplemental information on Part 2 of the agenda.

88/11/21 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item and the Committee's forward plan. Suggested future agenda items captured during the meeting would be included on the forward plan.

It was agreed that an informal briefing for Members on Bond Street station would be arranged. **[Action: Mark Wild]**

The Committee noted the forward plan.

89/11/21 Any Other Business the Chair Considers Urgent

There was no other urgent business.

90/11/21 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Wednesday 26 January 2022 at 9.00am.

91/11/21 Exclusion of the Press and Public

The Committee agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on the: Project Status Update; Finance and Risk Update; Project Representative Report; Elizabeth Line Programme Assurance Update; and Enterprise Risk Update – Opening of the Elizabeth line (ER14).

The meeting closed at 4.20pm

Chair: _____

Date: _____

Elizabeth Line Committee



Date: 26 January 2022

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Committee of progress against actions agreed at previous meetings.
- 1.2 Appendix 1 sets out progress against actions agreed at previous meetings.

2 Recommendation

- 2.1 **The Committee is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Elizabeth Line Committee

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

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Elizabeth Line Committee Actions from 25 November 2021 (reported to 26 January 2022 meeting) Appendix 1

Minute No.	Item/ Description	Action By	Target Date	Status/Note
81/11/21	Safety Update A note on the new health and safety reporting arrangements to be circulated to Members.	Mark Wild	26 January 2022 meeting.	An update is included in the Safety Report on agenda. Complete.
82/11/21	Project Status Update Performance data, including Trial Operations, be included in future reports.	Mark Wild/Howard Smith	26 January 2022 meeting.	This information will be reflected in the Elizabeth Line Readiness reports moving forward. An oral update will be provided at the meeting. Complete.
88/11/21	Members' Suggestions for Future Discussion Items An informal briefing on Bond Street station to be arranged.	Mark Wild/Secretariat	February 2022.	Informal briefing scheduled.

Actions from previous meetings:

Minute No.	Item/ Description	Action By	Target Date	Status/Note
9/07/21(2)	Matters Arising and Actions List An update on post-Pandemic revenue predictions be provided to a future meeting	Howard Smith	February 2022.	Informal briefing scheduled.
56/07/21	Crossrail Complaints Commissioner's Report Ahead of the office of the Commissioner closing, the Chair to be engaged in discussions on how outstanding complaints were either closed out or who they were assigned to.	Chair/Mark Wild	When appropriate	Pending.

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Elizabeth Line Committee



Date: 26 January 2022

Item: Safety Update

This paper will be considered in public.

1 Summary

1.1 This paper provides an update on safety for Period 9 2021/22.

2 Recommendation

2.1 **The Committee is asked to note the paper.**

3 Safety Update

3.1 This paper includes a performance update for the Crossrail Programme and Infrastructure Manager, Rail for London (Infrastructure) Limited (RfL(I)) for Period 9 2021/22.

3.2 In summary, our safety performance continues to see an overall positive improvement compared to previous years, which has been attributed to safety leadership across the Elizabeth line.

3.3 In this period, zero Significant Incidents were reported. There was, however, one noise complaint at Bond Street and a Bond Street improvement plan for Health and Safety, focussing on promoting safe behaviours on site has been initiated.

3.4 There was one 'Accidents and Incidents' in relation to a complaint that was received related to staff noise levels at Gilbert Street. This was a non-compliance with the application requirements to control noise.

3.5 In November 2021, the Safety and Health Executive Leadership Team held its final meeting and has successfully concluded aligning with project completion, contractor demobilisation and the start of the Trial Operations phase.

3.6 Revised arrangements have been implemented making sure that the focus remains on health and safety performance, safety leadership and contractor engagement - this includes the introduction of a revised Contractor Health and Safety Performance Indicator (HSPI), renamed HSPI SMART. These have been designed to add value while conducting appropriate levels of engagement and assurance.

3.7 Since the last report to the Committee, the Crossrail High Potential Near Miss frequency rate has decreased to 0.32. The Crossrail and Rail for London Infrastructure Ltd. accident frequency rates are 0.04 (slight reduction) and 0.39 (remains stable) respectively and the lost time indices are 0.06 (reduction of 0.02)

and 0.289 respectively. Further data on Period 9 performance is available in the dashboard at Appendix 1.

- 3.8 The industry recognised frequency rates are calculated over a rolling 13 periods.
- 3.9 The programme continues to manage the coronavirus pandemic risk with measures implemented by the supply chain remaining in place; Rail for London Infrastructure Ltd. are mobilising daily testing availability for control room staff; and with continuing compliance with Government announcements and implementation of TfL guidance.

List of Appendices:

Appendix 1: Crossrail Health and Safety dashboard P9

List of Background Papers:

None

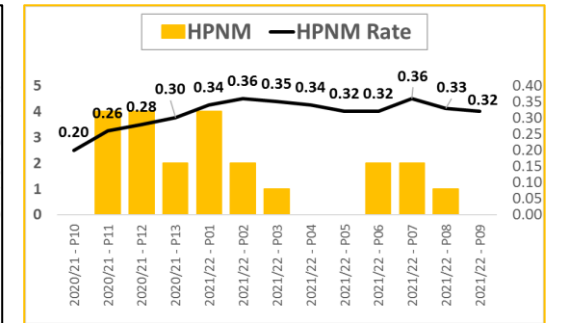
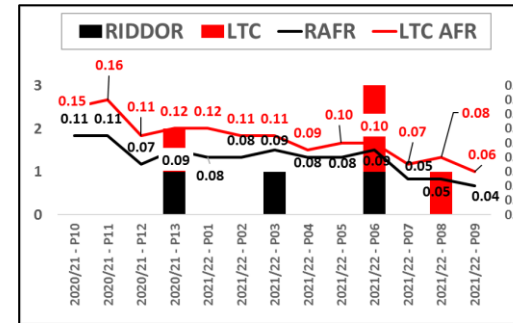
Contact Officer: Mark Wild, Chief Executive Officer, Crossrail
Email: markwild@tfl.gov.uk

HEALTH & SAFETY

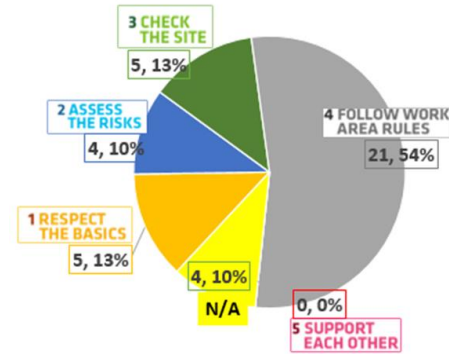
Performance – Incidents

Incident	P10	P11	P12	P13	P01 21/22	P02	P03	P04	P05	P06	P07	P08	P09	Trend
RIDDOR	0	0	0	1	0	0	1	0	0	1	0	0	0	↓
Lost Time Case	0	0	0	1	0	0	0	0	0	2	0	1	0	↓
HPNM	0	4	4	2	4	2	1	0	0	2	2	1	0	↓
Level 3	6	10	12	10	10	4	2	2	4	2	5	2	4	↑
Level 4	6	8	13	7	8	9	13	20	7	9	14	8	9	↓

Significant Incidents AFRs

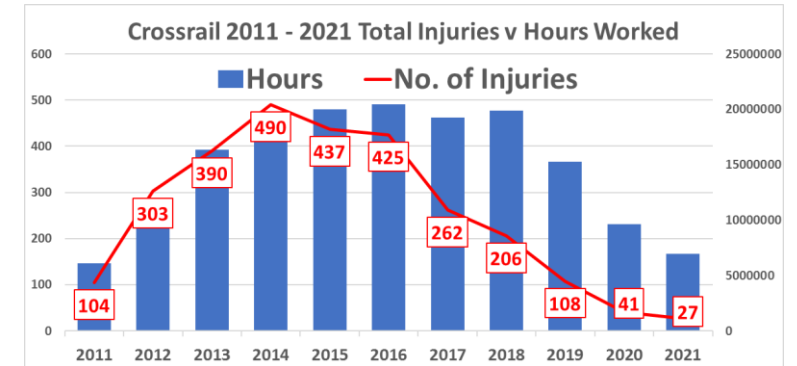


Golden Rule Analysis P07 21-22 – P09 21-22



Golden Rule 4 Follow Work Area Rules is the most reported breach over the last three periods with 21 incidents and fifty-four percent of the total.

Programme Injury Trends

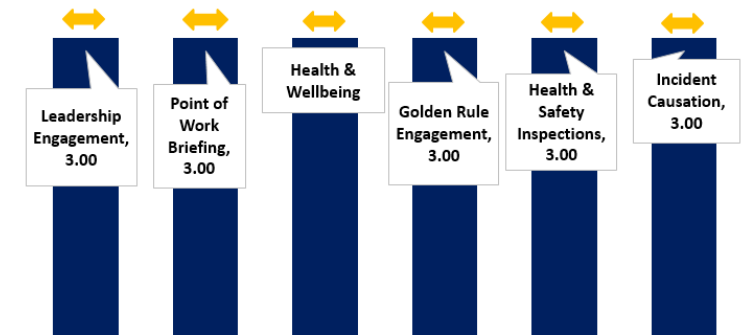


SC3ROGS Incidents

Station	No. of Incidents	Last Reported Incident (Weeks)	Weeks Since SC3ROGS Achieved
Farringdon	2	29	41
Tottenham Ct Rd	8	14	32
Woolwich	1	11	25
Liverpool St	2	13	23
Paddington	3	1	19
Whitechapel	6	6	16

There have been twenty-two incidents involving stations that have achieved SC3ROGS. There was one incident reported during P09.

Health & Safety Performance Index



Zero Significant Incidents have been reported during Period 9.

A level 2 environmental incident was recorded at Bond St. on 18 November - operatives were in an exclusion zone out of hours, breaching Section 61 Regulations.

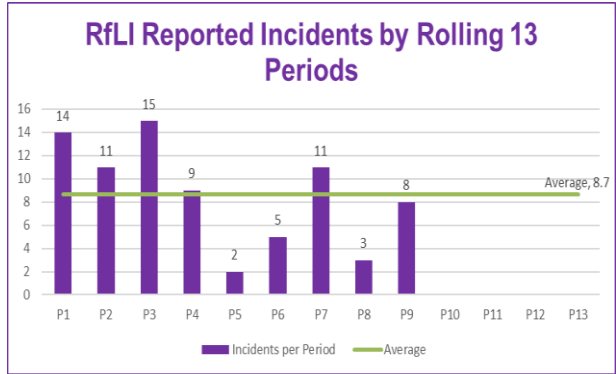
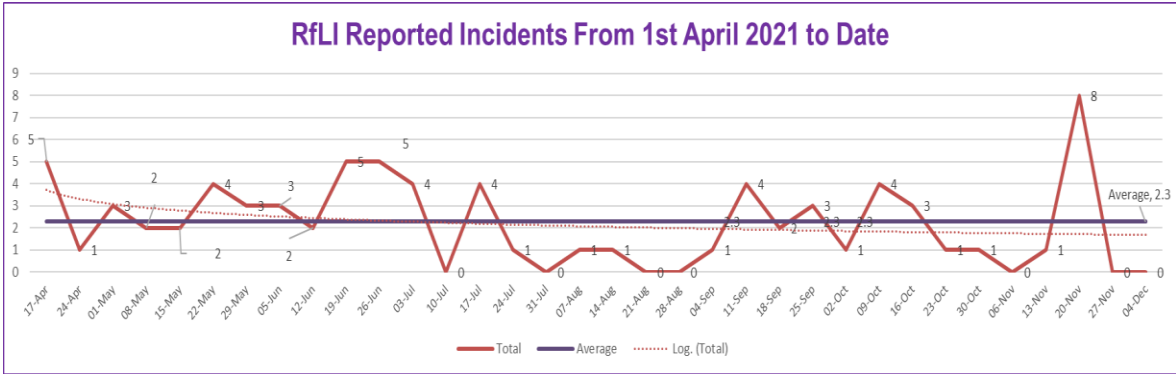
Accident Frequency Rates (AFR)
 • RIDDOR and LTC AFRs reduced to 0.04 and 0.06 respectively and are at their lowest levels since Period 7 2011/12.

• The High Potential Near Miss (HPNM) rate has decreased to 0.32 with five HPNMs reported during the last six periods, this compares to seventeen reported during the previous six periods.

A total of fourteen incidents were recorded during Period 9, sixty-five percent of these were lower level 4 incidents.



RfLI Safety Report



From the PWR

RCA Status	No. of Risk Control Actions	Required to be mitigated before ETO phase 2
Accepted	1402	N/A
On-Hold	7	TBC
Open	4	1

Incidents & Accidents; Due to the relatively low number of incidents the main chart above shows there is variation in the number of incidents accidents reported. In Period 9, eight incident were raised as detailed below. There are no 'special cause' incidents identified this period with the number of reported incidents being within the expected range.

SMIS Ongoing Investigations

8 Investigations have been raised in Period 9. Two have been concluded, the remaining six open will be tracked to conclusion;

Event date	Location	Sub event	Lead Investigator	Incident Description
14/11/2021	Portobello Junction	SPAD	RfLI	OPEN - Investigation
15/11/2021	Pudding Mill Lane Portal	Person in a prohibited area	RfLI	CLOSED
17/11/2021	Bond Street Stn	Operating error	RfLI	CLOSED
19/11/2021	Paddington East	Operating error	RfLI	OPEN - Investigation
22/11/2021	COS	Operating error	RfLI	OPEN - Investigation
24/11/2021	Fisher Street shaft	Fire or Explosion	RfLI	OPEN - Investigation
24/11/2021	Westbourne Park	Close Call	RfLI	OPEN - Investigation
07/12/2021	Whitechapel	Train fault	RfLI	OPEN - Investigation

Accident Frequency Rate: (AFR)
0.39*

Lost Time Injuries: (LTI)
0.289*

Fatality Weighted Index: (FWI)
0.014*

RIDDOR:
No RIDDOR Incidents Reported

*Numbers remain unchanged due to five periods of zero reported injuries



Elizabeth Line Committee



Date: 26 January 2022

Item: Elizabeth Line Readiness

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the performance of the TfL Rail operational service and the status of the transition and readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from Crossrail.
- 1.2 In response to a request from the Committee, we are developing a suite of measures to monitor our progress as we move towards Revenue Service. We will start reporting on these from the next meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

3 Performance of Operational Service

- 3.1 TfL Rail delivered a Public Performance Measure of 91.7 per cent during Period 9, the four-week period between 14 November and 11 December 2021. The eastern section of the line achieved 90.7 per cent with the western section achieving 92.9 per cent. There were several large service impacting incidents on the eastern section largely related to the infrastructure on the Anglia route. The overall Moving Annual Average trend continues to be better than target at 94.9 per cent.
- 3.2 The last of the seven-car Class 345 trains operating between Liverpool Street and Shenfield were replaced with nine-car Class 345 trains in December, and all of the seven-car trains are now based at Old Oak Common depot for use on the Reading to Paddington TfL Rail service while they are progressively converted to nine-car trains by the summer of 2022 for the start of Elizabeth line Stage 5b.
- 3.3 The current nine-car Class 345 train control and signalling software is not delivering the expected fleet reliability. The first of two reliability-focussed software upgrades has been approved for passenger service and is in the process of being loaded to the Class 345 fleet, due to be complete in mid-January 2022; an update on the effectiveness of the upgrades will be given at the meeting.

4 Operational Readiness

- 4.1 The first phase of Trial Operations commenced, as planned, on 20 November 2021, including the simpler and small scale exercises such as testing the response to an unwell passenger or an obstruction on the line. These scenarios generally took place over four days each week with reliability and system testing carried out on the other days. Seventy-three exercises were planned for the period up to the Christmas blockade although 16 of these were aborted, principally as a result of reliability impacts on the day. Further Trial Operations exercises in the first phase commenced on 11 January 2022.
- 4.2 The T-Minus programme bought focus on the key deliverables to enable a Go/No Go series of gates. During December 2021, the decision was made to delay introduction of the second phase of Trial Operations for at least two weeks to allow for further testing and critical evidence of improved reliability. The new date for the start of Phase 2 is now the end of January and will involve more complex volunteer exercises, including evacuations of trains and stations
- 4.3 Performance has generally been positive following the completion of the latest blockade for tunnel ventilation system works and commissioning of ELR110 signalling software, which commenced on 4 January 2022.
- 4.4 Eight of the 10 central stations are now under our control with Canary Wharf station due to be handed over within the next few weeks. Operational readiness continues to be a key focus and the operations training and assessment 'end to end' programme continues to plan. The next stage of further recruitment for Traffic Managers is in full progress with initial assessments completed. A detailed tracking programme for each successful applicant is in place to monitor their progress to full competence. The strengthening of Incident Response Manager resources is also underway with the aim to recruit into an additional four posts.
- 4.5 Network Rail station enhancement works in the west have been successfully completed with the new station buildings and step free access bringing benefits to customers. The completion of the remaining construction activities and snagging works are also on track for early 2022. On the east, focus on the close-out of remaining works at both Ilford and Romford continues with delivery progressing at both sites, although Ilford's entry into service date is currently under review pending resolution of an issue associated with the Ticket Hall slab. Romford's entry into service is forecast during April, and Network Rail continues to assess the latest programme and support a robust works close out for both stations.

5 Joint Trial Operations Plan

- 5.1 With the first stage of Trial Operations successfully completed, we are now focusing on the second, and perhaps most important, phase, which includes a series of more complex exercises, including evacuations of trains and stations. In preparation for the next phase we will be running a desktop exercise to ensure any potential issues are identified and resolved as well as undertaking a joint Emergency Services exercise with the emergency services.

- 5.2 Once Trial Operations is completed there will be a period of Shadow Running, which will be essential to ensure that operation of the timetable can be robustly and reliably performed, ahead of the Elizabeth line opening.

6 TfL Residual Works Programme

- 6.1 The residual works team continue to progress a number of pre and post revenue service activities across the London Underground and Rail for London (Infrastructure) Limited estate. Weekly meetings attended by senior representation from all areas are occurring to finalise post revenue scope in addition to removing any blocks to pre revenue delivery.

List of Appendices:

None

List of Background Papers:

None

Contact Officer: Howard Smith, Chief Operating Officer
Email: howardsmith@tfl.gov.uk

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Elizabeth Line Committee



Date: 26 January 2022

Item: Project Status Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the status of the Crossrail project.
- 1.2 Following the initial phase of transition, the Elizabeth Line Delivery Group (ELDG) was formed to ensure appropriate oversight of the delivery of the Elizabeth line by the Crossrail and TfL Executive. The ELDG is chaired by the Commissioner. In line with the commitments made by the Mayor for greater transparency of the Crossrail project, the minutes and actions from ELDG are available on our website¹. Available reports will be uploaded to correspond to the meeting of this Committee.
- 1.3 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the paper and the supplementary paper on Part 2 of the agenda.**

3 Crossrail Update

- 3.1 Crossrail Limited is in the complex final stages of delivery of the Elizabeth line. The project remains aligned to the scheduled opening of the railway to passengers in the first half of 2022.
- 3.2 The first phase of Trial Operations commenced on 20 November 2021, in line with the earliest forecast dates. A phased approach to Trial Operations has been adopted to build greater resilience into the railway and to allow for the earliest commencement of passenger services later this year.
- 3.3 Trial Operations began with scenarios such as testing the response to an unwell passenger and an obstruction on the line. These scenarios are generally taking place on four days each week with reliability running and any remaining system testing on the other days. This phase is now well underway having completed over 50 of the exercises prior to Christmas 2021, representing a third of the total

¹ <https://tfl.gov.uk/corporate/publications-and-reports/elizabeth-line-delivery-group>

number of Trial Operations' exercises required. The progress made thus far supports the adoption of a phased approach to Trial Operations.

- 3.4 During the current period of Trial Operations, necessary works have also been undertaken including the commissioning of the remaining tunnel ventilation system software upgrades before Christmas 2021, the latest signalling software update, the commissioning of the latest control and communications software and the replacement of voltage transformers earlier this month. All of these upgrades provide further increases in operational reliability of the routeway and signalling systems. Alstom have also uploaded the train fleet software update, which should provide improved fleet reliability. These fixes bring the system close to the intended configuration for revenue service and support the pivot to reliability and focus on wider system issues, which are important in the final completion of the railway for revenue service.
- 3.5 Since the commissioning works over the festive period, the central section has been operating at 12 trains per hour with the new signalling software. This is the the initial level of service on the Elizabeth line when it opens to passengers.
- 3.6 The success of the commissioning of the software over Christmas 2021 and the transfer of Canary Wharf station are critical to commencing the second phase of Trial Operations. Final modifications to the safety systems are being carried out at Canary Wharf station and it is now forecast to be transferred in the coming weeks.
- 3.7 Bond Street station has been decoupled from the opening of the railway and the team is working on a plan to get the earliest opening date for the station. It recently achieved Staged Completion 2 meaning that it can be used, when required, for large scale trials and staff familiarisation as part of Trial Operations.
- 3.8 The second phase of Trial Operations will involve a series of more complex exercises, including evacuations of trains and stations, and is expected to commence in the coming weeks. Once complete, this will be followed by a period of shadow running, operating timetabled services ahead of the Elizabeth line opening.
- 3.9 The commencement of Revenue Service is dependent on a number of factors. This includes the completion of the necessary assurance, with work underway to further define the assurance transition into the second phase of Trial Operations and Revenue Service. It is also driven by system and rolling stock reliability. The successful commissioning of software across the systems during the festive period should support better reliability going forward. Lastly, a key driver to commencing Revenue Service is the successful completion of the second phase of Trial Operations, scheduled to begin in the coming weeks.
- 3.10 Passenger services from Paddington are now being operated by nine-car (to Heathrow and Reading) and seven-car (to Reading) class 345 trains. The seven-car trains will be progressively converted to nine-car trains for the start of Stage 5b in summer 2022.
- 3.11 The Liverpool Street to Shenfield service transitioned to a full nine-car class 345 operation at the end of December 2021.

- 3.12 All Network Rail station enhancement works on the western section of the railway have been successfully completed with the new station buildings and step-free access already bringing benefits to customers. The completion of the remaining construction activities and snagging works are also on track for early 2022.
- 3.13 The focus for Network Rail on the east continues to be on the enhanced station upgrade works at Ilford and Romford. Delivery continues to progress at both sites. However, there is a structural issue at Ilford involving the slabs supporting the new ticket hall, for which Network Rail and their contractor are working through a solution. The target for entry into service and step-free access at both stations is by early 2022, dependent on the resolution of the floor slab issue at Ilford.

List of Appendices:

Exempt supplemental information is contained in a paper on Part 2 of the agenda.

Appendix 1: Crossrail Project Dashboard

List of Background Papers:

None

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ELIZABETH LINE COMMITTEE: DASHBOARD

Data date: 23-Dec-21

READER GUIDANCE: HEALTH AND SAFETY

- A High Potential Near Miss (HPNM) is an incident that could have caused a significant injury but that did not in this instance.
- A Lost Time Case (LTC) is an incident that resulted in an individual or individuals suffering an injury that necessitated time off from working.
- A RIDDOR is an incident that is reportable under the RIDDOR 2013 regulations. For more detail on what is reportable, [click here](#) for the Health and Safety Executive guidance page.
- Health and Safety Performance Index (HSPI) is an aggregated contractual measure of contractor compliance with Crossrail's Golden Rules.

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MILESTONE FORECAST SCENARIOS

Forecast scenario dates are derived through the 4-weekly schedule and risk updates, with quantitative risk modelling building the P50 and P80 Scenario Dates. Note, these do not include any risk to the Trial Operations period.

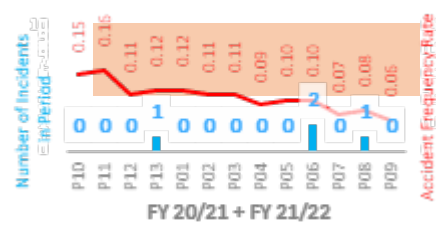
- The table identifies the earliest possible dates before risk assessment which is derived from the shortest path to completion, and the P50 and P80 dates (i.e. the date by which, through risk modelling, a milestone is achieved 50% of the time and 80% of the time respectively).

ACTIVITY SEQUENCING TO STAGE 3 REVENUE SERVICE

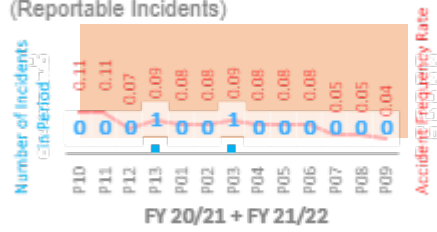
- It has been agreed that a two phase Trial Operations approach is to be undertaken. This resulted in a new Trial Operations Phase 2 milestone set for January 2022 and a re-forecast of Stage 3A Revenue Service to March 2022.

1. HEALTH AND SAFETY

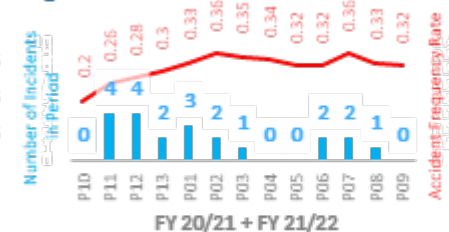
Lost Time Cases



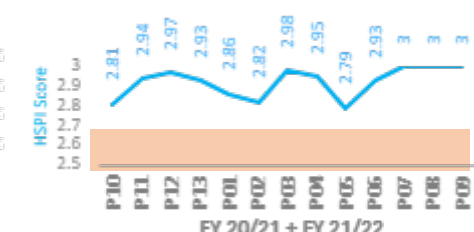
RIDDOR (Reportable Incidents)



High Potential Near Misses



H&S Performance Index

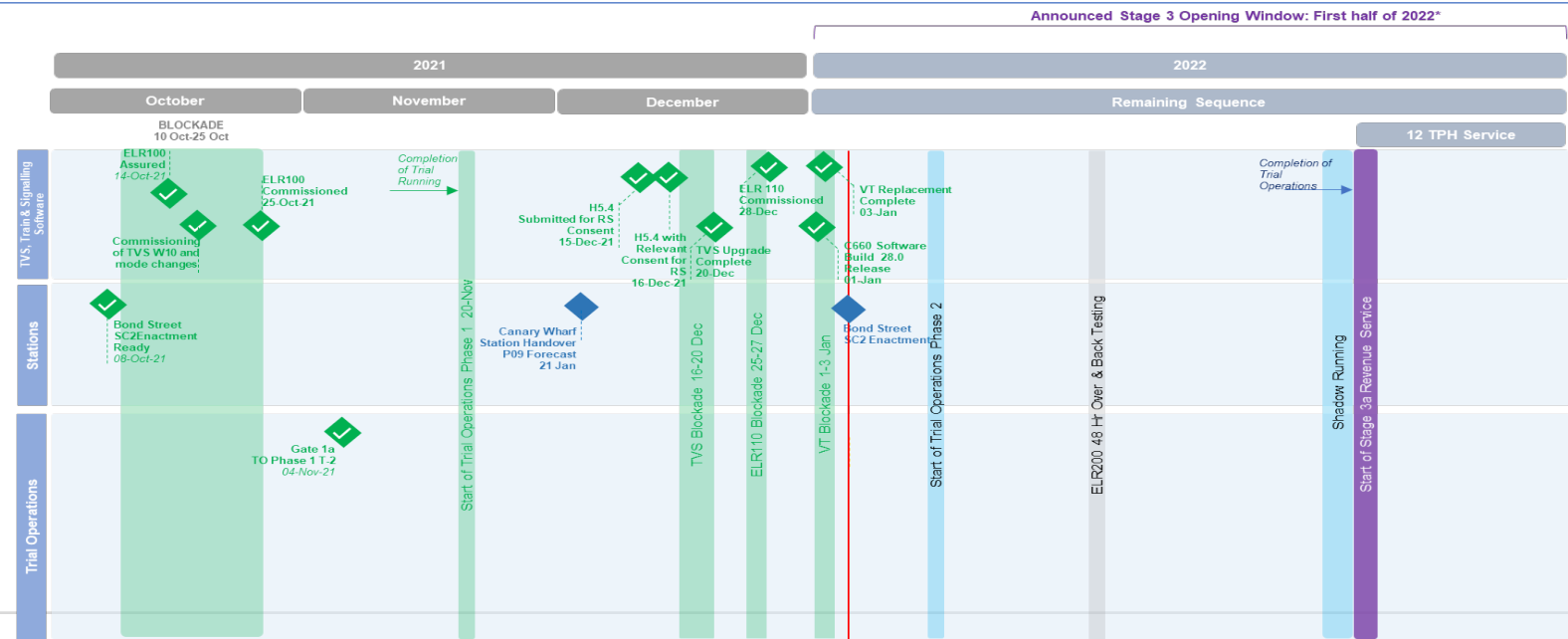


2. KEY MILESTONES – FORECAST SCENARIOS (BASED ON PERIOD 09 FY21/22 DATA)

Note: This forecast and performance to date aligns to the P50 Scenario Date that informed the August 2020 announcement that Crossrail expects the Elizabeth line to open within the first half of 2022.

Milestone	Earliest Date (Period 02 FY21/22)	P50 Scenario Date	P80 Scenario Date
Transition to a ROGS Environment		ACHIEVED – 27 March 2021	
Trial Running (with 4TPH) - Start		ACHIEVED – 10 May 2021	
Trial Operations Phase 1 - Start		ACHIEVED – 20 November 2021	
Trial Operations Phase 2 - Start	January 2022	February 2022	March 2022
Commencement of Stage 3 Revenue Service	March 2022	May 2022	June 2022

3. KEY ACHIEVEMENTS AND ACTIVITY SEQUENCING TO STAGE 3 REVENUE SERVICE



*Note: this is the sequence and is not reflective of timings

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Elizabeth Line Committee



Date: 26 January 2022

Item: Finance and Risk Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the financial performance at Period 9 2021/22 and on risk management progress.
- 1.2 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL and other parties. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda.**

3 Financial Performance

- 3.1 Spend in Period 9 was £46m and is £440m for the financial year to date. The period spend was £5m below the Delivery Control Schedule 1.2 (DCS1.2) Budget and the Programme is £26m below the DCS1.2 Budget for the year to date.
- 3.2 On average the Programme has seen an underspend of £8m a period over the past financial year. This average has reduced to £6m since DCS1.2 was set in Period 5.
- 3.3 The number of Team Crossrail full time equivalent staff is 645 (note this excludes any consultancy resource). This was 20 lower than had been forecast in the DCS1.2 Workforce Plan, driven by vacant roles.

4 Anticipated Final Crossrail Direct Cost (AFCDC)

- 4.1 The current P50 (50th percentile) AFCDC is £15,939m, £1m lower than DCS1.2 and that previously reported in Period 7.
- 4.2 The P50 AFCDC is currently £150m above the additional funding of £825m, unchanged from DCS1.2. When the £825m additional funding was confirmed, the funding package was £91m lower than the P50 AFCDC at the time.
- 4.3 At higher levels of probability, current estimates of up to £1.1bn additional funding are consistent with previous estimates.

- 4.4 Although potential new cost pressures are being prudently recognised in the AFCDC as they arise, the Programme continues to maintain substantial risk and contingency budgets. Actions are ongoing across all areas to identify opportunities to reduce the AFCDC, mitigate cost pressures and deliver the Programme within the £825m funding.

5 Funding

- 5.1 On 30 November 2020, a funding and financing agreement was reached between TfL, Greater London Authority and the Government providing £825m of additional funding for the Crossrail Programme.
- 5.2 Following the funding and financing agreement of November 2020 and the TfL Board's approval of Programme and Project Authority, as at Period 9, Programme and Project Authority drawn down is £15,676m.
- 5.3 This means of the additional £825m funding, £712m has been drawn down as at Period 9.
- 5.4 The authority currently drawn down by the Programme covers commitments over a number of future periods, and in some instances, particularly in relation to resources, for the remainder of the Programme.
- 5.5 Cost to date recognised on the Programme is £15,479m, against the total Programme and Project Authority available of £15,789m, indicating there is no short term concern that the Project will not be able to continue to meet its commitments.

6 Alternative Delivery Model (ADM) / Residual Works Team (RWT)

- 6.1 An ADM/RWT working group has been set up which has engaged senior management across TfL to ensure that appropriate agreements between future operators, maintainers and the Project have taken place in relation to scope delivery.
- 6.2 The focus continues to be on clarifying the requirement for the remaining items of scope and ensuring delivery timescales are aligned to key project milestones, particularly those items needed for Revenue Service.
- 6.3 The ability to accelerate the scope transfer to the ADM/RWT is key to facilitating the demobilisation of the Tier 1 contractors.

7 Risk

- 7.1 There are 18 Level 1 Programme Risks at Period 9.
- 7.2 The Level 1 Programme Risks summarise the significant risks that face the Programme. The review and update of Level 1 risks is now a well-established part of the Executive Group cadence, with a substantive review of risks and interventions on a bi-weekly basis. Risks are also tracked and monitored by the Elizabeth Line Delivery Group.

List of appendices to this report:

Exempt supplemental information is contained in a paper on Part 2 of the agenda.

List of Background Papers:

None

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Elizabeth Line Committee



Date: 26 January 2022

Item: Project Representative Report

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the periodic reports from the Project Representative (P-Rep) on Crossrail for Periods 8 and 9. The P-Rep report for Period 9 has been received but there has not been enough time since its receipt and the publication of this paper for the report to be considered and a management response agreed. As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair has agreed to the late submission of the Period 9 report and management response to enable Members to consider the most up to date information. The exempt appendix will be sent to Members ahead of the meeting and a redacted copy will also be published.
- 1.2 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the report and the supplementary paper on Part 2 of the agenda.**

3 Project Representative

- 3.1 The P-Rep is in place to provide the Sponsors, TfL and the Department for Transport, with oversight of project delivery, advise and raise points of challenge to the Sponsors and scrutinise progress.
- 3.2 In line with the commitments made by the Mayor for greater transparency of the Crossrail project, the most recent P-Rep reports are included as part of the regular update to the Committee and are available on our website¹.
- 3.3 As with all the P-Rep reports, it has been necessary to make some redactions to the reports prior to publication to protect commercially sensitive material. We have sought to keep such redactions to a minimum. Unredacted versions of the P-Rep reports have been included in the paper on Part 2 of the agenda.

¹ <https://tfl.gov.uk/corporate/publications-and-reports/crossrail-project-updates>

- 3.4 In the Period 8 report (16 October 2021 to 12 November 2021), the P-Rep highlighted the following issues for particular Sponsor attention:
- (a) the Elizabeth Line is not in a safety-assured position for full Trial Operations, and there is limited time during the second phase of Trial Operations for securing authority for entry into Passenger Service;
 - (b) railway reliability growth relies heavily upon the success of critical rail system software upgrades, and scope for operational or schedule mitigation to meet target dates is limited;
 - (c) finalisation of Canary Wharf station completion scope remains challenging, and full station availability to support earliest Stage 3 Passenger Service opening is uncertain; and
 - (d) the start dates for Passenger Service and Stages 5B (direct services from Reading, Heathrow and Shenfield connected with the central section) and 5C (full end to end services) are critically linked by reliability growth, and several technical issues remain beyond Stage 3 for resolution.
- 3.5 The P-Rep observations are shared with Crossrail and are discussed in detail by Crossrail, P-Rep and the Commissioner at the regular meetings of the Elizabeth Line Delivery Group. Crossrail also produces a written response to the P-Rep report that is included with the P-Rep reports on our website (with an unredacted version being included in the paper on Part 2 of the agenda).

List of Appendices:

Exempt supplemental information is contained in a paper on Part 2 of the agenda

List of Background Papers:

None

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Elizabeth Line Committee



Date: 26 January 2022

Item: Elizabeth Line Programme Assurance Update

This paper will be considered in public

1 Summary

- 1.1 This paper reports on progress with programme assurance activity across the Elizabeth Line Three Lines of Defence (3LoD) Integrated Assurance Framework (IAF) discussing: confidence of delivery; adequacy of assurance coverage; and exceptional risks requiring escalation.
- 1.2 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the paper and the supplementary information in Part 2 of the agenda.**

3 Background

- 3.1 The IAF was established in June 2019, based on a 3LoD model. This model is now being updated to cover all the elements of the Elizabeth line comprising:
 - (a) Line 1 – Management functions of Crossrail, Rail for London (Infrastructure) Limited and key interfaces;
 - (b) Line 2 – Elizabeth Line Project Programme Assurance (PPA) team; and
 - (c) Line 3 - TfL Internal Audit and (as of January 2021) a sub-group of the Independent Investment Programme Advisory Group (IIPAG-EL).
- 3.2 This paper reports specifically on Line 2 (PPA), Line 3 (Internal Audit) and Line 3 (IIPAG-EL) assurance progress.
- 3.3 The 3LoD IAF maintains an integrated plan of assurance activity coordinated through the Elizabeth Line Programme Assurance Group forum. The list of areas being covered prior to Revenue Service is attached in Appendix 1.
- 3.4 The teams meet periodically with a panel of advisers and the Project Representative to ensure that assurance is carried out by the right team, at the right time and to avoid duplication and minimise overlap of effort.

4 Line 2 (PPA) Assurance

- 4.1 Overall, the Elizabeth line continues on the trajectory to a more mature level of readiness. While there continues to be several performance and reliability issues to be addressed, there is increased confidence that the railway is on track to Revenue Service, and the question is now one of the precise timings of its opening.
- 4.2 LoD2 assurance continues to be undertaken, principally, on a real-time, continual assurance basis, through participation in project meetings and related activities, and providing real-time feedback to the project and operational teams. Additionally, where appropriate, a series of Targeted Assurance Reviews will be undertaken where there is evidence of a number of risks to either the entry into Revenue Service or to the live operation while in Revenue Service. Formal reporting is through the LoD2 Periodic Assurance Review (PAR) reports.
- 4.3 Since the last meeting of the Committee, LoD2 has issued PAR reports covering Periods 8 and 9 2021/22, which have provided input to the periodic Integrated Assurance Report to the Committee and the Elizabeth Line Delivery Group.
- 4.4 In relation to the timeline to complete, based upon our Period 9 assessment, it continues to be the opinion of LoD2 assurance that while the schedule for delivering the Elizabeth line is under significant pressure, considering the balance of risks, it is currently most likely to open within 'first half of 2022'.
- 4.5 A decision was taken in November 2021 to split the Trial Operations plan into two phases. Positive progress has been made both during Phase 1 of Trial Operations and during the Christmas blockades. Planned software upgrades (ELR110) were implemented as well as remaining critical infrastructure activities completed (example: TVS - Tunnel Ventilation System).
- 4.6 Phase Two of Trial Operations, which will enable mass evacuations using large numbers of public volunteers, has been delayed by two weeks and is due to commence in the coming weeks. In taking this approach, the integrity of the Trial Operations plan remains intact, while also allowing the completion of critical works.
- 4.7 Regarding cost to complete, current costs and financial commitments are still within the approved budget. Costs to complete the works remain under pressure but cost reduction works are ongoing, as are contract close out negotiations with the Tier 1 suppliers.
- 4.8 On completion of the works, the project has continued to make significant progress since the last report, key progress highlights including:
- (a) the introduction of a new release of Siemens software ELR110, which facilitates further improvements to the system reliability performance;
 - (b) Trial Running in the Central Operating Section continues with increasing periods of 12 trains per hour;

- (c) two stations remain to be completed and handed over to their respective Infrastructure Manager; Canary Wharf to Rail for London (Infrastructure) Limited, and Bond Street to London Underground (LU); and
- (d) maintenance team productivity and access continue the trajectory to support projected Revenue Service requirements. Key indicators of maintenance performance continue to be refined to provide greater clarity around the average fault identification and diagnosis interval and the overall fault-to-fix cycle time.

5 Line 3 (TfL Internal Audit) Assurance

- 5.1 This section covers the Internal Audit activities that were agreed in the Integrated Assurance schedule shared at the last meeting.
- 5.2 In Quarter 3 2021/22 (Q3) no audit reports were issued, two audits are in progress and five audits are planned to commence in Quarter 4 2021/22 (Q4).

Audit Delivery

- 5.3 A reprioritisation exercise was recently completed of the audit plan to ensure assurance was being provided against the relevant risks.
- 5.4 As a result, three audits have been cancelled and replaced, both of which are detailed in Appendices 3 and 4.
- 5.5 Due to the move of assurance in this area to TfL and audit activities being widened to cover all the Elizabeth line not just the Crossrail Project. The focus of audits has changed, and these are reflected in the new audits planned in Q4.
- 5.6 A full list of audits in progress at the end of Q3 is included as Appendix 2, work planned to start in Q4 is included as Appendix 3, and details of changes to the Audit Plan is included as Appendix 4.

Management Actions

- 5.7 There were no actions overdue.

Changes to the Audit Plan

- 5.8 Line of Defence 3 (LoD3) (TfL Internal Audit) regularly review and update the Audit Plan throughout the year, in liaison with management, to reflect changing business priorities. Changes are included in Appendices 3 and 4.

6 Line 3 (IIPAG-EL) Assurance

- 6.1 The terms of reference of the IIPAG-EL sub-group require the group to provide a look ahead of its proposed areas of interest and work. The work plan has been integrated into the overall Integrated Audit and Assurance Plan, which is maintained by LoD2 and is reviewed and coordinated regularly within the Elizabeth Line Programme Assurance Group coordinated by LoD2/ PPA. Progress with the three main areas of focus is summarised as follows:

- (a) Baseline 1.2 (BL1.2) – the sub-group continues to receive regular updates from LoD2, the Project Representative and other stakeholders with a particular interest in the transition period between Trial Operations and Revenue Service. Details have been reviewed and feedback provided to support the assurance activities for Entry into Phase 2 of Trial Operations;
- (b) supporting the work of the Railway Assurance Board - Crossrail (RAB-C) and its successor, the Integrated Technical Assurance Panel (ITAP) – the sub-group has engaged with RAB-C and ITAP, gaining an understanding of the planning arrangements and implications for closing out the remaining assurance dependencies. This continues to be a key area of focus for the Assurance team; and
- (c) in conjunction with LoD2, LoD3 has supported a review of the Romford Control Centre operations.

6.2 The overall assessment by LoD3 (IIPAG-EL sub-group) is that the overall assurance framework has continued to operate effectively over the last quarter.

List of Appendices:

Appendix 1 – Integrated Audit and Assurance Plan prior to Revenue Service
Appendix 2 - Line 3 (TfL Internal Audit) Work in progress at the end of Q3 2021/22
Appendix 3 – Line 3 (TfL Internal Audit) Work due to start in Q4 2021/22
Appendix 4 – Line 3 (TfL Internal Audit) Changes to the 2021/22 Audit Plan

List of Background Papers:

None

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Appendix 1

Audit and Assurance Plan (November 2021)

Audit and Assurance – Areas to be covered

Priority	Topic	Evidence of Need	Targeted Review / Continuous Assurance	Who	When / How Many Days?	Objectives
1	Reliability of Performance (System, Train, Integration)	<ul style="list-style-type: none"> Rolling Stock - Evidence of mileage and reliability (MTIN) being significantly lower than planned going into TO. Railway Systems – Significant No. of Operational Restrictions. ELR100 has removed some, but potentially introduced new challenges. Understanding what ELR110 delivers and what the remaining delta is. Infrastructure Systems – TVS, PSD all performing lower than required for Revenue Service 	Continuous Assurance	LoD2/ IIPAG	Ongoing	<p>To understand the plan to get us to the reliability required for a successful Revenue Service.</p> <p>What if any further interventions are required?</p>
2	Romford Control Centre (RCC). Resilience of team (nos, training, capacity) to deal with busy operations & incidents (in view of no. of ORs, Alarms during the transition)	<ul style="list-style-type: none"> High level of Operational Restrictions and Alarms adding to the workload of the TM's Complexity of multidimensional role (skillset) Time to train new starters Low levels of experience of BAU railway operations Attrition rate – given more attractive salaries and less demanding roles elsewhere 	Targeted Review	LoD2 / IIPAG	<p>Nov/Dec</p> <p>1 day in RCC</p> <p>3 days reviewing docs & writing report</p>	<p>To fully understand the issues (root cause) impacting upon the resilience of the RCC team</p> <p>To make recommendations which will improve the long-term resilience of the team, including the prioritisation of the reduction of ORs.</p>
3	Gate process for readiness assessment as we go through the Phases of Trial Operations, Revenue Service and into Stage 5b, c.	<ul style="list-style-type: none"> Evidence of entry into Trial Running without the System being sufficiently reliable leading to period of unproductive railway operations. 	Continuous Assurance	LoD2 / IIPAG	Ongoing	To provide assurance to the Gate process for entry into Phase 2 TO and Revenue Service.

Audit and Assurance – Areas to be covered

Priority	Topic	Evidence of Need	Targeted Review / Continuous Assurance	Who	When	Objectives
4	Technical and Safety Assurance and Approvals for EiTO and Passenger Service – including ORR, RfLi acceptance	Lag in Assurance and Approvals following the blockade. Significant works still to be completed in time for Phase 1 Trial Operations achieving a Red RAG status	Continuous Assurance	LOD2 / IIPAG	Ongoing	To assure the appropriate completion of the Assurance and Approvals activities in time for EiTO & Revenue Service
5	RFLI Maintenance effectiveness (People, Process, Systems, Suppliers)	Response and fix times greater than required during Revenue Service Lack of metrics in place to drive performance improvements	Targeted Review	LoD2 / IIPAG	Dec/Jan 2 days with Team	To develop a targeted improvement plan to establish resilience in the team
6	DCS1.2 – Assurance of the Schedule and Cost of the revised schedule	Previous scope change impacting on schedule delays and cost increase.	Continuous Assurance	LoD2 / IIPAG	Ongoing	To monitor any schedule movement and impact on cost.
7	TfL Procurement and Supply Chain Capacity to take on the procurement of EL's existing contracts	Ongoing transformation in P&SC means the team may not have the capacity to take on additional work	Audit	Audit Team	Dec/Jan	To provide assurance that TfL's P&SC team have the capacity to take on the procurement of EL's existing contracts
8	Residual Works Team (RWT) readiness and ongoing operational workarounds needed and associated costs	RWT is being formed, so there is no visibility of readiness plans or plans to manage ongoing operational workarounds and costs	Continuous Assurance	To be included as part of No. 11. Assurance Review & TfL Project Assurance	TBC	To get visibility and therefore assurance that RFLI will be ready to take on the works and deliver them effectively and efficiently.
9	Information transfer – (excluding asset data), Emails, Contract documents (Soft & hard copies), Contract negotiation information	Ensure TfL has all documents and information in place to continue to run and manage the EL.	Audit	Audit Team	Dec/Jan	To review the effectiveness of controls around information management and transfer from CRL to TfL

Priority	Topic	Evidence of Need	Targeted Review / Continuous Assurance	Who	When	Objectives
10	Obsolescence of critical operational systems	BMS system on stns – out of Siemens support. Recommend an Audit	Audit	Audit Team	TBC	To ensure that all critical operational systems have a roadmap and are supported.
11 Page 38	Org Effectiveness & Operational Readiness (People, process, interfaces etc) of all parties to receive the EL (RFLi, LU, NR, TfL, MTR) as we integrate the later Stages 5b, 5c.	Shift of focus from delivery to RFLI acceptance and management of the railway Stages 5b & 5c involve a significant step up in terms of complexity of organizational interfacing in a live operational environment.	Targeted Review	LoD2 / IIPAG	Nov/Dec	To provide assurance that RFLI governance to run the Elizabeth Line is adequate. To identify any gaps / issues with clarity of R&R, in particular during incident mgmt.
12	Management of Direct Contracts (BOS & CAW) (Under Review due to potential overlap)	Final two stations to be completed. Are deliverables being managed and monitored.	Audit	Audit Team	Feb/Mar	To provide assurance that the controls around the management of CRL Direct Contracts are adequate and effective

Elizabeth Line Committee

Work in progress at the end of Q3 2021/22

Appendix 2

- There were two audits in progress at the end of the quarter

Enterprise risk	Directorate	Ref	Audit title	Objective	Current Status
ER14 Opening of the Elizabeth Line	Crossrail	21 048	Crossrail Complaints Commissioner Accounts	Provide assurance on the accuracy of the Crossrail Complaints Commissioner Accounts for 2020/21.	In Progress
ER14 Opening of the Elizabeth Line	Crossrail	21 062	Disposal of Temporary Assets	To provide assurance that the controls around the disposal of temporary assets are adequate and effective.	In Progress

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Elizabeth Line Committee

Work planned to start in Q4 2021/22

Appendix 3

- There are five audits planned to start during the quarter

Enterprise risk	Directorate	Ref	Audit title	Objective
ER14 Opening of the Elizabeth Line	Crossrail	21 051	Information Management and Transfer	To review the effectiveness of controls around information management and transfer from Crossrail to TfL.
ER14 Opening of the Elizabeth Line	Crossrail	21 061	Demobilisation of Tier 1 Contractors -phase 2	To provide assurance that the controls around Tier 1 contractor demobilisation are adequate and effective.
ER13 Governance and Controls Suitability	Crossrail	21 069	P&SC capacity to take on EL procurement activities (new addition)	To provide assurance that P&SC have the capacity to effectively take on procurement activities for the EL.
ER12 Asset Condition unable to Support TfL Outcomes	Crossrail	21 071	Obsolescence of Critical Operational Systems (new addition)	To provide assurance that adequate controls are in place to prevent critical operational systems becoming obsolete
ER7 Financial Sustainability	Crossrail	21 072	Scope Allocation Surgery Process (new addition)	To provide assurance on the adequacy of controls in place for allocating costs to outstanding works on the EL prior to passing them across to TfL.

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Elizabeth Line Committee

Changes to the 2021/22 audit plan

Appendix 4

- There were three changes to the plan since the last Committee: three cancellations

Ref	Audit Title	Status	Audit Comments
21 049	Employers completion process	Cancelled	This audit has been cancelled due to changes in risk and business priorities.
21 050	Management of Crossrail direct contracts	Cancelled	This audit has been cancelled to avoid duplication. KPMG are carrying out assurance work on the productivity and demobilisation of Bond Street and Canary Wharf, which will include elements of our scope.
21 053	Organisational Effectiveness	Cancelled	This audit has been cancelled to avoid duplication. This scope will be incorporated by LoD 2/IIPAG in a targeted review of the operational effectiveness of all parties to receive the EL.

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Elizabeth Line Committee



Date: 26 January 2022

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public.

1 Summary

1.1 This paper presents the current forward plan for the Committee and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

2.1 **The Committee is asked to note the forward plan and is invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

3.1 The Board and its Committees and Panels have forward plans. The content of the plans arises from a number of sources:

- (a) standing items for each meeting: minutes; matters arising and actions list; and any regular reports, including the Project Representative report;
- (b) regular items which are for review and approval or noting;
- (c) matters reserved for approval or review; and
- (d) items requested by Members: The Chair of the Committee will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

4.1 The current list of standing items is attached at Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Elizabeth Line Committee Forward Plan 2021/22 – 2022/23

List of Background Papers:

None

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Elizabeth Line Committee Forward Plan 2021/22 – 2022/23

Appendix 1

Membership: Heidi Alexander (Chair), Anne McMeel (Vice-Chair), Professor Greg Clark CBE, Dr Nelson Ogunshakin OBE, Mark Phillips, Sarah Atkins, Kathryn Cairns OBE (Department for Transport Representative)

Standing Items		
Safety Update	Commissioner	
Project Status Update	Crossrail Chief Executive	
Elizabeth Line Readiness	Commissioner	
Project Representative Report	Crossrail Chief Executive	
Elizabeth Line Programme Assurance Update	Director of Risk and Assurance	
Finance and Risk Update	Chief Finance Officer, Crossrail	
24 March 2022		
Complaints Commissioner for Crossrail Final Report	Chief Finance Officer, Crossrail	

Dates of Future Meetings

25 May 2022

14 July 2022

29 September 2022

24 November 2022

26 January 2023

16 March 2023

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