

# Agenda

**Meeting: Elizabeth Line Committee**

**Date: Wednesday 25 May 2022**

**Time: 10:00am**

**Place: Conference Rooms 1 and 2,  
Ground Floor, Palestra, 197  
Blackfriars Road, London, SE1  
8NJ**

## Members

Heidi Alexander (Chair)

Anne McMeel (Vice-Chair)

Prof Greg Clark CBE

Seb Dance

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).

This meeting will be open to the public and webcast live on [TfL YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting 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](https://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](mailto:sueriley@tfl.gov.uk).

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

Howard Carter, General Counsel  
Tuesday 17 May 2022

**Agenda  
Elizabeth Line Committee  
Wednesday 25 May 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 24 March 2022**

(Pages 1 - 6)

General Counsel

**The Committee is asked to approve the minutes of the meeting of the Committee held on 24 March 2022 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority**

(Pages 7 - 10)

General Counsel

**The Committee is asked to note the updated actions list and use of Chair's Action.**

**5 Safety Update (Pages 11 - 16)**

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

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

**6 Elizabeth Line Readiness** (Pages 17 - 20)

Chief Operating Officer, Elizabeth line

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

**7 Project Status Update** (Pages 21 - 26)

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 27 - 28)

Chief Finance Officer, Crossrail and Divisional Finance Director, Operations.

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

**9 Elizabeth Line Programme Assurance Update** (Pages 29 - 40)

Director of Risk and Assurance

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

**10 Project Representative Report** (Pages 41 - 42)

Chief Executive Officer, Crossrail

**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 43 - 46)

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, 14 July 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**

**15 Project Status Update** (Pages 47 - 48)

Exempt supplementary information relating to the item on Part 1.

**16 Finance and Risk Update** (Pages 49 - 54)

Exempt supplementary information relating to the item on Part 1.

**17 Elizabeth Line Programme Assurance Update** (Pages 55 - 76)

Exempt supplementary information relating to the item on Part 1.

**18 Project Representative Report** (Pages 77 - 140)

Exempt supplementary 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  
10am, Thursday 24 March 2022**

#### **Members**

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

#### **Executive Committee**

Andy Byford                      Commissioner  
Mark Wild                         Chief Executive Officer, Crossrail

#### **Staff**

Joan Buszewska                 Head of Programme Assurance, Crossrail  
Andrea Clarke                  Director of Legal  
Lorraine Humphrey             Director of Risk and Assurance  
Rachel McLean                 Chief Finance Officer, Crossrail and Finance Director, TfL  
Operations  
Hannah Quince                Crossrail Chief of Staff  
Howard Smith                  Director, Elizabeth line  
Sue Riley                         Secretariat Officer

#### **Other Attendees**

TC Chew                         Chair of Crossrail Independent Investment Programme  
Advisory Group Sub-Group  
Stephen Hill                     Jacobs, Project Representative

### **15/03/22 Apologies for Absence and Chair's Announcements**

The Chair welcomed everyone to the meeting.

The meeting was being broadcast live on TfL's YouTube channel to ensure the public and press could observe the proceedings and decision-making.

The Chair welcomed everyone to the meeting and particularly to Seb Dance, as this was his first meeting as a Member of the Committee.

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.

Apologies for absence have been received from Member Professor Greg Clark CBE and Kathryn Cearns OBE (Government representative).

### **16/03/22 Declarations of Interests**

Members on the TfL Board confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date. Sarah Atkins confirmed there were no additional interests that related specifically to items on the agenda.

### **17/03/22 Minutes of the Meeting of the Committee Held on 26 January 2022**

**The minutes of the meeting of the Elizabeth Line Committee held on 26 January 2022 were approved as a correct record and the Chair was authorised to sign them.**

### **18/03/22 Matters Arising and Actions List**

Andrea Clarke introduced the paper. All actions from previous meetings had been completed or were scheduled on the forward plan.

**The Committee noted the actions list.**

### **19/03/22 Safety Update**

Mark Wild and Howard Smith 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.

The co-ordination of different work crews on site was the biggest safety challenge during the transition stage of the programme. A strong safety culture was being embedded within operational staff, through a pro-active and no-complacency approach. Assurance at the final stage of preparing a revenue ready railway was a key focus.

While the health and safety governance arrangements had been streamlined appropriately as the programme approached the final stages, monthly safety review meetings were still held, where any incidents and trends were reviewed and reported directly to the Elizabeth line Delivery Group (ELDG) meeting. Members were welcomed to attend the Health, Safety and Executive Forum.

It was agreed that the operational health and safety data considered by ELDG would be submitted to future meetings of the Committee. **[Action: Howard Smith]**

**The Committee noted the paper.**

## **20/03/22 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.

Train reliability continued to improve with the current focus on train specific work and technical reliability, such as signalling and communications. A full train timetable exercise would begin shortly, without interruption, which would robustly test the reliability and performance prior to opening.

It was agreed that a performance reporting matrix on key assets would be submitted to future meetings. **[Action: Howard Smith]**

The signalling software to be installed in April 2022 was expected to be sufficient for revenue service.

The Committee noted the need to carefully manage any rail adhesion issues, especially once the railway was operating 'end to end'.

**The Committee noted the paper.**

## **21/03/22 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.

The final list of dependencies was being worked through before completing assurance ready for submission to the Office of Rail and Road, at the end of March 2022.

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

## **22/03/22 Finance and Risk Update**

Rachel McLean presented the update on the financial performance at Period 11, 2021/22 and on risk management progress.

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

## **23/03/22 Project Representative Report**

Stephen Hill introduced the paper on the periodic reports from the Project Representative (P-Rep) on the Crossrail project for Periods 10 and 11, 2021/22 and the management responses to these reports.

He congratulated staff on the successful de-mobilisation of Tier 1 and the recent mass Trial Operation exercises. Considerable challenges remained with reliability and performance of the railway, and recommendations for improvements in processes and people had been identified. A complex system of team integrations remained for Stage 3 of the programme and beyond.

The Commissioner welcomed the feedback which was expected as part of Trial Operations and was confident that reliability issues would be resolved once full service testing began. The opening of the Elizabeth line remained on target for the first half of 2022.

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

### **24/03/22 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.

**The Committee noted the paper, the exempt supplementary information on Part 2 of the agenda and approved the Integrated Assurance Schedule, as set out in Appendix 4 of the report.**

### **25/03/22 Members' Suggestions for Future Discussion Items**

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

**The Committee noted the forward plan.**

### **26/03/22 Any Other Business the Chair Considers Urgent**

The Chair advised the Committee that she had been notified of a potential Chair's Action in relation to Substantial Completion and the need to vary the Project Development Agreement. Members would be consulted in the usual way and any Chair's Action would be reported to the next meeting.

### **27/03/22 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Wednesday 25 May 2022, at 10.00am.

An informal session would be arranged before the next meeting to discuss the opening of the Elizabeth line. **[Action: Secretariat]**



## **28/03/22 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; and Elizabeth Line Programme Assurance Update

The meeting closed at 12 noon.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

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## Elizabeth Line Committee



**Date:** 25 May 2022

**Item:** Matters Arising, Actions List and Use of Delegated Authority

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### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper informs the Committee of progress against actions agreed at previous meetings and any use of delegated authority via Chair's Action since the last meeting on 24 March 2022.
- 1.2 There has been one use of Chair's Action since the last meeting, in relation to the Crossrail Programme Substantial Completion.

#### **2 Recommendation**

- 2.1 **The Committee is asked to note the Actions List and the Use of Chair's Action.**

#### **3 Use of Chair's Action**

- 3.1 Under Standing Order 113, in situations of urgency, the Board delegates to each of the Committee Chairs of any Committee or Panel the exercise of any functions of TfL on its behalf, including the appointment of Members to Committees and Panels. Any use of Chair's Action is reported to the next ordinary meeting.

##### **Crossrail Programme Substantial Completion**

- 3.2 On 13 May 2022, the Committee received a paper which provided an overview of the project completion process, as defined within the Crossrail Project Development Agreement (PDA) and was asked to approve an amendment to the PDA as the Department for Transport (DfT) has indicated that it will require additional time to conduct due diligence.
- 3.3 TfL approval for amendment of the PDA is a matter reserved to the Committee and DfT will carry out its own governance processes to confirm its agreement with the proposed amendment.
- 3.4 On 16 May 2022, the Chair, following consultation with available Members, approved the amendment of the PDA and authorised staff to agree the final terms.
- 3.5 The use of Chair's Action was considered appropriate as a decision to enter into the agreement was required before the date of this meeting of Committee to allow the railway to open on 24 May 2022.
- 3.6 The paper will be published on [tfl.gov.uk](https://tfl.gov.uk).

**List of appendices to this report:**

Appendix 1: Actions List

**List of Background Papers:**

Minutes of previous meetings of the Elizabeth Line Committee  
Chair's Action paper issued on 13 May 2022

Contact Officer: Howard Carter, General Counsel  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

## Actions from the meeting held on 24 March 2022:

Minute No.	Item/ Description	Action By	Target Date	Status/Note
19/03/22	<b>Safety Update</b> The operational health and safety data considered by the Elizabeth line Delivery Group to be submitted to future meetings of the Committee.	Howard Smith	25 May 2022 meeting.	Included in Safety Update report on agenda. Complete.
20/03/22	<b>Elizabeth Line Readiness</b> A performance reporting matrix on key assets to be submitted to future meetings.	Howard Smith	25 May 2022 meeting.	Information provided in Elizabeth Line Readiness report. Complete.
27/03/22	<b>Date of Next Meeting</b> An informal session to be arranged before the next meeting to discuss the opening of the Elizabeth line.	Secretariat	Following the meeting.	Session held. Complete.

## Actions from previous meetings:

Minute No.	Item/ Description	Action By	Target Date	Status/Note
07/01/22	<b>Project Status Update</b> An item on the planning for achieving Stage 5b, while protecting revenue, to be discussed at a future meeting.	Howard Smith	25 May 2022 meeting.	Update provided in the Elizabeth Line Readiness report on agenda. Complete.
56/07/21	<b>Crossrail Complaints Commissioner's Report</b> 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	14 July 2022 meeting.	Scheduled on Forward Plan.

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## Elizabeth Line Committee



**Date:** 25 May 2022

**Item:** Safety Update

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### **This paper will be considered in public**

#### **1 Summary**

1.1 This paper provides an update on safety for Periods 12 and 13 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 Infrastructure Manager, Rail for London (Infrastructure) Limited (RfL(I)) and the Crossrail programme.

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

3.3 There were no Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDORs) or lost time cases recorded during this period on the Crossrail programme.

3.4 RfL(I) had one Lost Time Injury event in Period 12, where an operative caught his thumb in between the Road Rail Access Point and the cement base during removal, this resulted in three days off work. The investigation has been concluded and one of the contributing factors was the use of incorrect tools and methodology.

3.5 There were no RfL(I) RIDDOR reportable events in Period 12 or 13.

3.6 During this period there was one significant incident. This was classified as a high potential near miss (HPNM). This incident occurred at Bond Street when the high winds caused by Storm Eunice resulted in the fence line being blown over and the doors being forced open. There was no harm to people as a result of this incident.

3.7 Since the last report to the Committee, the Crossrail HPNM rate has continued to decrease, with Period 12's rate being 0.27 and a further reduction to 0.25 for Period 13. There has been a steady reduction in the HPNM rate over the last few periods and this will continue if the current level of safety performance is maintained.

- 3.8 Crossrail RIDDOR accident frequency rate (AFR) rose in Period 12 to 0.07 as a result of the incident reported previously in Period 11, before decreasing in Period 13 to 0.05. The lost time case AFR remained stable in Period 12 before decreasing in Period 13 to 0.07. Further data on Period 12 and Period 13 performance is available in the Health, Safety and Environment (HSE) dashboards at Appendix 1.
- 3.9 The RfL(I) Accident Frequency Rate (AFR) remains low with the latest figures showing 0.19, the Fatality Weighted Index (FWI) 0.002 and Lost Time Injuries (LTI) 0.0004.
- 3.10 The industry recognised frequency rates are calculated over a rolling 13 periods.
- 3.11 In Period 12 Crossrail embedded HSPI SMART, an engagement led set of measures proportionate to the ongoings of the programme. This resulted in a significant improvement on the previous periods results, with an increase in Period 12 to 2.85 and a further increase in Period 13 to 2.95.
- 3.12 To encourage close call reporting, RfL(I) has implemented QR codes creating ease of access to reporting tools. This has seen a positive increase in reporting.
- 3.13 The programme continues to manage the coronavirus pandemic risk with measures implemented by the supply chain remaining available to implement at short notice should there be a change to the risk profile and data.

**List of Appendices:**

Appendix 1: Health, Safety and Environmental dashboards

**List of Background Papers:**

None

Contact Officer: Mark Wild, Chief Executive Officer, Crossrail  
Email: [MarkWild@tfl.gov.uk](mailto:MarkWild@tfl.gov.uk)



## HSE Period - App 1 Performance P12 21/22

### Significant Incidents

There was one Significant Incident reported during the period. Over the last thirteen periods there have been twenty-five Significant Incidents recorded compared to thirty-nine for the previous thirteen periods.

### RIDDOR & LTC

Zero RIDDOR and LTCs were reported during period 12.

The Accident Frequency Rate (AFR) for RIDDOR increased to 0.07 with LTC AFR remaining the same at 0.08.

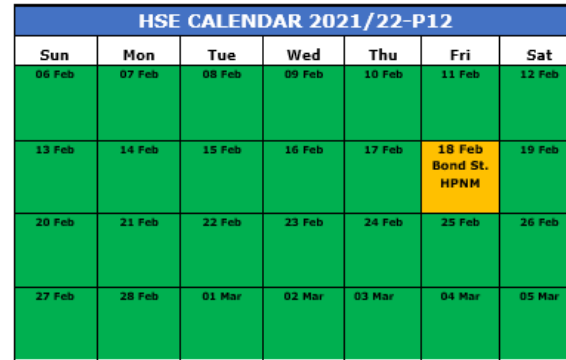
### HPNM

One HPNM was recorded at Bond Street where Jewers Doors blew open and the CLD Fence-line blew over in high winds during Storm Eunice.

### HSPI SMART

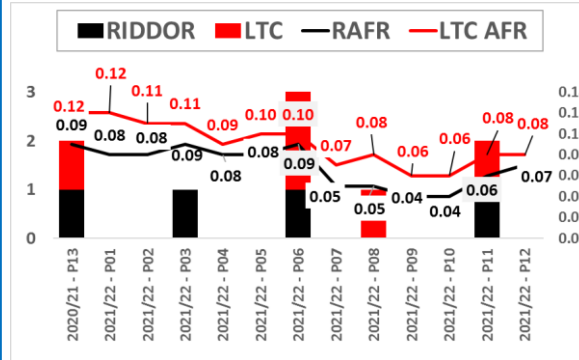
The HSPI SMART score has seen a significant improvement from the previous period to 2.85 from 1.40.

### Significant Incidents Overview



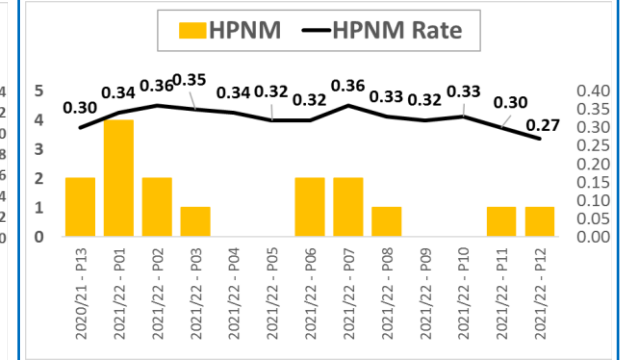
One Significant Incident occurred during the period, a HPNM at Bond Street.

### RIDDOR and LTC AFRs



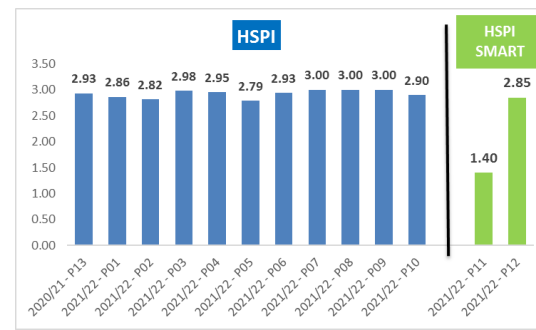
Zero RIDDOR and LTCs were reported this period. The RIDDOR AFR increased to 0.07 with LTC AFR remaining at 0.08.

### High Potential Near Miss



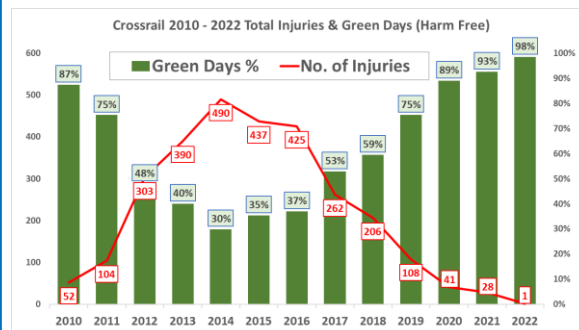
There was one HPNM during the period, at Bond Street. The HPNM rate continues to decrease and is now at 0.27 from 0.30.

### HSPI SMART - Engagement



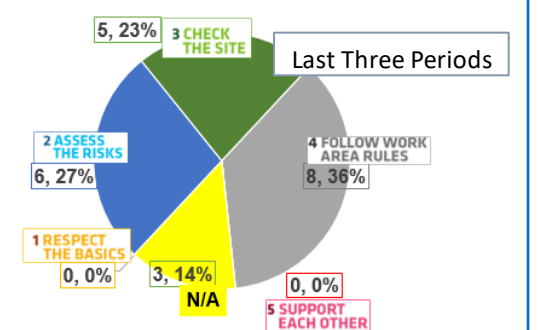
The HSPI SMART score for P11 is 1.40, this shows a reduction from the last period of the HSPI5.

### Crossrail Injury Trend



Injuries continue to trend down with one injury so far during 2022 compared to six injuries during the same timeframe in 2021.

### Behaviours - Golden Rules



Golden Rule 4 Follow Work Area Rules continues to be the most reported breach over the last three periods

## HSE Period Performance P13 21/22

### Significant Incidents

Zero Significant Incidents were reported during the period.

### RIDDOR & Lost Time Case (LTC)

The Accident Frequency Rates (AFR) for RIDDOR and LTC decreased to 0.05 and 0.07 respectively. During the Financial Year (FY) the RIDDOR and LTC AFRs have almost halved, reducing by 0.03 and 0.05.

### HPNM

The HPNM rate continues to trend down and is now at 0.25 having started the FY year at 0.34.

### HSPI SMART

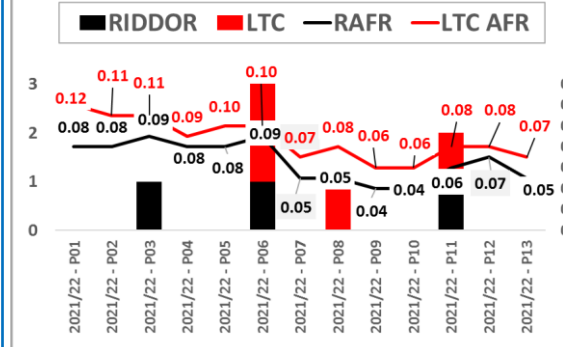
The HSPI SMART score is 2.95 for P13 showing a 0.10 improvement from P12.

### Significant Incidents Overview

HSE CALENDAR 2021/22-P13						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
06 Mar	07 Mar	08 Mar	09 Mar	10 Mar	11 Mar	12 Mar
13 Mar	14 Mar	15 Mar	16 Mar	17 Mar	18 Mar	19 Mar
20 Mar	21 Mar	22 Mar	23 Mar	24 Mar	25 Mar	26 Mar
27 Mar	28 Mar	29 Mar	30 Mar	31 Mar		

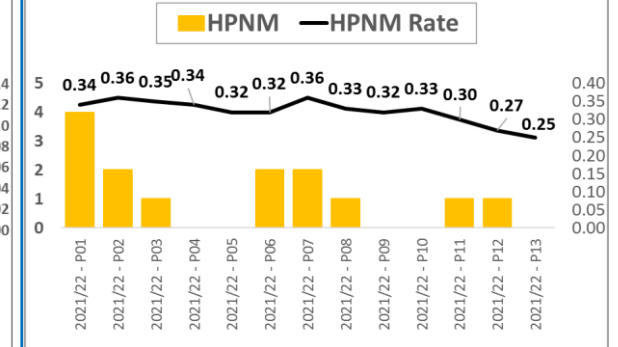
Zero Significant Incidents occurred during the period, the first time this has occurred since P10.

### RIDDOR and LTC AFRs



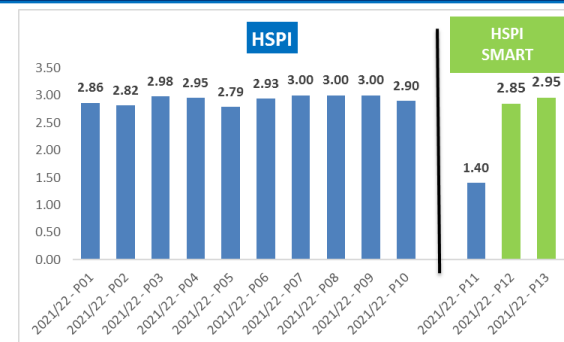
Zero RIDDOR and LTCs were reported this period. Both AFRs have continued to trend down during the year.

### High Potential Near Miss



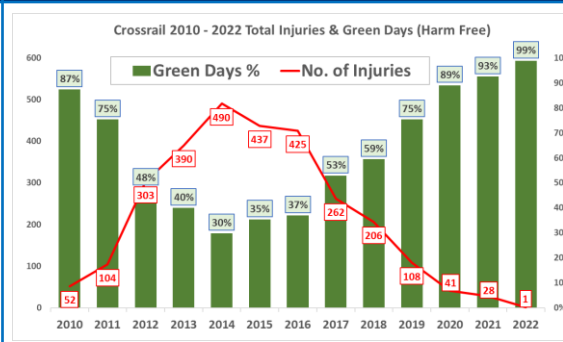
Zero HPNMs were reported during the period. The rate continues to trend down and has decreased by 0.9 over the year.

### HSPI SMART – Engagement



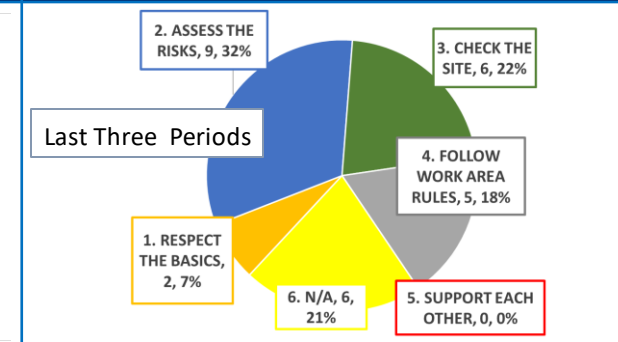
The HSPI SMART score for P13 is 2.95, with most contracts achieving their forecast, this shows an improvement from P12.

### Crossrail Injury Trend



Injuries continue to trend down with one injury so far during 2022 compared to eight injuries during the same timeframe in 2021 and fourteen during 2020.

### Behaviours - Golden Rules



Golden Rule 2 Assess the Risks replaces GR4 as the most reported breach over the last three periods with 9 at 32%.

# RfLI Elizabeth Line Report ELC



Accident Frequency Rate (AFR)

0.19

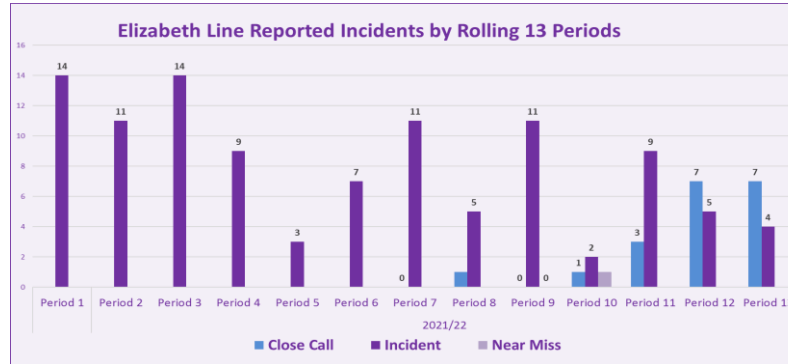
Lost Time Injuries (LTI)

0.0004

Fatality Weighted Index (FWI)

0.002

## RfLI Elizabeth Line - Report ELC



### Accident and Incidents of note in Period 12 & 13

There was one Lost Time Injury (3 days) in **Period 12** where an operative caught his thumb when removing a Road Rail Access Point, investigation found incorrect equipment being used for the task.

There were no Accidents or Incidents of note in **Period 13**.

### RfLI – Period 12

Safety (Key) Performance Indicator (SPI)	Annual RFLI Safety Target	Period Report	Annual Reporting to Date
Passenger Injuries per Million Journeys	N/A	N/A	N/A
Workforce Fatalities	0	0	0
Workforce Specified Injuries	0.3	0	0
Workforce Lost Time Injuries	3	1	1
Workforce Lost Time Injury Frequency Rate	0.239	0.0004	0.0004
Workforce FWI rate	0.056	0.002	0.002
RIDDOR Reportable events	0	0	0

### RfLI – Period 13

Safety (Key) Performance Indicator (SPI)	Annual RFLI Safety Target	Period Report	Annual Reporting to Date
Passenger Injuries per Million Journeys	N/A	N/A	N/A
Workforce Fatalities	0	0	0
Workforce Specified Injuries	0.3	0	0
Workforce Lost Time Injuries	3	0	1
Workforce Lost Time Injury Frequency Rate	0.239	0.0004	0.0004
Workforce FWI rate	0.056	0.002	0.002
RIDDOR Reportable events	0	0	0

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## Elizabeth Line Committee



**Date:** 25 May 2022

**Item:** Elizabeth Line Readiness

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### **This paper will be considered in public**

## **1 Summary**

- 1.1 On 4 May 2022 Transport for London (TfL) announced that, subject to final safety approvals Elizabeth line will open on Tuesday 24 May 2022, transforming travel across London and the South East. After the opening of the central section, direct services from Reading, Heathrow and Shenfield are expected to connect with the central section in Autumn 2022 with a full service across the entire route by May 2023.
- 1.3 Once open, the Elizabeth line will operate 12 trains per hour between Paddington and Abbey Wood from Monday to Saturday 06:30 to 23:00. Work will continue in engineering hours and on Sundays to allow a series of testing and software updates in preparation for more intensive services from the autumn.

## **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 92.3 per cent during period 13 (6 – 31 March 2022). Performance on the east was 92.0 per cent whilst the west recorded 92.7 per cent during the period, with infrastructure failures impacting on both routes. The overall Moving Annual Average trend ended the year at 94.2 per cent.
- 3.2 In the east, passenger services between Shenfield and Liverpool Street are being operated by nine-car class 345 trains. In the west, services to Heathrow are operated by nine-car class 345 train, while services between Reading and Paddington are operated by a combination of nine-car and seven-car class 345 trains. The seven-car trains are progressively being converted at Old Oak Common Depot to nine-cars, with this programme due to be complete in May for all but a few seven-car trains which will remain in use until the start of through-running services into the Elizabeth line central section.
- 3.3 There has been a progressive increase in class 345 reliability but not to the level previously anticipated. A new suite of reliability focused software is

currently being installed on the fleet by the manufacturer Alstom which has been forecast to deliver an additional improvement.

## **4 Operational Readiness**

- 4.1 The programme of Trial Operations in the central section concluded in March with five mass volunteer exercises, at Custom House, Farringdon, Limmo Peninsula, Canary Wharf and Paddington, all being safely conducted and passed either with comments or in their entirety. The exercises involved strong collaboration with several organisations, including Network Rail, British Transport Police, London Fire Brigade and the London Ambulance Service. In between these, smaller scale exercises also took place as well as reliability and system testing.
- 4.2 The timetable demonstration phase commenced on 28 March and continues over the final few weeks of pre-Revenue Service, running 12 trains per hour through the central section. This phase allows for a sustained period of reliability testing and although there remains work to do on improvements to train and signalling systems, communications and SCADA (Supervisory Control and Data Acquisition) and high voltage switching equipment, reliability in general continues to show an improving trend.
- 4.3 During the Easter weekend, the latest signalling software update ELR200 was installed bringing significant benefits, although some bugs were identified and subsequently addressed.
- 4.5 Customers on the west of the central section, between Paddington and Reading, have been benefitting from new station buildings and step-free access following the completion of Network Rail station enhancement works.
- 4.6 Network Rail continues its station upgrades on the east of the central section, between Liverpool Street and Shenfield, focusing on completion of the station enhancement works at Romford and Ilford. Although Romford station has been affected by delays with gaining acceptance and assurance to enable handover, all parties are working collaboratively to deliver the ticket hall and lifts into use during May 2022, ahead of final completion and formal handover of the new buildings. Good progress on the slab replacement within the main concourse has been made at Ilford station. Demolition of the defective slab elements is now complete, and the new composite deck is due for completion by the end of May. It is anticipated that the station building and lifts will be brought into use in the summer 2022.
- 4.7 In response to an action from the last Committee meeting to provide an overview of our asset monitoring, we have a range of remote condition monitoring and real time asset data systems in place, with more still to come, particularly from the system on the class 345 trains. In particular, the infrastructure monitoring vehicle runs every two weeks and measures track geometry, condition, ultrasonics, and switch geometry as well as pattern

recognition that highlights anything considered out of the ordinary (such as missing components measured against a base line video).

- 4.8 Platform screen doors, high voltage and low voltage supplies, signalling components such as axle counters and points machines and rail temperatures are all covered and recorded either live, with alarms triggering urgent attention, or providing trending data on things such as platform screen door opening times. An example of that trending data is provided below.
- 4.9 The graph below shows the standard deviation in milliseconds against a threshold of 300ms. Any door reacting in a time longer than this is considered a risk and will require some form of intervention. This level was recently reduced from 400ms as performance improved in order to allow earlier intervention.

Slow Closing PSDs (Standard Deviation) Latest Day



## 5 Stage 5b

- 5.1 The plan to complete the end-to-end railway entails three steps; 5b-minus which will provide a 22 trains per hour peak (16 trains per hour off-peak) frequency in the central section (Paddington – Whitechapel) which can commence outside of a National Rail timetable change but requires a 16-week notice period; and stages 5b and 5c both of which step up the peak frequency to 24 trains per hour but require auto-reverse and will be implemented to align with the National Rail timetable change.
- 5.2 Reliability will be a key factor in commencing and moving through the Stage 5 stages with the reliability on each of the west, central and east sections needing focus and management. Particular attention is also currently on the transitions which will be key to support Stage 5. A T-minus process is being established that builds on the approach taken to countdown to commence revenue service of the Elizabeth line.

## **6 TfL Residual Works Programme**

- 6.1 The residual works team continue to progress several pre and post revenue service activities across the London Underground and Rail for London (Infrastructure) Limited estate. All pre-revenue service items are on track to be delivered before 24 May 2022. 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

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## Elizabeth Line Committee



**Date:** 25 May 2022

**Item:** Project Status Update

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### This paper will be considered in public

#### 1 Summary

- 1.1 This paper provides an update on the status of the Crossrail project and includes an appendix, as requested by the Committee, on more detailed performance data.
- 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 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 website<sup>1</sup>. 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. On 4 May 2022 it was announced that the Elizabeth line will open on 24 May 2022, subject to final safety approvals, which is within the opening window.
- 3.2 The Elizabeth line will operate 12 trains per hour between Paddington and Abbey Wood from Monday to Saturday 06:30 to 23:00. Work will continue in engineering hours and on Sundays to allow a series of testing and software updates in preparation for more intensive services from the autumn.
- 3.3 All services between Reading and Heathrow to Paddington and Shenfield to Liverpool Street, currently operating as TfL Rail, will be rebranded to the Elizabeth line. Customers travelling between Reading or Heathrow into London

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

will need to change at Paddington for services into the central section of the route, and customers from Shenfield into London will need to change at Liverpool Street. Services from Reading, Heathrow and Shenfield will connect with the central tunnels in autumn when frequencies will also be increased to 22 trains per hour in the peak between Paddington and Whitechapel.

- 3.4 It has taken a lot of hard work and determination to get to this stage of the project and the announcement follows two strong periods in which we completed Trial Operations and commenced timetabled running.
- 3.5 Five mass volunteer events were completed as part of the second phase of Trial Operations and the focus is now on improving reliability across the railway before it opens. The mass volunteer events have involved over 4,000 staff volunteers with the fifth exercise involving 2,000 staff volunteers participating in a 24 train per hour (tph) demonstration at Paddington station. Overall, the mass volunteer exercises have been positive, resulting in key learnings for the railway.
- 3.6 Following the completion of the mass volunteer exercises, the project began the period of timetabled running on the Elizabeth line, on 28 March, running trains through the central tunnels at a frequency of 12 trains per hour. This period has helped support an increase in reliability across the railway, sufficient for an opening date to be declared.
- 3.7 In parallel with the timetabled running, further upgrade works have been carried out. There was a 52-hour blockade over the easter weekend, which included some installation works of the communications systems, tunnel ventilation systems upgrade and the ELR200 software drop. The latter has had a positive impact on reliability by removing around half the identified operational restrictions.
- 3.8 All the technical files for the opening of the railway were also submitted to the Office of Rail and Road (ORR) for review and sign off.
- 3.9 The timely delivery of assurance is critical to the opening of the railway, and this requires the completion of the remaining assurance evidence. Final safety checks have been undertaken by the London Fire Brigade (LFB) and acceptance was given on 8 May 2022.
- 3.10 Work is ongoing at Bond Street Elizabeth line station, which means that it will not open with the other stations on 24 May. The station continues to make good progress and the team at Bond Street are working hard to open the station to customers later this year.
- 3.11 There are preparations underway to ensure, following the opening of the central section, the integration of services from the east and west with the central section in the autumn. The works to support this are being progressed with the Delivery Control Schedule (DCS) 1.3 continuing to be developed. When finalised, the DCS 1.3 will provide a baseline to measure performance and outline all remaining works to the final stage of the programme.
- 3.12 The start date for full Elizabeth line services is linked to improved reliability growth, and successful commissioning of further upgrades to signalling and

rolling stock software planned for after the opening of the central section of the railway.

- 3.13 Passengers on the west of the central section have been benefitting from new station buildings and step-free access following the completion of Network Rail station enhancement works. The remaining construction activities and snagging works are forecast to be complete at the end of this month.
- 3.14 Network Rail enhanced station upgrade works on the East continue at Ilford and Romford. At Romford, Network Rail is finalising the details of a plan to bring the new ticket office and lifts in the coming weeks, ahead of final completion and formal handover of the new buildings. At Ilford, good progress has been made on the slab replacement within the main concourse. Demolition of the defective slab elements is now complete and the new composite deck is due to be complete in the coming weeks. Network Rail anticipates the station building and lifts being brought into use in the summer.

**List of Appendices:**

Appendix 1: Crossrail Project Dashboard

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

**List of Background Papers:**

None

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# ELIZABETH LINE COMMITTEE: DASHBOARD

Data date: 29-APR-22

## 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 Smart Performance Index is a new system of measurement. It reflects most projects are in close out mode and indicates this in terms of targeting safety interventions based on volume of site activity.

### 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. The QSRA modelling still supports the start of revenue service in the first half of 2022.

- 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).
- Stage 3 Revenue Service remains as early as possible with the P50 (May 22) and P80 (June 22) forecast dates unchanged.

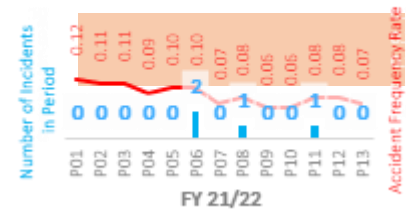
### ACTIVITY SEQUENCING TO STAGE 3 REVENUE SERVICE

The key risks remain completion of assurance documentation and satisfactory railway reliability.

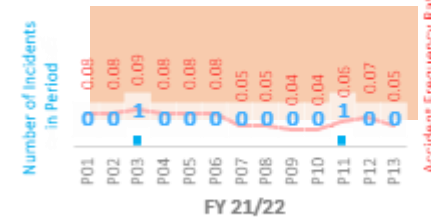
## 1. HEALTH AND SAFETY



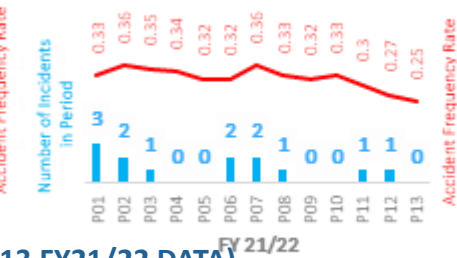
### Lost Time Cases



### RIDDOR (Reportable Incidents)



### High Potential Near Misses



### HSPi SMART Performance Index

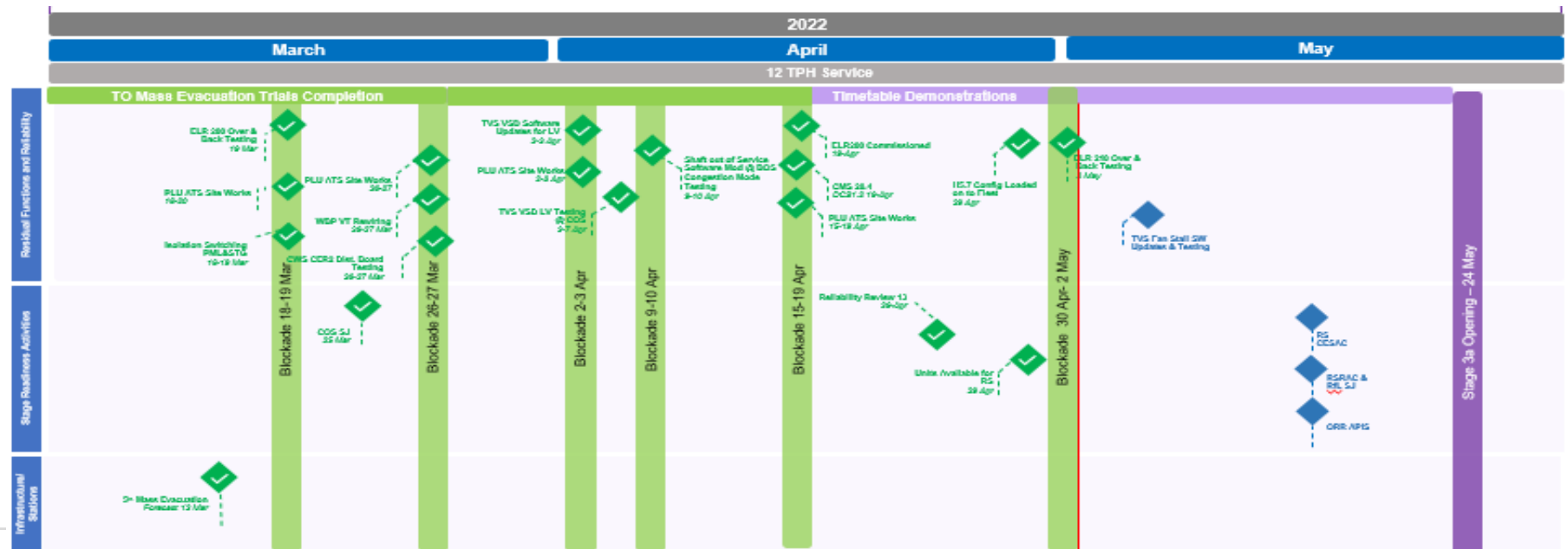


## 2. KEY MILESTONES – FORECAST SCENARIOS (BASED ON PERIOD 13 FY21/22 DATA)

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; Baseline Deterministic Date: 27 March 2021; Baseline P50 Date: 14 May 2021						
Trial Running (with 4TPH) - Start	ACHIEVED – 10 May 2021; Baseline Deterministic Date: 29 March 2021; Baseline P50 Date: 17 May 2021						
Trial Operations Phase 1 - Start	November 2021	N/A	N/A				
Trial Operations Phase 2 - Start	January 2022	N/A	N/A </tr <tr> <td>Commencement of Stage 3 Revenue Service</td> <td>May 2022</td> <td>May 2022</td> <td>June 2022</td> </tr>	Commencement of Stage 3 Revenue Service	May 2022	May 2022	June 2022
Commencement of Stage 3 Revenue Service	May 2022	May 2022	June 2022				

## 3. SUMMARY PLAN TO STAGE 3 OPENING



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## Elizabeth Line Committee



Date: 25 May 2022

Item: Finance and Risk Update

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### This paper will be considered in public

#### 1 Summary

- 1.1 This paper provides an update on the financial performance at Period 13 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 paper on Part 2 of the agenda.**

#### 3 Financial performance

- 3.1 Spend in Period 13 was £31m and is £568m for the financial year to date. The period spend was £12m below the Delivery Control Schedule 1.2 (DCS1.2) Budget and the Programme is £81m below the DCS1.2 Budget for the year to date.
- 3.2 On average the Programme has seen an underspend of £7m a period over the past financial year. This average has increased to £10m since DCS1.2 was set in Period 5.
- 3.3 The number of Crossrail full time equivalent staff is 534 (note this excludes any consultancy resource). This was 34 lower than had been forecast in the DCS1.2 Workforce Plan, driven by vacancies.

#### 4 Anticipated Final Crossrail Direct Cost (AFCDC)

- 4.1 The current P50 (50th percentile) AFCDC is £15,963m, £23m higher than DCS1.2, and unchanged since that which was previously reported in P11.
- 4.2 The P50 AFCDC is currently £174m above the additional funding of £825m, £23m higher than as at 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 significant provision and contingency budgets. Actions are ongoing across all areas to identify opportunities to reduce the AFCDC and mitigate cost pressures.

## **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 13, Programme and Project Authority drawn down is £15,731m.
- 5.3 This means of the additional £825m funding, £767m has been drawn down as at Period 13.
- 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 £15,609m versus 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 Risk**

- 6.1 There are 15 Level 1 Programme Risks at Period 13.
- 6.2 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 four-weekly basis. Risks are also tracked and monitored by the Elizabeth Line Delivery Group.

### **List of Appendices:**

Exempt supplementary 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: 25 May 2022

Item: Elizabeth Line Programme Assurance Update

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### This paper will be considered in public

#### 1 Summary

- 1.1 This paper reports on progress with programme assurance activity across the Elizabeth line during Quarter 4 of 2021/22 (12 December 2021 to 31 March 2022) (Q4).
- 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 exempt supplementary information in Part 2 of the agenda.**

#### 3 Background

- 3.1 The Elizabeth Line Integrated Assurance Framework (IAF) is based on a Three Lines of Defence (3LoD) model comprising:
  - (a) Line 1 – Management functions of Crossrail, Rail for London (Infrastructure) Limited and key interfaces;
  - (b) Line 2 – Project and Programme Assurance Elizabeth line (PPA-EL); and
  - (c) Line 3 – TfL Internal Audit and a sub-group of the Independent Investment Programme Advisory Group (IIPAG-EL).
- 3.2 This paper reports specifically on Line 2 (PPA-EL), Line 3 (Internal Audit) and Line 3 (IIPAG-EL) assurance progress.
- 3.3 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 Good progress has been made since the last report. The train and overall system performance continues to improve following recent additional train and signalling

software drops and other interventions, further improving operational performance for Revenue Service.

- 4.2 Based upon the Line of Defence 2 (LoD2) Period 13 assessment, and with the positive reliability performance trajectory, LoD2 support the decision for the Elizabeth line to enter into Revenue Service on 24 May 2022.
- 4.3 LoD2 Assurance has continued to provide assurance on an ongoing continuous basis as well as carrying out a series of Targeted Assurance Reviews on key areas where there are risks identified, which may impact upon Revenue Service and beyond. Formal reporting continues to be through the LoD2 Periodic Assurance Review (PAR) Reports.
- 4.4 Since the last meeting of the Committee, LoD2 has issued PAR Reports covering Periods 12 and 13 of 2021/22 (6 February to 31 March 2022), which have provided input to the periodic Integrated Assurance Report to the Elizabeth Line Delivery Group and this Committee.
- 4.5 Regarding cost to complete, although potential new cost pressures are being prudently recognised in the Anticipated Final Crossrail Direct Cost (AFCDC) as they arise, the Programme continues to maintain provision and contingency budgets. Actions are ongoing across all areas to identify opportunities to reduce the AFCDC and mitigate cost pressures.
- 4.6 On completion of the works, the project has continued to make significant progress since the last report, key progress highlights include:
  - (a) the introduction of a new release of signalling software ELR200 over Easter 2022, and new train software H5.6 continue to improve the overall system reliability performance;
  - (b) Trial Running in the Central Operating Section continues with increasing periods of 12 trains per hour running and the first 20 trains per hour trials were carried out successfully;
  - (c) station works continue at Bond Street working towards bringing into use later this year;
  - (d) maintenance productivity and access continue to improve and support the projected Revenue Service requirements; and
  - (e) Trial Operations phase 2 exercises were completed, and lessons learned for the Operations teams are currently being embedded.
- 4.7 Key indicators of maintenance performance are being monitored to provide greater clarity around the average fault identification and diagnosis interval and the overall fault-to-fix cycle time, both of which are improving week on week.

## **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 Q4 we issued three reports, we have one in progress and there are four audits planned to commence in Quarter 1 of 2022/23 (1 April to 25 June 2022) (Q1).

### **Audit Delivery**

- 5.3 Summary information of the three reports issued in Q4 are set out below.
- 5.4 The audit of the Accounts of the Crossrail Complaints Commissioner provided assurance that figures in the accounts are accurate. On the basis of the work carried out, it was confirmed that the accounts of the Crossrail Complaints Commissioner, in all material respects, accurately reflect the receipts and payments during the financial period ended 31 March 2021.
- 5.5 The Disposal of Temporary Assets audit was rated as 'Requires Improvement'. Three high priority issues and two medium priority issues were raised. The high priority issues relate to temporary asset guidance not having been routinely followed and clarification required on its application, temporary asset registers being out of date, and temporary asset disposal approval forms not being consistently completed.
- 5.6 The audit of Procurement and Supply Chain's (now Procurement and Commercial) capacity to take on the procurement of Elizabeth line's activities was rated as 'Adequately Controlled'. Two medium priority issues were raised that related to a lack of clarity amongst staff on how the new organisation will operate in practice, and job descriptions for Bands 1-3 not having been reviewed and updated to reflect Procurement and Supply Chain's reorganisation.
- 5.7 A full list of audit reports issued in Q4 is included as Appendix 1. Audits in progress at the end of Q4 are included as Appendix 2, work planned to start in Q1 is included as Appendix 3, and details of changes to the Audit Plan is included as Appendix 4.

### **Management Actions**

- 5.8 The team monitors the implementation of all Internal Audit management actions and confirms whether they have been adequately addressed. There are currently three overdue actions, but none of which are more than 60 days overdue. Progress towards closing out these actions has regularly been discussed with stakeholders, and there are valid reasons for those that are overdue.

### **Changes to the Audit Plan**

- 5.9 TfL Internal Audit regularly review and update the Audit Plan throughout the year, in liaison with management, to reflect changing business priorities. Changes which include one cancellation, and one deferral are included in Appendix 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 previous work plans have been completed and a new list of areas of interest has been proposed as part of the revised Integrated Audit and Assurance Schedule and supports the

'continuous assurance' process established by Line of Defence 3 (LoD3). This schedule is maintained by LoD2 and reviewed within the Elizabeth Line Programme Assurance Group which is co-ordinated by LoD2/PPA.

- 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: Line 3 (TfL Internal Audit) Reports issued by the end of Q4 2021/22  
Appendix 2: Line 3 (TfL Internal Audit) Work in progress at the end of Q4 2021/22  
Appendix 3: Line 3 (TfL Internal Audit) Work due to start in Q1 2022/23  
Appendix 4: Line 3 (TfL Internal Audit) Changes to the 2021/22 Audit Plan

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

**List of Background Papers:**

None

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## Elizabeth Line Committee

### Reports issued by the end of Q4 2021/22

### Appendix 1

- There were three reports issued during the quarter

Enterprise risk	Directorate	Ref	Audit title	Summary of findings	Conclusion	H	M	L
<b>ER7 Financial Sustainability</b>	Crossrail	21 048	Crossrail Complaints Commissioner Accounts 20/21	The accounts of the Crossrail Complaints Commissioner, in all material respects, accurately reflect the receipts and payments during the financial period ended 31 March 2021, and comply with the Accounts Direction issued on behalf of the Crossrail High Level Forum.	Memo	0	0	0
<b>ER14 Opening of the Elizabeth Line</b>	Procurement and Commercial	21 061	TfL Procurement & Supply Chain's capacity to take on procurement of Elizabeth Line's existing contracts	The Procurement and Supply Chain re-organisation went from functional teams into a category based team model. Whilst there is a level of uncertainty involved in estimating future work arising from the Elizabeth line, the new operating model has built in flexibility to help manage any unforeseen fluctuations in work.  The medium priority issues relate to a lack of clarity for staff on how the re-organisation will operate in practice and job descriptions for Bands 1-3 not having been reviewed.	Adequately Controlled	0	2	0
<b>ER13 Governance and Controls Suitability</b>	Crossrail	21 062	Disposal of Temporary Assets	The three high priority issues relate to temporary asset guidance not being routinely followed, temporary asset registers being out of date, and temporary asset disposal approval forms not being consistently completed.	Requires Improvement	3	2	0

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## Elizabeth Line Committee

### Work in progress at the end of Q4 2021/22

### Appendix 2

- There was one audit in progress at the end of the quarter

Enterprise risk	Directorate	Ref	Audit title	Objective	Current Status
ER14 Opening of the Elizabeth Line	Crossrail	21 069	Information Management and Transfer	To provide assurance that information management and transfer of electronic data from Crossrail to TfL is being effectively managed, monitored, and governed.	In Reporting

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## Elizabeth Line Committee

### Work planned to start in Q1 2022/23

### Appendix 3

- There are four audits planned to start during the quarter

Enterprise risk	Directorate	Ref	Audit title	Objective
<b>ER7 Financial Sustainability</b>	Crossrail	22 012	Cost verification – Engie	To certify that payments to Engie are accurate and appropriate.
<b>ER14 Opening of the Elizabeth Line</b>	Crossrail	22 014	Crossrail Act Obligations	To provide assurance that obligations in the Crossrail Act have been met.
<b>ER7 Financial Sustainability</b>	Crossrail	22 015	Crossrail Complaints Commissioners Accounts 21/22	To provide assurance on the accuracy of the Crossrail Complaints Commissioners Accounts for 2021/22.
<b>ER12 Asset Condition unable to Support TfL Outcomes</b>	RfLi	TBC	Obsolescence of Critical Operational Systems	To provide assurance that adequate controls are in place to prevent critical operational systems becoming obsolete.

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## Elizabeth Line Committee

### Changes to the 2021/22 audit plan

### Appendix 4

- There were two changes to the plan since the last Committee: One cancellation and one deferral

Ref	Audit Title	Status	Audit Comments
21 072	Scope Allocation Surgery Process	Cancelled	This audit has been cancelled due to a reduction in the risk associated with this area.
21 071	Obsolescence of Critical Operational Systems	Deferred	This audit has been deferred to Q1 of 2022/23 due to the business area needing to prioritise getting the railway operational.

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## Elizabeth Line Committee



**Date:** 25 May 2022

**Item:** Project Representative Report

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### **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 12 and 13 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 (DfT), with oversight of project delivery, advise and raise points of challenge to the Sponsors and scrutinise progress.
- 3.2 Building on plans developed over a year ago with the DfT to reduce the size of the P-Rep team at key project milestones as the risk profile of the remaining work decreases and changes, Sponsors have agreed to demobilise the P-Rep team after the start of revenue service in the central section and will switch to a call-off arrangement until the end of the contract term (end of 2022/23) to provide support as required.
- 3.3 Project and independent assurance will continue to be provided by the Elizabeth line Programme Assurance team and the Crossrail sub-group of the Independent Investment Programme Advisory Group to respond to the remaining risks on the programme, maintain an appropriate level of independent review and maintain our commitments to transparency.
- 3.4 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 website<sup>1</sup>. The reports include observations highlighted by the P-Rep for Sponsor attention.

- 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.
- 3.6 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 and Crossrail responses have been included in the paper on Part 2 of the agenda.

**List of Appendices:**

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

**List of Background Papers:**

None

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

## Elizabeth Line Committee



**Date:** 25 May 2022

**Item:** Members' Suggestions for Future Discussion Items

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### **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 Deputy Chair of TfL and the Chair of this 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 2022/23

**List of Background Papers:**

None

Contact Officer: Howard Carter, General Counsel  
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## Elizabeth Line Committee Forward Plan 2022/23

## Appendix 1

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

<b>Standing Items</b>		
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	
<b>14 July 2022</b>		
Complaints Commissioner for Crossrail Final Report	Chief Finance Officer, Crossrail	

### **Dates of Future Meetings**

29 September 2022

24 November 2022

26 January 2023

16 March 2023

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