

Agenda

Meeting: Elizabeth Line Committee

Date: Thursday 29 September 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

Sarah Atkins
Matthew Lodge (Department for
Transport Observer)

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.

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
Wednesday 21 September 2022

**Agenda
Elizabeth Line Committee
Thursday 29 September 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 14 July 2022 (Pages 1 - 6)

General Counsel

The Committee is asked to approve the minutes of the meeting of the Committee held on 14 July 2022 and authorise the Chair to sign them.

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)

Director, Elizabeth line

The Committee is asked to note the paper.

6 Elizabeth Line Operational Performance (Pages 15 - 20)

Director, Elizabeth line

The Committee is asked to note the paper.

7 Crossrail Programme Completion (Pages 21 - 24)

Director, Elizabeth line

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 - 26)

Chief Finance Officer, Crossrail and Finance Director, TfL 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 27 - 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 Measuring and Maximising Benefits, Impacts and Learnings
(Pages 41 - 46)

Chief Finance Officer, Crossrail and Finance Director, TfL Operations

The Committee is asked to note the paper.

11 Crossrail Asset Restructuring (Pages 47 - 52)

Group Finance Director and statutory Chief Finance Officer

The Committee is asked to note the paper and, subject to receipt of the necessary, related approvals from the Finance Committee and to consent from the Secretary of State for Transport, authorise any Chief Officer and any director of Crossrail Limited (for Transport for London and any of its subsidiaries) to finalise the terms, and authorise the execution, of any amendments to the Crossrail Sponsors Agreement and/or Project Development Agreement and any other matter they consider necessary to implement the lease restructuring arrangements described in the paper.

12 Crossrail Project Funding (Pages 53 - 56)

Chief Finance Officer, Crossrail and Finance Director, TfL Operations

The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda, and approve unbudgeted Financial Authority and approve additional Programme and Project Authority to complete the project.

13 Members' Suggestions for Future Discussion Items (Pages 57 - 60)

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.

14 Any Other Business the Chair Considers Urgent

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

15 Date of Next Meeting

Thursday, 24 November 2022 at 10.00am

16 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

17 Crossrail Programme Completion (Pages 61 - 66)

Exempt supplementary information relating to the item on Part 1.

18 Finance and Risk Update (Pages 67 - 70)

Exempt supplementary information relating to the item on Part 1.

19 Elizabeth Line Programme Assurance Update (Pages 71 - 84)

Exempt supplementary information relating to the item on Part 1.

20 Crossrail Project Funding (Pages 85 - 86)

Exempt supplementary information relating to the item on Part 1.

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Transport for London

Minutes of the Elizabeth Line Committee

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London SE1 8NJ
10.00am, Thursday 14 July 2022**

Members

Anne McMeel (in the Chair)
Professor Greg Clark CBE
Seb Dance
Dr Nelson Ogunshakin OBE (via Teams)

Sarah Atkins (via Teams)
Kathryn Cearns OBE (Department for Transport Observer)

Executive Committee

Andy Byford Commissioner

Staff

Joan Buszewska Head of Programme Assurance, Crossrail
Andrea Clarke Director of Legal
Rachel McLean Chief Finance Officer, Crossrail and Finance Director, TfL
Operations
Niraj Shah Senior Internal Audit Manager
Howard Smith Director, Elizabeth line (via Teams)
Sue Riley Secretariat Officer

Other Attendees

Ellie Burrows Route Director, East Anglia (Network Rail) (via Teams)
Kathryn Cearns OBE Government Representative, Department for Transport
TC Chew Chair of Elizabeth line Independent Investment Programme
Advisory Group Sub-Group
Stephen Jolly Crossrail Complaints Commissioner (via Teams)
Matthew Lodge Department for Transport (via Teams)

43/07/22 Apologies for Absence and Chair's Announcements

The Chair had given apologies for the meeting and the Vice-Chair acted as Chair for the meeting. She welcomed everyone to the meeting and particularly Ellie Burrows, Route Director, Anglia, as the Network Rail representative. The Chair requested that her thanks to Kathryn Cearns OBE for her valued contribution to the work of the Committee be recorded, as this would be Kathryn's last meeting. Matthew Lodge was welcomed as the new Government Representative. The Chair also welcomed Stephen Jolly, the Crossrail Complaints Commissioner to the meeting.

Apologies for absence had been received from Heidi Alexander and Mark Phillips. Dr Nelson Ogunshakin OBE was attending via Teams and was able to take part in the discussions but was not counted towards the quorum.

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

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.

44/07/22 Declarations of Interests

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

45/07/22 Minutes of the Meeting of the Committee Held on 25 May 2022

The minutes of the meeting of the Elizabeth Line Committee held on 25 May 2022 were approved as a correct record and the Chair was authorised to sign them.

46/07/22 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 updated actions list.

47/07/22 Safety Update

Howard Smith introduced the paper, which provided an update on safety for Periods 1 and 2 of 2022/23 (1 April to 28 May 2022).

The continued, positive decrease in high potential near misses was partly attributed to the change in the nature of the quantity and type of work taking place now that the service was operational, with a move away from heavy construction and electrical works.

MTR was focused on escalator safety and reducing slips, trips and falls.

Future reports would identify any trends in passenger safety incidents.

[Action: Howard Smith]

The Committee noted the paper.

48/07/22 Elizabeth Line Operational Performance

Howard Smith introduced the paper on operational performance of the Elizabeth line since its opening on 24 May 2022.

The focus was now on increasing and sustaining service reliability and to open the remainder of the line. Nine-car trains would be introduced after Stage 5 in autumn 2022.

A new reporting approach would be adopted for the next meeting, which would combine the operational performance and programme status update reports and include performance monitoring and revenue and passenger service data, as well as updates on any outstanding Crossrail complaints identified within the Crossrail Complaints Commissioner's Report. **[Action: Howard Smith]**

The Committee congratulated staff on the continued success of the Elizabeth line and 10.25 million passenger journeys across the whole route since opening.

The Committee noted the paper.

49/07/22 Programme Status Update

Andy Byford presented the update on the status of the Crossrail project.

The focus was now on the successful opening of Bond Street station and completion of Stage 5B-minus (22 trains per hour peak frequency from Paddington to Whitechapel) in autumn 2022.

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

50/07/22 Finance and Risk Update

Rachel McLean presented the update on the financial performance at Period 2 of 2022/23 (1 to 28 May 2022) and on risk management progress.

The three current most significant areas of expenditure were Bond Street station, signalling and communications networks, and workforce.

Pressure continued to be applied downwards on Cost to Go and the full time equivalent staff numbers were decreasing in line with the workforce plan, which included temporary and consultancy staff. The retention of key staff continued to be monitored as a key risk.

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

51/07/22 Elizabeth Line Programme Assurance Update

Joan Buszewska introduced the paper, which provided an update on progress with Elizabeth line Programme Assurance activity. TC Chew was also present.

Excellent progress had continued to be made since the last report and the overall assessment of the Third Line of Defence was that the assurance framework continued to operate effectively.

The Commissioner welcomed the quality of assurance provided at both Line 2 and Line 3 in the continued delivery of the programme.

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

52/07/22 Project Representative Report

Howard Smith introduced the paper on the periodic reports from the Project Representative on the Crossrail project for Periods 1 and 2 of 2022/23 (1 April to 28 May 2022) and the management responses to these reports. The exempt Appendix 2 was circulated after dispatch of the papers.

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

53/07/22 Crossrail Complaints Commissioner's Report

The Chair agreed to accept this report as a late urgent item as information in the report was not available when the papers for the meeting were published.

The Office of the Crossrail Complaints Commissioner was a provision of the Crossrail Construction Code and Stephen Jolly had been in post since 2012. As construction reached its very final stages, the Office of the Crossrail Complaints Commissioner was being wound up and the function would end on 31 July 2022.

Howard Smith introduced the Crossrail Complaints Commissioner's Report and Stephen Jolly presented his report.

It was agreed that lessons learnt from the report should be included in the suite of Crossrail's legacy documents for sharing. **[Action: Howard Smith]**

The Chair thanked Stephen Jolly, and his office, on behalf of the Committee, for the work they had done to resolve issues brought to them by residents and businesses and wished him well in the future. This was echoed by the Commissioner.

The Committee noted the paper and the Crossrail Complaints Commissioner's Report.

54/07/22 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.

A report on the net gains and losses, including customer dispersals, to TfL since the opening of the Elizabeth line, would be submitted to a future meeting.

[Action: Shashi Verma]

A plan to evaluate the business case of the Elizabeth line to be submitted to a future meeting. An interim report setting out the process to be submitted to the next meeting.

[Action: Rachel McLean]

The Committee noted the forward plan.

55/07/22 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

56/07/22 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Thursday 29 September 2022 at 10.00am.

57/07/22 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: Programme Status Update; Finance and Risk Update; Elizabeth Line Programme Assurance Update; and Project Representative Report.

The meeting closed at 12.12pm.

Chair: _____

Date: _____

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Elizabeth Line Committee



Date: 29 September 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.

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

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Actions from the meeting held on 14 July 2022:

Minute No.	Item/ Description	Action By	Target Date	Status/Note
47/07/22	Safety Update Future reports to identify any trends in passenger safety incidents.	Howard Smith	29 September 2022 meeting.	Included in report on agenda. Complete.
48/07/22	Elizabeth Line Operational Performance A new reporting approach to be adopted at the next meeting, combining the operational performance and programme status update reports and include performance monitoring and revenue and passenger service data, as well as updates on any outstanding Crossrail complaints identified within the Crossrail Complaints Commissioner's Report.	Howard Smith	29 September 2022 meeting.	Agenda reflects updated approach. Complete.
53/07/22	Crossrail Complaints Commissioner Report Lessons learnt to be included in the suite of Crossrail's legacy documents for sharing.	Rachel McLean	24 November 2022 meeting.	Scheduled on Forward Plan.
54/07/22 (1)	Member's Suggestions for Future Discussion Items A report on the net gains and losses, including customer dispersals, to TfL since the opening of the Elizabeth line, to be submitted to a future meeting.	Shashi Verma	24 November 2022 meeting.	Scheduled on Forward Plan.

Minute No.	Item/ Description	Action By	Target Date	Status/Note
54/07/22 (2)	A plan to evaluate the business case of the Elizabeth line to be submitted to a future meeting. An interim report setting out the process to be submitted to the next meeting.	Rachel McLean	29 September 2022 meeting.	Report on agenda.

Actions from previous meetings:-

Minute No.	Item/ Description	Action By	Target Date	Status/Note
35/05/22	Project Status Update A symposium of the completion of Crossrail to be shared with the Committee prior to publication.	Rachel McLean	24 November 2022 meeting.	Scheduled on Forward Plan.

Elizabeth Line Committee



Date: 29 September 2022

Item: Safety Update

This paper will be considered in public

1 Summary

1.1 This paper provides an update on safety for Periods 4 and 5 of 2022/23.

2 Recommendation

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

3 Overall 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 Safety performance on RfL(I) and the Crossrail programme continues to see an overall improvement compared with previous years. This is attributed to both the declining risk profile of the remaining works and continued safety and leadership engagement.

3.3 With respect to operational safety, all RfL(I) Safety Key Performance Indicators remain better than target. As at Period 5 there have been no Workforce Lost Time Injuries and no fatalities or serious injuries to customers or workforce. We continue to focus on pro-active safety management including the reporting of close calls.

4 Programme Safety Update

4.1 No RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) events or Lost Time Incidents occurred on the Crossrail programme during Period 5, the seventh consecutive Period in which no incidents of either kind occurred. As a result, since the last report to the Committee, the Crossrail RIDDOR Accident Frequency Rate (AFR) has fallen marginally from 0.06. It remained at 0.06 in Period 3, before decreasing to 0.05 in Period 4 where it remained for Period 5.

4.2 The Lost Time Case (LTC) AFR has risen from 0.08 in Period 2 to 0.09 for Period 3, 0.10 for Period 4 and 0.11 in Period 5. The rises are the result of a move towards using an industry recognised rolling 13 period calculation, meaning a fall in the number of work hours can lead to an increasing rate for the AFR, since previous incidents show up as a greater proportion of hours worked over the whole period.

- 4.3 Since the last report to the Committee, the Crossrail High Potential Near Miss (HPNM) rate has increased, following three incidents (all taking place at Bond Street) which were classified as HPNMs. During Period 3 the rate increased to 0.25, with Period 4 at 0.30 and Period 5 concluding at 0.33. However, the long-term trend for HPNMs has been consistently downward and the rising rate partly reflects a fall in the number of hours being worked overall.
- 4.4 The three Bond Street incidents which were classified as HPNMs were:
- (a) an unauthorised delivery of oxy-acetylene gas accepted at site;
 - (b) an electrician observed working at height in an unsafe manner; and
 - (c) the construction of an access tower scaffold using a damaged tube (the damage was identified prior to sign-off for use).
- 4.5 No harm occurred as a result of these incidents, but there is rightly a renewed emphasis on the paramount importance of site safety.
- 4.6 The reporting of these HPNMs is part of a demonstrable culture of openness around safety on site – both throughout Crossrail as an organisation, and also specifically at Bond Street. In the case of the discovery of the damaged scaffolding tube, the initial reporting of the incident was marked as a level 3 incident, before the team deemed that it should be upgraded to a more serious level 2 – a clear indication of the gravity with which HPNMs are viewed. Immediately after the incident, the supplier issued a national bulletin outlining the measures it was taking as a result of the report, and Crossrail carried out its own investigation into why the defect was not spotted prior to installation.
- 4.7 Focus remains on Crossrail’s HSPI SMART metric (the Health and Safety Performance Index measurement, based on Crossrail’s 6 Target Zero Pillars – considered the foundation for good health and safety management), a set of measures tracking health and safety performance proportionate to the continuing activities of the programme, combining scores for effort and effectiveness.
- 4.8 The HSPI SMART score during Period 3 was 2.90 and all contracts achieved the maximum score of 3.0 in Period 4. The maximum score was also achieved in Period 5 (although this appeared as a score of 2.70 due to the Canary Wharf programme concluding halfway through the Period). This reflects an ongoing proactive approach to health and safety.
- 4.9 As part of this approach, Crossrail, TfL and our operational partners continue to look for proactive ways to maintain a high standard of safety in all areas of operations, for example through an organisation-wide strategy to improve communication on safety. Examples include:
- (a) digital safety communications at Plumstead – key safety information has been uploaded onto monitors at the Plumstead Maintenance Facility. This is a great tool for delivering critical information; and

- (b) Tunnel Vent System Awareness briefings – Crossrail has delivered eight briefings around tunnel vents externally, with 465 stakeholder staff briefed in total. The briefings were very well received and succeeded in raising awareness of the process and risks associated with the Tunnel Vent System.

5 Operational Safety Update

5.1 The RfL(I) Safety Key Performance Indicators are all better than the annual target:

- (a) RfL(I) recorded no RIDDOR events or Lost Time Injuries during Period 4 or Period 5. RfL(I)'s RIDDOR event rate for Period 5 is at 0.10 (reduced by 0.09 points from Period 4 to Period 5) and 0.19 for Lost Time Injuries, which are at a level trend;
- (b) the Fatality Weighted Index and Accident Frequency Rate are at a level trend across both periods – at 0.0019 and 0.58 respectively; and
- (c) there were no major customer or workforce injuries reported in Period 4 or Period 5.

5.2 An initiative to drive increased Close Call reporting is in place, as part of a move to use the number of Close Calls as a leading safety indicator. A Close Call is defined as anything that has the potential to cause harm or damage – for example causing major or minor harm to a person, to damage railway infrastructure or to cause environmental damage. Actions taken to encourage reporting of Close Calls include the launch of a new streamlined Microsoft form allowing staff members to easily report instances they observe from anywhere.

5.3 Five Close Calls were reported in Period 4 with a further five in Period 5. There has been a total of 12 Close Calls reported over the past three periods. The number of Accidents remained stable with one in Period 3 and no Accidents reported in Periods 4 and 5.

5.4 There has been a slight rise in Incidents (harm to a person, the environment or infrastructure and equipment) occurred, with five in Period 3 and six during each of the Periods 4 and 5, giving a total of 17 (compared to 12 across the three previous Periods). This is still better than target.

List of Appendices:

None

List of Background Papers:

None

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Elizabeth Line Committee



Date: 29 September 2022

Item: Elizabeth Line Operational Performance

This paper will be considered in public

1 Summary

- 1.1 Performance on the Elizabeth line has remained high throughout Periods 4 and 5, reflecting the underlying reliability of the railway. Public Performance Measure (PPM) for this period was above target, and also represented a best-in-industry figure.
- 1.2 Work continues to ensure maximum reliability ahead of the introduction of through running services on 6 November 2022.

2 Recommendation

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

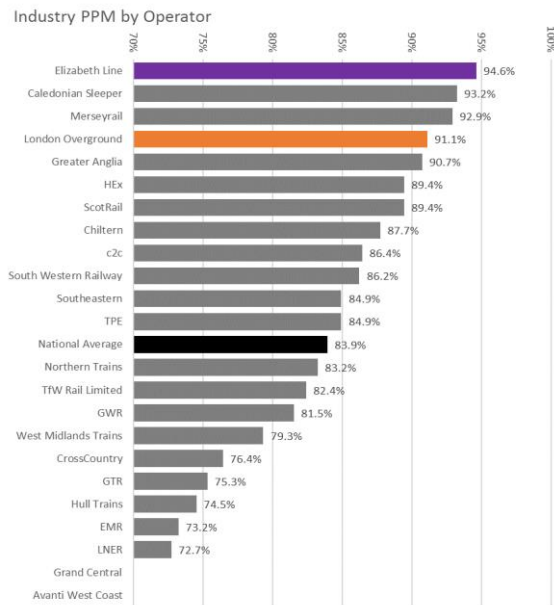
3 Operational service

- 3.1 Throughout Periods 4 and 5, the Elizabeth line has continued to run 12 trains per hour, Monday to Saturday, from approximately 06:30 to 22:30. The schedule has been designed to build in additional engineering hours, allowing work to continue towards completion, while opening the railway to passengers.
- 3.2 All service-affecting, operational, system and asset events are followed up through the daily, weekly and periodic performance processes to ensure lessons are learnt and improving response and recovery following these types of delay or failure events is key to ensure performance remains intact.
- 3.3 MTR Elizabeth Line and Rail for London Infrastructure operational teams are also working hard to ensure processes and procedures are in place to keep wheels moving. For example, part of improving resilience along the line includes reviewing driver availability at key locations.

4 Reliability

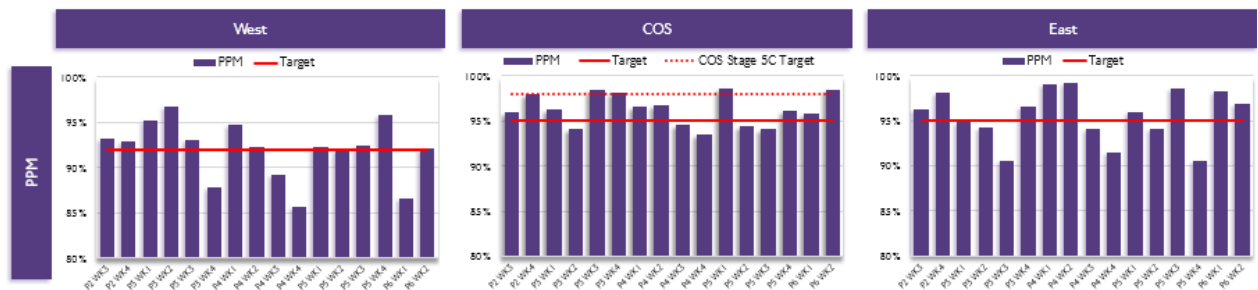
- 4.1 The PPM for the overall Elizabeth line during Period 5 (24 July – 20 August 2022) was 94.6 per cent – a better than target figure and a best-in-industry performance for the third Period in a row. The figure now incorporates performance on the Elizabeth line's high-performing Central Operating Section (COS).

4.2 Chart showing industry PPM by operator



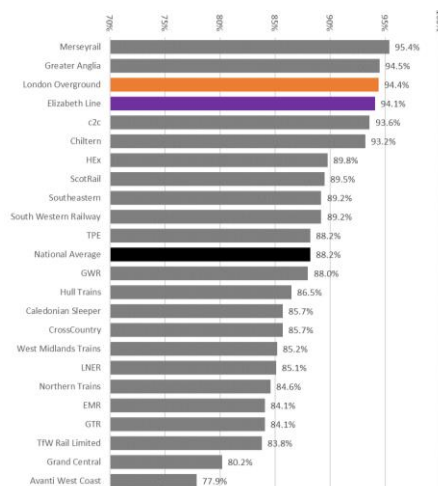
4.3 The average PPM in the COS has remained steadily above 95 per cent since entry into Revenue Service demonstrating that inherent ‘background’ reliability is high. There is no single major contributing factor or systemic issue impacting PPM, however the team continue to work to improve resilience, driving down response and recovery times to one-off events.

4.4 Charts showing weekly breakdown of PPM on the line



4.5 The Moving Annual Average performance is now at 94.1 per cent (Period 5), fourth best in the sector and likely to continue rising as opening of the central section drives up performance.

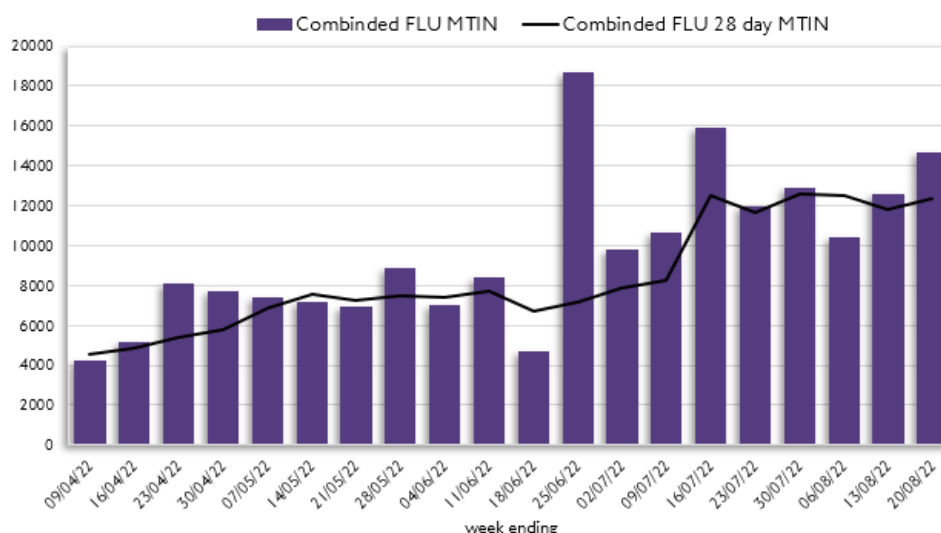
4.6 Chart showing industry PPM by operator (MAA)



4.7 Platform screen doors (PSDs) have occasionally impacted PPM, with the main cause being the way customers have interacted with the feature. Attempts to free luggage stuck in closing PSDs have resulted in several instances of rubber safety edges on the doors becoming partially dislodged, ultimately leading to delays. A promising modification to retain the rubber safety edges more securely is being developed.

4.8 The MTIN (Miles per Technical Incident Number) is used to measure the mean distance in miles between (service affecting) faults of three or more minutes. The combined Operation Train MTIN has been in general above the target of 10,000 miles.

4.9 Chart showing combined Operation train MTIN

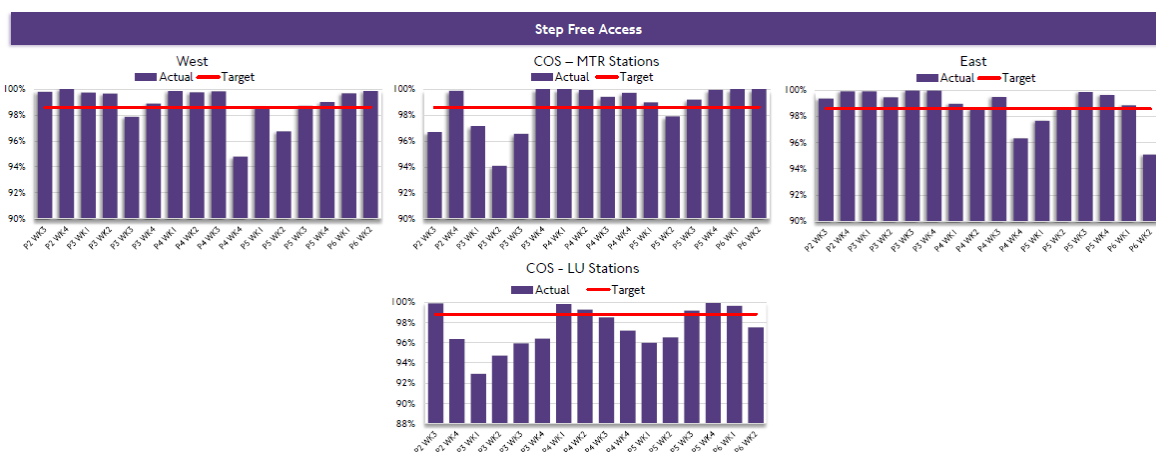


5 Customer Satisfaction

- 5.1 In the most recent Customer Satisfaction Survey, the COS received an overall score of 87.5 per cent – the highest ever score across all modes of transport. Since the section was open for only part of the quarter, leading to a small sample size, the figures were not incorporated into the overall score.
- 5.2 Customer satisfaction on the Elizabeth line east and west sections was at 77 per cent for Quarter 1. There were notable improvements in overall satisfaction on the eastern section – driven by better information during disruption – and to the cleanliness scores on the western section. Customer information, especially directional signage is one area where further improvement is possible.

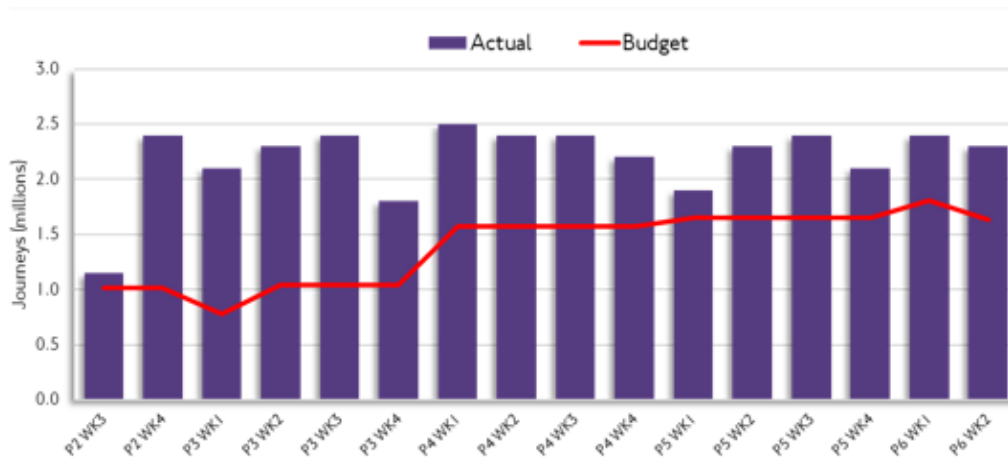
6 Step-free Access

- 6.1 Following the completion of works at Romford on 25 August 2022 and the opening of the new entrance at Ilford on 1 September 2022, all stations along the Elizabeth line now offer step-free access from pavement to platform.
- 6.2 In the COS, reliability and availability of key customer facing assets, such as lifts and escalators, has been high since entry into revenue service. Step Free Access scores, which are consistently above target, reflect the availability of these assets across the central section. This is also reflected in the customer satisfaction surveys with scores for Quarter 1 also exceeding targets.
- 6.3 Step-free access remains above target overall despite the extreme heat during Period 4 which led to multiple lift failures and a backlog of engineering visits during a spell of unprecedented hot weather.
- 6.4 Charts showing weekly step-free access availability by section.



7 Passenger Numbers

- 7.1 Passenger numbers on the Elizabeth line are consistently higher than budgeted for, and excepting strike action, regularly exceed two million per week. For example, during the week ending 20 August 2022 there were 2.1 million passenger journeys for the whole line.
- 7.2 Passenger numbers across Period 4 (26 June – 23 July) reached 4.5 million on the east and west, and 5.1 million passengers travelled in the central section.
- 7.3 Chart showing weekly passenger journeys in millions



List of Appendices:

None

List of Background Papers:

None

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Elizabeth Line Committee



Date: 29 September 2022

Item: Crossrail Programme Completion

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 Crossrail and the Transport for London (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 information on Part 2 of the agenda.**

3 Programme Update

- 3.1 On 23 August 2022, four months on from the opening of the Elizabeth line's Central Operation Section (COS), Crossrail and TfL announced that the Elizabeth line would commence through-running services on the railway from Sunday 6 November 2022, with Sunday services also being introduced from this date.
- 3.2 This next stage of the transformational Elizabeth line, beginning in November 2022, will mean passengers benefit from a full seven-day service with trains running directly from Reading and Heathrow in the west to Abbey Wood, and from Shenfield in the East through to Paddington as the surface railways connect with the tunnels in the central section (known as Stage 5b minus).
- 3.3 At this point, train frequency will also increase significantly, with 22 trains per hour (tph) between Paddington and Whitechapel at peak times and 16 tph off-peak, up from the current 12 tph. Passengers will also benefit from shorter engineering

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

hours, meaning services will run in the COS until around 23:30 at night, rather than finishing at around 22:30 as they have done to date.

- 3.4 The brand-new Bond Street Elizabeth line station, offering step-free access and increased capacity at the heart of London's West End, is also set to provide another boost to London's recovery from the pandemic. This follows two critical targets (the start of staff familiarisation and completion of fire safety testing) being delivered by the team at the end of August 2022.
- 3.5 Passengers are already benefitting from earlier start times along the Elizabeth line. Since 5 September 2022, customers have been able to access services from around 05:30 – an hour earlier than when opened in May 2022.
- 3.6 ELR210 train software was installed over the weekend of 30/31 July 2022, successfully eliminating 18 out of 19 operational restrictions on signalling. Rollout of a further ELR211 update, to fix a bug in this iteration of the software, took place over a two-week period from the end of August 2022.
- 3.7 Preparation for ELR300 is also well underway, with plans for a rollout over the Christmas 2022 period. This update is intended to deliver auto-reverse functionality, critical to the final 24 tph configuration of the railway. However, there will be no further changes to the Elizabeth line timetable until May 2023. This is due to the proximity any December 2022 change would have had to the 6 November 2022, 5b minus-linked, timetable change.
- 3.8 While most passengers travelling on the Elizabeth line will see significant enhancements to service frequency, connectivity and journey times from November 2022, there are a few stations where the new timetable will entail a temporary impact on travel time.
- 3.9 Off-peak service frequencies at some western stations will increase, but at a loss of direct services from Iver to Taplow, Twyford and Reading, while some trains will have a timetable allowance to pause for up to seven minutes outside Paddington to regularise the service from the west through to the central section. Passengers travelling from stations between Canary Wharf and Abbey Wood will see wait times slightly increase with the Stage 5b minus timetable (from five minutes between services currently, to six minutes at peak and seven and a half off-peak) but will improve again once the railway is in its final configuration. Overall, as noted in the previous paragraph, there are significant benefits to customers from introducing this timetable change compared to the previous plan, which would not have provided a through service from the west into the central section until May 2023.
- 3.10 Timetable trial days remain key to the successful delivery of through running and high frequency services, with two trials taking place on Sundays in September 2022, and a further one on 23 October 2022. Trial days have been key to growing confidence in the infrastructure and will also help the control teams to practice their operational response to incidents – similar to during the trial operations which ran prior to the opening of the COS.
- 3.11 On the surface, major works at both Ilford and Romford stations have now been completed, marking the completion of major station upgrade work by Network Rail

across the Elizabeth line. These extensive station upgrades include new and refurbished entrances and ticket halls, new lifts, platform extensions, new and refurbished footbridges, a bay platform at Shenfield, and a complete rebuild of the station at Abbey Wood in southeast London.

- 3.12 Works at Romford station were completed on 25 August 2022, which followed the opening of the passenger lift from the main ticket hall earlier in the month. This has delivered step-free access, alongside the new ground-floor ticket office, spacious ticket hall, and the addition of a new entrance on the northern side of the station.
- 3.13 Ilford station's new entrance building on Cranbrook Road opened on 1 September 2022, after a launch event that celebrated the benefits that the new Elizabeth line will deliver for all Ilford passengers. The launch event was attended by Local MP Sam Tarry, Redbridge Council members and local business leaders, together with representatives from Network Rail, Crossrail Limited, TfL and the operator, MTR.
- 3.14 The new modern station entrance features a bright and spacious ticket hall with an improved gateline, allowing for ease of movement into and out of the station and delivering accessibility from street to platform via three new lifts.
- 3.15 The opening of the new entrance at Ilford marks the moment that all stations on the Elizabeth line have step-free access from street to platform. This was a crucial part of the commitment made by the Department for Transport and TfL in November 2014, to make all Elizabeth line stations accessible, following a dedicated campaign led by Transport for All.

List of appendices to this report:

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: 29 September 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 5 2022/23 and on the 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 exempt supplementary information on Part 2 of the agenda.**

3 Elizabeth Line Operational Finance

- 3.1 In the year to date (YTD) to Period 5, passenger journeys for the Elizabeth line exceeded budget by 14m, due to the Central Section opening five weeks earlier than assumed, plus higher than expected passenger numbers across the whole line. Fares income was, therefore, £20m above budget as a consequence.
- 3.2 YTD, direct operating costs were £8m lower than budget, and the Net Operating Deficit for the Elizabeth line was £101m, £28m favourable to budget. Elizabeth line capital expenditure was £2m lower than budget for the YTD.
- 3.3 The Elizabeth line is on target to break-even in the year 2023/24.

4 Crossrail Programme Financial Performance

- 4.1 Expenditure in Period 5 was £18m and is £112m YTD. Period 5 expenditure was £6m below the Delivery Control Schedule 1.2 (DCS1.2) Budget and the Programme is £41m below the DCS1.2 Budget for the year to date.

4.2 On average the Programme has seen an underspend of £8m a period in this financial year.

4.3 The number of Crossrail full time equivalent staff is 363 (excluding any consultancy resource). This was 16 lower than forecast in the DCS1.2 Workforce Plan, driven by vacancies.

5 Anticipated Final Crossrail Direct Cost (AFCDC)

5.1 In Period 5, the P50 (50th percentile) AFCDC was reduced by £23m to £15,940m reflecting the realisation of opportunities and the lower risk profile for the remainder of the programme.

6 Funding

6.1 A separate paper providing an update on funding for the project is Item 12 on the agenda for this meeting.

7 Risk

7.1 There are six Level 1 Risks at Period 5. Level 1 risks summarise the significant risks that face the Elizabeth Line and residual Crossrail Programme. Review and update of Level 1 and working-level risks is a well-established part of senior management activity, with a substantive review of risks and interventions on a four-weekly basis.

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: 29 September 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 since the last report.
- 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 is based on a Three Lines of Defence model comprising:
 - (a) Line 1 – Management functions of Crossrail Limited (CRL), Rail for London (Infrastructure) Limited (RfL(I)) 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 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 of Defence 2 (LoD2) Assurance

- 4.1 Since the Elizabeth line entered Revenue Service on 24 May 2022, the service has performed consistently at a good level each day in the Central Operating Section (COS). A Stage 5b minus “Go” decision on 19 July 2022 followed a successful 20 trains per hour (tph) timetable demonstration on 17 July 2022,

providing evidence of a reliable transition across the Great Eastern fringe (at Stratford). The consistent train service reliability provided the necessary confidence to enable the recent public announcement that from 5 September 2022 extended opening hours from Paddington to Abbey Wood would be introduced and, on 6 November 2022, train services will run directly from Reading and Heathrow to Abbey Wood, and from Shenfield to Paddington. In addition, around this time, the last remaining station, Bond Street, will be brought into Revenue Service to join all the other stations.

- 4.2 The train fleet and overall system continue to perform well in the COS. Additional train and signalling software upgrades and other interventions are providing further operational reliability improvements, in advance of the next significant stage of programme delivery, namely Stage 5b minus on 6 November 2022.
- 4.3 Work has continued on a continuous assurance basis with formal reporting via the LoD2 Periodic Assurance Review (PAR) Reports. Of particular focus has been the overall system and fleet reliability and availability, the quality of the service response to issues arising during service operation as well as the status of continued works and people and team readiness across all aspects of the Operation and Maintenance teams, in preparation for Stage 5b minus and beyond.
- 4.4 Since the last meeting of the Committee, LoD2 PAR Reports have provided input to the periodic Integrated Assurance Report to the Elizabeth Line Delivery Group and papers to the Audit and Assurance 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. Following the recent Cost to Go reviews with the Commissioner, actions are ongoing across all areas to identify opportunities to reduce the AFCDC and minimise funding requirements.
- 4.6 The programme for the remaining works to successfully deliver the whole end to end railway is still being developed. The results of the most recent Quantitative Schedule Risk Assessment (QSRA) deterministic dates are as follows. Stage 5b minus is 6 November 2022 (22 tph peak / 16 tph off peak, Shenfield to Paddington, Abbey Wood to Reading and Heathrow) and Stage 5c is May 2023 (24 tph full end-to-end service), dictated by the national railway timetable changes. The key drivers in the risk analysis for Stage 5b minus are timetable reliability and systems reliability. The development of the programme is being led by the Elizabeth line Operations team, with support from CRL for those elements of work it is responsible for. The programme has been stable for the last few periods which has allowed comprehensive QSRA works to be undertaken and provide a good level of confidence in the range of completion dates for each stage.

- 4.7 The project has continued to make significant progress since the last report, key progress highlights include:
- (a) handover of Canary Wharf station to the Operator (RfL(I));
 - (b) continued strong reliability performance since entry into Revenue Service;
 - (c) excellent team working and embedding the lessons learnt across the Operations teams, leading to strong service recovery and handling of incidents;
 - (d) continued engagement, planning and the implementation of improvement initiatives with Network Rail (NR) Great Western and Great Eastern to prepare for the integration of railways for Stage 5b minus; and
 - (e) software upgrades to signalling and fleet software enhancing performance further.
- 4.8 The maintenance programme has been reviewed and significant improvements implemented to support the enhanced utilisation of resources and the introduction of automation, thereby delivering a more efficient maintenance service. Experience during Revenue Service is helping to shape the improvements required in terms of response and fix times and root cause analysis to support a 22/24 tph service.
- 4.9 Both fleet and system performance reliability and availability are on a positive trajectory towards meeting the desired performance targets expected for Stage 5b minus, however these are being closely monitored on a weekly basis.
- 4.10 Following our risk based continuous assurance approach, concerns and recommendations are identified throughout each reporting period. Management responses to those items are provided in the following table and have been provided during Periods 3 and 4 (26 June 22 – 20 August 22).

Periods 3 and 4	LoD2 Concerns	Management Response
P3/1	Stage 5b minus – With clear leadership and governance of the ‘Central Issues List’ (CIL), we recommend also having a focussed review of the resources needed to conduct the detailed technical analysis, ensuring sufficient rigour is applied to closing out the priority issues in a timely manner.	Despite the CIL being an initiative originally delivered out of the reliability team, the idea is that the relevant key issues are recorded centrally and ‘federated’ allowing for each issue to be owned and managed by the accountable owner(s) but ensuring others that need to be aware remain briefed and have access to provide updates where necessary. We have recently moved from a spreadsheet to a SharePoint “database” type function which allows for people client side and suppliers to give updates and provide clarity on dates, software builds, current status and close out etc with a degree of traceability and uniformity.

Periods 3 and 4	LoD2 Concerns	Management Response
		<p>The Head of Reliability has been tasked to lead in programme managing the priority items in the CIL to required delivery dates, from an overarching coordination position (not to own each issue). Some support will be required in the short term to achieve success which will be covered by reprioritising existing resources. Through this process the level of governance and rigour required can be reviewed and initiatives introduced quickly with senior backing to ensure the CIL provides the landscape for visibility and support timely close out of the key priority issues.</p>
P3/2	<p>Fleet Readiness – Further detailed evidence is required from Alstom of their plans to improve fleet reliability over and above the planned software update later in the year. We also need an understanding of the risk/impact if Siemens are unable to provide the 24/7 support cover requested by Alstom.</p>	<p>Alstom’s detailed reliability growth plan was provided and updated in July 2022.</p> <p>Units cannot be returned to service in Stage 5b minus with any communications-based train control (CBTC) operating restrictions (unlike Stage 3 where units with a CBTC restriction can be used on Great Western Main Line-only diagrams while CBTC fault diagnosis is done).</p> <p>Alstom and Siemens have now reached an agreement on the level of Siemens support-which includes extending Siemens’ on-site cover to 24/7. Provision of Siemens’ support to Alstom would enable the prompt diagnosis of suspected CBTC defects, including overnight and at weekends. This should mitigate the potential risk to fleet availability at start of service if the number of units with an undiagnosed / unfixed CBTC defect was to exceed four at any one time.</p>
P3/3	<p>Bond Street – Visibility of the detailed schedule behind the Programme on a Page (POAP) is required, identifying the critical interface testing for heating, ventilation and air conditioning, ‘Fire Cause and Effect’, low voltage power etc. including approvals.</p>	<p>Bond Street’s POAP is the overlay of Delivery Control Schedule (DCS) 1.3 schedule logic, i.e. the deterministic schedule that was reviewed extensively in the first quarter of 2022, and an optimised scenario testing schedule developed by the Tester in Charge. Logic dependencies, again from the DCS1.3, are already shown in the POAP where applicable. The project monitors schedule logic daily and weekly at appropriate levels of detail and ensures this is managed back-to-back with the POAP, including risks and mitigations.</p>

Periods 3 and 4	LoD2 Concerns	Management Response
P3/4	<p>Crossrail Project Demobilising – Concern regarding the agility of RfL(I) / TfL to procure and onboard the right skills to define scope and deliver aspects of remaining works e.g. ELR400 (Signalling software version). Also need to allow for sufficient knowledge transfer from CRL for continuity.</p>	<p>Key works required (e.g. ELR400) to complete the programme are intended to be completed by the CRL programme team.</p>
P3/5	<p>Operations Resourcing – Concerns with regard to the recent attrition of critical operations staff (Traffic Managers and Systems Infrastructure Managers (SIMs)) and the disruption this may have on the team as we approach the transition into Stage 5b minus.</p> <p>Impact assessment to be carried out and contingency plans put in place to address increased response required in a 22 tph operation.</p>	<p>The availability of resources specifically for covering the RfL(I) Control Centre has been a priority focus over the last 12 months and continues to be so. A clear plan exists and is reviewed weekly with the Director of the Elizabeth line. Focus on the whole process of increasing resources from recruitment through to initial competence and turnover, has driven over recruitment against a backdrop of a higher turnover. Current forecasts still project risk until September when the situation gradually starts to improve with increased numbers of competent Traffic Managers. Incident Response Managers and SIMs are considered to be in a satisfactory position.</p>
P3/6	<p>Asset Resilience and Analysis – Requires rigour in the analysis and reporting of issues arising in revenue service to identify trends and ensure there are planned mitigations in place to optimise line-wide perturbation management and recovery when we enter Stage 5b minus.</p>	<p>The COS railway performance and reliability analysis has continued during revenue service, with the activities previously undertaken during testing phases being maintained and enhanced. Service running continues to be observed and discovery of faults (that cause delay or threaten to impact service), with the objective of learning how to avoid future incidents. Root cause analysis undertaken to determine key actions and solutions where practicable, as well as developing processes to identify systemic problem areas to support and feed into the fix cycle. In addition to fault tracking, the embedment of improvement plans is a key initiative to support reliability growth projections. Analysis is reviewed at daily, weekly and periodic forums with dashboards, issue trackers and detailed reports produced</p>

Periods 3 and 4	LoD2 Concerns	Management Response
		for visibility.
P4/1	<p>RfL(I) Resourcing – RfL(I) is not yet resourced for this stage of the programme as it takes on greater responsibility at this critical stage on the run up to Stage 5b minus. In particular, programme and project delivery, digital systems support, and maintenance require further robustness to build confidence and resilience in the team. This only becomes more urgent as CRL resources begin to demobilise and we ramp up to through running.</p>	<p>Plans are in place which are actively managed and are on track to ensure the resources required for timely commencement of Stage 5b minus are in place. Resources required into 2023 are dependent on completion of programme activities and discussions are underway to establish the best value solution and the key resources required to deliver all the remaining essential works and transition into business as usual.</p>
P4/2	<p>Fleet Readiness and Triage – While the reliability of the fleet continues to improve, there are still concerns with regard to Alstom and Siemens management of the triage process. We recommend this process is reviewed with Alstom and Siemens and opportunities sought to improve the operational response and working relationship.</p>	<p>The process and the Siemens support package to Alstom has been reviewed. There are now negotiations between Alstom and Siemens. The contract was set up with Alstom such that they have a direct agreement with Siemens for the supply, and technical support, of on-board CBTC.</p>
P4/3	<p>DCS1.3 – While key milestones have been declared, the previous momentum appears to have stalled while further clarity is sought around work scopes and plans for the later stages.</p>	<p>There is a programme in place for the latter stages, however finalisation of scope will be determined from the system description document which is under development by the assurance team.</p>
P4/4	<p>Great Western Performance – While some good progress has been made and further improvement initiatives are underway, we recommend that RfL(I) and NR develop a mitigation plan should Great Western performance</p>	<p>Work continues to improve the baseline level of performance of the NR Western Route. In collaboration with NR, a Western Route recovery plan has been established aimed at recovery of the route's performance. The headline areas of benefit for the Elizabeth line services relate to Thames Valley Signalling Centre resourcing, which has caused a significant number of cancellations to</p>

Periods 3 and 4	LoD2 Concerns	Management Response
	not meet the required performance level.	Elizabeth line operations and a workstream seeking to improve 25 critical points which impact Elizabeth line operations. These plans are targeted at reducing 60 per cent of signalling delays from November and 40 per cent of points related delay the route experiences by December.
P4/5	<p>Future Signalling Software Deployments – Sufficient time for the application and checks of robust supplier quality assurance processes need to be built into future software upgrade plans. The impact of any secondary quality issues arising during live 22 tph operations would have a significant negative performance impact. It is important that such quality issues are minimised before the software is deployed.</p>	<p>Some of the current actions to mitigate any potential issues include:</p> <ol style="list-style-type: none"> 1. pre-software release review with Siemens Braunschweig Engineering Team; 2. full pre-release regression testing review with Siemens, CRL and RfL(I) to identify if any further regression testing is required; 3. enhanced CRL integration facility testing following release of software and prior to implementation. <p>It is not possible to eliminate all risks in this area but we are continually reflecting on what more we can do.</p>
P4/6	<p>Autoreverse – While progress has been made and an integrated programme has been drafted, construction timescales for fence and closed circuit TV (CCTV) have not yet been verified. The assurance work stream needs to be developed as soon as possible and roles and responsibilities clarified now that CRL will be responsible for this activity.</p>	<p>The feasibility studies undertaken by the proposed contractors were issued for the civil, fencing and signage scope on 12 August 2022. Confirmation of the access to undertake the works is critical. Assurance roles and responsibilities have been confirmed (5 August 2022) with the integrated assurance plan issued on 19 August 2022.</p>

5 Line of Defence 3 (LOD3 -TfL Internal Audit) Assurance

- 5.1 This section covers the Internal Audit activities that were agreed in the Integrated Audit and Assurance schedule shared at the last meeting.
- 5.2 In Period 4 and Period 5 (26 June – 20 August) we issued no reports and have five in progress.

Audit Delivery

- 5.3 Summary information of audits in progress in Period 4 and Period 5 is set out below.
- 5.4 Audits in progress at the end of Period 5 are included as Appendix 1, and work planned to start in Quarter 3 and Quarter 4 of 2022/23 are included as Appendix 2.

Management Actions

- 5.5 The team monitors the implementation of all Internal Audit management actions and confirms whether they have been adequately addressed before closing them. There are no overdue actions at the end of Period 5.

Changes to the Audit Plan

- 5.6 TfL Internal Audit regularly review and update the audit elements of the Integrated Audit and Assurance Audit Plan throughout the year, in liaison with management, to reflect changing business priorities. No changes to the plan have been made to date.

6 Line of Defence 3 (LoD3 - 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 areas of interest highlighted as part of the revised Integrated Audit and Assurance Schedule in February 2022 continues to apply. We also support the 'continuous assurance' process established by LoD2. This schedule is maintained and reviewed within the Elizabeth Line Programme Assurance Group which is co-ordinated by LoD2.
- 6.2 Since the introduction of Stage 3b Revenue Service, LoD3 has focused its attention on the preparations for the enhanced service level of Stage 5b minus, and the Stage 5c full 24 tph service. A more comprehensive update is provided in the paper on Part 2 of the agenda.
- 6.3 The overall assessment by LoD3 is that the overall assurance framework has continued to operate effectively over Periods 4 and 5.

List of Appendices:

Appendix 1: Line 3 (TfL Internal Audit) Work in progress at the end of Period 5 2022/23
Appendix 2: Line 3 (TfL Internal Audit) Work due to start in Quarter 3 and Quarter 4
2022/23

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

List of Background Papers:

None

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Work in progress at the end of Period 5 2022/23

Appendix 1

- There were five audits in progress at the end of Period 5

Enterprise risk	Directorate	Ref	Audit title	Objective	Current Status
ER7 Financial Sustainability	Crossrail	22 012	Cost verification – Engie	To certify that payments to Engie are accurate and appropriate.	Reporting
ER7 Financial Sustainability	Crossrail	22 015	Crossrail Complaints Commissioner’s Accounts 21/22	To provide assurance on the accuracy of the Crossrail Complaints Commissioner’s Accounts for 2021/22.	Final report
ER14 Opening of the Elizabeth Line	Crossrail	22 014	Crossrail Act Obligations	To provide assurance that obligations in the Crossrail Act 2008 have been met.	Reporting
ER7 Financial Sustainability	Crossrail	22 018	Crossrail Complaints Commissioner’s Accounts 22/23	To provide assurance on the accuracy of the Crossrail Complaints Commissioner’s Accounts for 2021/22.	Final report
ER12 Asset Condition Unable to Support Outcomes	RfL(i)	22 027	Obsolescence of Critical Operational Systems	To provide assurance that adequate controls are in place to prevent critical operational systems becoming obsolete.	Fieldwork

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Work planned to start in Q3 and Q4 2022/23

Appendix 2

- There are two audits planned to start in the remainder of the year

Enterprise risk	Directorate	Ref	Audit title	Objective
ER13 Governance and Controls Suitability	Information Governance	tbc	Information Management and Transfer – Hardcopy Documents	To provide assurance on the adequacy and effectiveness of transferring hardcopy data from Crossrail to TfL.
ER14 Opening of the Elizabeth Line	RfL(I)	tbc	Elizabeth Line Transition from Capital Programme to BAU	To provide assurance on the effectiveness of the Elizabeth line's transition from a capital programme to a business-as-usual operation.

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Elizabeth Line Committee



Date: 29 September 2022

Item: Measuring and Maximising Benefits, Impacts and Learnings

This paper will be considered in public

1 Summary

1.1 This paper provides an overview of the Elizabeth line benefits framework published by TfL in partnership with the Department for Transport, as Crossrail joint sponsors.

2 Recommendation

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

3 Background

3.1 The Elizabeth line is the most significant addition to London's transport network in a generation. The new railway is transforming life and travel in London and the South East: it reduces journey times, creates additional capacity, transforms accessibility and provides a huge economic boost.

3.2 The new railway, delivered by Crossrail Ltd, runs for more than 100km through central London – from Shenfield and Abbey Wood in the east to Reading and Heathrow in the west. With a total of 41 stations, including 10 major new stations, the Elizabeth line connects London's main employment centres, and supports new journeys through central London out to Essex, Buckinghamshire and Berkshire.

3.3 The Elizabeth line is part of the TfL network, and has interchanges with the London Underground, DLR, London Overground and National Rail services and increases central London's rail capacity by 10 per cent.

3.4 The new railway is crucial to London's recovery from the pandemic, helping to avoid a car-led recovery by providing new journey options across the capital, and supporting regeneration.

3.5 The business case was first published in 2005 and has been updated from time to time since then. It sets out a range of outcomes and significant, wide-ranging benefits for the people of London, the South East and across the UK.

3.6 The transport network outcomes comprise:

- (a) transformative network capacity and connectivity improvements;
- (b) journey time and crowding benefits to users; and
- (c) operational capacity and flexibility.

3.7 The wider economic, environmental and social outcomes are:

- (a) regeneration and opportunity, new homes and jobs;
- (b) social and health impacts; and
- (c) sustainable growth and development.

4 Benefits Framework

4.1 Our benefits framework document titled, *Elizabeth line: evidencing the value*¹, sets out how we will gather evidence that the new railway has generated the benefits we expect. Understanding the benefits and outcomes of Crossrail and the Elizabeth line will enable us to maximise the return on investment, demonstrate value for money and learn important lessons for the future. We will be undertaking benefits management/optimisation and evaluation to achieve these aims.

4.2 Benefits management and optimisation involves:

- (a) tracking indicators to draw an early picture of how well the railway is performing against our expectations; and
- (b) focusing on information needed to take any necessary action to ensure we realise the benefits in full and on time.

4.3 We are working with the DfT and a range of other stakeholders to set out a series of performance indicators and measures to enable an early picture to be drawn of how well the railway is performing against our expectations. Some of the initial transport indicators include:

- (a) an assessment of travel time taking delays, wait time and crowding;
- (b) number of people living within 45 minutes' commute of central London;
- (c) proportion of the network that is step-free;
- (d) customer feedback on the service, including accessibility, comfort, safety and quality of customer information; and
- (e) incidence of crime and anti-social behaviour on the trains and in stations.

4.4 To help realise the benefits of the Elizabeth line, we are actively building relationships with stakeholders and commercial partners, working with them to

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

target specific groups more effectively to make sure that we maximise the potential of the new railway for customers, businesses and communities.

4.5 The evaluation programme involves:

- (a) working with partners to analyse those impacts of the Elizabeth line that will take longer to emerge, such as transport mode shift, economic growth and other social impacts; and
- (b) examining the return on investment offered using actual observations of benefits.

4.6 We are committed to using evaluation as a tool for understanding, and learning from, the wide-ranging impacts of the Elizabeth line during the post-pandemic recovery and in the years to come. At present, we expect the post-opening evaluation studies to be split into two phases.

4.7 The first of these studies will look at transport impacts and how journeys have changed as a result of the Elizabeth line. The study will consider the integration of the new railway with other transport services, including the bus and cycle networks, helping us to understand its role within a larger sustainable transport network in London, the South East and across the UK. A comprehensive study report will be published in late 2024, around two years after the opening of the Elizabeth line. We expect to publish an interim report in summer 2023, around one year after opening.

4.8 The second study will look at the positive and negative impacts on the communities affected by the new railway. These wider economic, social and environmental effects will take longer to emerge and this second study will be published around five years after the opening of the Elizabeth line. We expect to commission the study in early 2025, around three years after opening, to allow enough time for the impacts to materialise. During the study period (2025 to 2027), we will aim for an annual publication to regularly engage with our findings and the outputs.

4.9 In addition to the above post-opening studies, we will be reviewing the value for money of the Crossrail investment to compare the project costs against the measured benefits and assessing the effectiveness of the Crossrail funding/financing model to learn lessons that can be applied to our future investments.

5 Value for Money Evaluation

5.1 The new railway is expected to deliver significant benefits to London, including relieving congestion, improving connections, reducing journey times, and improving accessibility, inclusion and the public transport experience.

5.2 We analysed the benefit cost-ratio at key stages of the project including when funding approval had been given, but before main works started, following the delay to opening and cost increases reported between 2018 and 2019 and most recently using the current benefits and travel demand assumptions. All of our estimates represented good value for money and compared well to other major line enhancement projects.

- 5.3 We have also analysed the business case with a range of customer demand scenarios to reflect post-pandemic trends. The benefit cost-ratio indicates that the Elizabeth line remains value for money. Although there remains considerable uncertainty with the recovery, early observations of demand are above our budgeted estimates.
- 5.4 The new railway will bring wider benefits to the UK economy. Transport investment brings firms and people closer together, increasing productivity and labour market catchment size, delivering notable benefits to regions outside of London. Reduced transport costs improve firms' outputs and profitability, including a significant reach outside of London, and they also influence people in taking up work, therefore improving labour supply.
- 5.5 These wider economic benefits have not, however, been included in the transport business case, which is based on quantified benefits from journey time savings, road decongestion and accident savings, and some smaller, indirect benefits and external factors such as reduced emissions. Wider economic benefits are described separately to the business case but, when included, have a transformative impact on an already good case.
- 5.6 We will reassess the benefit value after the railway is fully open using the data collected as part of the benefits management exercises and the post-opening evaluation studies. This analysis will give evidence on the actual value for money of the scheme and the accuracy of our forecasts and expectations to contribute to the future case making of major transport schemes.

6 Review of Crossrail Funding/Financing Model

- 6.1 A portfolio approach to funding was used for Crossrail, with contributions from a number of sources including fare payers, Government (tax payers), developers and businesses.
- 6.2 The use of a Business Rate Supplement (BRS) was a unique approach which enabled a funding stream that would be directed specifically to Crossrail. The Mayoral Community Infrastructure Levy (MCIL) was implemented to direct contributions from developers for transport infrastructure more generally, and has to date, been allocated to fund Crossrail costs.
- 6.3 BRS and MCIL were also used to fund a share of additional Crossrail costs. These funding streams have, therefore, proved a flexible way to capture contributions from those who benefit. However, committing MCIL to Crossrail for a longer period than expected, has resulted in increased funding pressures on other potential future investment projects.
- 6.4 A portfolio approach for mega project investment can help to mitigate variations in individual funding streams over time and allow for an evolution of the funding model as conditions change. Funding obtained from a range of sources also better enables equitability in how costs are shared with those who benefit from the project.
- 6.5 As suggested by the Committee, we have started to shape our approach to look at the Crossrail funding and financing model in more detail to learn lessons that

can be applied to future infrastructure investments. We will return to the Committee to share our approach when available.

List of Appendices:

None

List of Background Papers:

None

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Elizabeth Line Committee



Date: 29 September 2022

Item: Crossrail Asset Restructuring

This paper will be considered in public

1 Summary

- 1.1 Now that the Elizabeth line has entered service a restructure and simplification of the intragroup lease arrangements for the Crossrail Central tunnel Operating Section (CCOS) land and related assets is proposed. This proposal impacts solely on the internal Transport for London (TfL) intragroup structuring and financing arrangements. There is no additional expenditure proposed, or impact on values reported at the consolidated TfL Group level.
- 1.2 As set out in the paper below, the arrangements proposed require Sponsor approval under the Crossrail Sponsors Agreement/Project Development Agreement, including approval from the Department for Transport (DfT). Discussions are ongoing with the DfT, who have raised several detailed questions around certain aspects of the transaction. We hope that these can be resolved quickly, so that approvals can then be sought.
- 1.3 Under our Standing Orders and terms of reference of Committees and Panels, the proposals require different approvals within the remit of this Committee and the Finance Committee. Similar papers have been provided to each Committee.
- 1.4 This Committee is asked to authorise officers to approve any amendments to the Crossrail Sponsors Agreement and/or Project Development Agreement and any other matter they consider necessary to implement the lease restructuring arrangements described in this paper.
- 1.5 Subject to this Committee's approval, the meeting of the Finance Committee on 6 October 2022 will be asked to approve: Procurement Authority for an interest-bearing loan of up to £2.75bn by TfL Corporation to Rail for London (Infrastructure) Limited (RfL(I)); the disposal by Crossrail Limited (CRL) of the CCOS asset and related station infrastructure assets to fellow subsidiary undertakings of Transport Trading Limited (TTL); and to grant Land Authority for the assignment of the 150-year lease structure from TfL Corporation to RfL(I) and London Underground Limited (LUL).

2 Recommendation

- 2.1 **The Committee is asked to note the paper and, subject to receipt of the necessary, related approvals from the Finance Committee and to consent from the Secretary of State for Transport, authorise any Chief Officer and any director of Crossrail Limited (for Transport for London and any of its subsidiaries) to finalise the terms, and authorise the execution, of any amendments to the Crossrail Sponsors Agreement and/or Project Development Agreement and any other matter they consider necessary to implement the lease restructuring arrangements described in this paper.**

3 Background

- 3.1 CRL is a wholly-owned subsidiary of TTL, which is itself a wholly-owned subsidiary of TfL.
- 3.2 CRL was established to deliver the infrastructure for the Elizabeth line, a new railway for London and the South East, linking Heathrow and Reading in the west to Shenfield and Abbey Wood in the east. Crossrail is one of the largest railway infrastructure projects in Europe, sponsored by TfL and the DfT. The capital cost, including the cost of the CCOS assets on CRL's balance sheet, is in excess of £15bn and this capital expenditure has, to date, been financed by debt to a value of £2.75bn, with the remainder funded through equity.
- 3.3 Originally, there were put and call options in place over TTL's shares in CRL, which enabled TTL to put the shares in CRL on the DfT or for the DfT to call for the shares in CRL, exercisable by TfL and DfT respectively in certain defined circumstances. The exercise of either of these options would result in the transfer of ownership of CRL's issued shares from TTL to the DfT. The existence of these options also meant that, so long as the options were in place, CRL would need to retain ownership of the assets on its balance sheet after operations had commenced on the Elizabeth line, even though it was not envisaged that CRL would itself operate the completed line. These options fell away when further funding for the project was agreed with the Government and the GLA in early 2019 but were highly influential in shaping the internal operating structures originally envisaged for the line.
- 3.4 The Railways (Access, Management and Licensing of Railway Undertakings) Regulations 2016 (the Railway Regulations) stipulate that the infrastructure for regulated railways be managed by a separate entity from the operator. TfL has, therefore, established an operating structure in which RfL(I) is the infrastructure manager of the CCOS for the purposes of the Railway Regulations, with responsibility for maintenance, repair and renewal of the railway, signalling and the allocation of capacity for use of the CCOS. Rail for London Limited (RfL), another subsidiary of TTL, is responsible for service operation of the railway, opting to do this through a concession model. RfL has appointed MTR Corporation (Crossrail) Limited (MTR) to be the operator of the Crossrail services on its behalf under a concession agreement that runs until May 2025.

- 3.5 RfL(I) has granted track and station access to MTR. The access fees payable are currently limited to the directly incurred costs but will ultimately be determined in accordance with the charging framework once established by the Office of Rail and Road under the Railway Regulations.
- 3.6 To allow RfL(I) sufficient rights over the CCOS asset to be able to act as infrastructure manager, while accommodating the restrictions imposed by the existence of the put and call options, a leasing structure was designed to allow transfer of the necessary rights over the asset from CRL to RfL(I).
- 3.7 At the same time, similar lease arrangements were put in place over new station facilities constructed by CRL which interface and connect the existing underground network to the CCOS (including escalators, lifts and platforms) (the Interface Areas). These arrangements were to allow LUL to operate and manage these facilities as part of its existing Underground station portfolio.
- 3.8 These intercompany lease arrangements are complex and are onerous from an administrative and accounting perspective. Under IFRS 16, the accounting for leases is fundamentally different for lessees and lessors. This accounting mismatch results in complex intercompany eliminations on consolidation. It also results in the same asset being recognised at different values (dependent on the lease terms) at the same time by different TfL Group entities. Furthermore, the fact that the asset ownership is recorded by a different company to that responsible for its operation and maintenance is sub-optimal from an operational management perspective and adds a layer of complexity that is no longer necessary given the fact that the put and call options have now fallen away.

4 Proposed Structure and Benefits

- 4.1 To reduce the administrative burden and create clarity over the operational accountabilities for specific assets, it is proposed (now that passenger service has started on the Elizabeth line and CRL has started to trade in its capacity as lessor of the infrastructure, thus triggering our ability to start claiming capital allowances related to the infrastructure), that the existing agreement for lease in favour of CRL will be transferred as to the CCOS land, to RfL(I) and as to the station interface land, to LUL in each case for an upfront premium of £1. At the same time, the infrastructure assets attaching to the land would be assigned by CRL to RfL(I) and LUL respectively, for upfront premiums equating to the book value (i.e. cost) value of those assets as recorded in CRL's accounts. Other operational assets relating to the line will be sold, by CRL, for book value, to the TTL subsidiary responsible for operating them.
- 4.2 These arrangements will have the accounting impact of transferring all operational assets constructed by CRL to those subsidiaries responsible for their operation, renewal and maintenance – thus aligning recognition of the assets held on the balance sheet of each company with the operational accountability for those assets. No ongoing right-of-use lease liabilities or assets would need to be recorded in the operational entities, which reduces the management of complex accounting entries over the life of the arrangement.

5 Financing

- 5.1 To maintain access to valuable capital allowances, RfL(I) and LUL will need to finance the acquisition of assets from CRL through a combination of equity and debt funding. This will require RfL(I) and LUL to issue new ordinary share capital respectively to their parent, TTL. At the same time, CRL will need to repay its existing interest-bearing intercompany debt of £2.75bn to TfL who can then re-lend these monies on to RfL(I) under the standard intercompany terms and conditions TfL uses for prudential borrowing
- 5.2 In order to fund TTL's investment in the new share capital of RfL(I)/LUL, CRL will need to undergo a share reduction exercise, returning the equity funding attached to the cancelled shares to its parent, TTL, for reinvestment.
- 5.3 The net impact of the above transactions will be to transfer the assets and liabilities of CRL to other fellow subsidiaries undertakings of TTL, reflecting a reduced role for CRL as the construction phase completes. The approvals for the increases and reduction in share capital required by these entities under the Companies Act 2006 will be addressed by officers of the relevant subsidiaries.
- 5.4 Going forward, the infrastructure access fees paid by MTR will be retained in full by RfL(I), rather than being passed on through lease charges to CRL as was previously envisaged. These monies will be used to finance the new loan (both interest and capital repayments) by RfL(I).
- 5.5 There will be no impact of the above intercompany transfers in the consolidated accounts of either the TTL or TfL Groups.

6 Tax Implications

- 6.1 It is crucial that the TTL Group's access to the capital allowances attached to the infrastructure is not lost in any transfer of the CCOS and station infrastructure assets out of CRL. These allowances were valued in 2018, at an estimated £2.5bn, a further capital allowance review is currently being undertaken to establish the final qualifying amount.
- 6.2 TfL has obtained independent legal advice in relation to the tax implications of the proposal structure, including seeking an opinion from Tax Counsel. Based on this advice we have concluded that the transaction is not considered to be high risk from a tax perspective and the capital allowances should pass to RfL(I) and LUL respectively.
- 6.3 As all transfers are within the TTL tax group, there should not be any other adverse tax consequences to the transaction.

7 Consents

- 7.1 Although the proposals set out in this paper are purely intra-group and have no impact at the consolidated TTL Group level, under the Crossrail Sponsors Agreement and Project Development Agreement, TfL is required to obtain the Secretary of State's consent before directing CRL to dispose of its interest in the CCOS. Thus, further changes to the Sponsors Agreement and Project Development Agreement may be required to reflect the nature of the intra-group arrangements and the possibility of any future disposals by RfL(I). As set out in the recommendations, any approval by this Committee is therefore made subject to the necessary consents and agreements of the Secretary of State being received.

List of appendices to this report:

None

List of background papers:

The Crossrail Act 2008

Crossrail Sponsors Agreement

Crossrail Project Development Agreement

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Elizabeth Line Committee



Date: 29 September 2022

Item: Crossrail Project Funding

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the funding and financing of the remainder of the Crossrail project (the Project) following receipt of the 30 August 2022 Funding Agreement from Government. The paper seeks approval to grant related authorities in accordance with Standing Orders, the drawdown of which will continue to be subject to the previously implemented governance arrangements.
- 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 Recommendations

- 2.1 **The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda and:**
- (a) **approve unbudgeted Financial Authority of £48.5m;**
 - (b) **approve additional Programme and Project Authority of £98.5m, giving a total Programme and Project Authority of £15,887.5m;**
 - (c) **note that Procurement Authority for any new or extended contracts will be sought at officer level in accordance with the Standing Orders; and**
 - (d) **note that the matters to which the authorities sought above extend beyond TfL's current Business Plan and Budget, provision will need to be made for them in future Business Plans and Budgets.**

3 Background

- 3.1 On 21 August 2020, Crossrail Limited (CRL) advised Transport for London (TfL) and the Department for Transport (DfT) (together, the Joint Sponsors) that the costs to complete the project were expected to be up to £1,071m above the then available funding envelope of £14.964bn. CRL indicated at that time that further work would be required to finalise the emerging opening schedule and the indicated additional costs were subject to further review and potential mitigations.

- 3.2 In December 2020, additional funding of £825m was made available to the Project. This funding was provided to TfL by the Greater London Authority (GLA), who agreed to borrow further amounts under a further loan facility from DfT, to be repaid from future Mayoral Community Infrastructure Levy revenues.
- 3.3 As a result of this additional funding, the funding envelope was increased to £15,789m; the Project has been utilising this funding since and, at the time of writing, approximately £2m of Programme and Project Authority is available still to be drawn down and is expected to be fully utilised shortly.
- 3.4 Cost to date recognised on the Programme is £15,720m versus the total Programme and Project Authority available of £15,789m.
- 3.5 While the Programme and Project Authority within available funding will soon be exhausted, the Project's cash will not be exhausted until a later point, reflecting the fact that commitments are made some time in advance of cash payments being made.

4 Current Cost Forecasts

- 4.1 In Period 5, the P50 Anticipated Crossrail Final Direct Cost (AFCDC) was reduced by £23m to £15,940m, reflecting the realisation of opportunities and the lower risk profile for the remainder of the Project.
- 4.2 The Commissioner has constantly challenged the Project on cost control and a strong cost management strategy has been put in place to drive down the costs to completion.
- 4.3 Overall, the opportunities have now been sufficiently realised that the P50 forecast AFCDC can begin to reduce. Existing periodic review processes are used to strike the right balance between improving the forecast cost to go whilst remaining prudent and reflecting risk movements as they either crystallise or retire, and as contracts are final accounted.

5 Proposed Funding

- 5.1 Although not explicitly mentioned in the 30 August 2022 Funding Agreement, the capital funding envelope is understood to include £50m of funding from the Government for Crossrail. TfL will allocate this £50m funding to the Project from grants received from Government. The 30 August 2022 Funding Agreement specifies that the GLA must contribute the £48.5m identified for the Project in the GLA budget published in March 2022, meaning that £98.5m of additional funding above the previously approved £825m funding is available to the Project.
- 5.2 TfL will discuss with the GLA how (the mechanism) and when (the profile) the £48.5m funding will be transferred to TfL.
- 5.3 The £50m of funding provided as a result of the 30 August 2022 Funding Agreement received financial authority as a result of the TfL Board's approval of that Funding Agreement at its meeting on 30 August 2022.

- 5.4 Unbudgeted financial authority is now required to receive the £48.5m of GLA funding and Programme and Project Authority is required for the full additional funding amount of £98.5m.
- 5.5 On the basis that these authorities are granted to the Project, the revised funding envelope would be £15,887.5m against a P50 AFCDC of £15,940m.
- 5.6 The funding settlement makes clear that any further unfunded amounts above this additional funding will need to be found from GLA and/or TfL resources and the Project will continue to maintain its focus on strong cost control to drive down the final costs to completion.

6 Governance

- 6.1 The governance controls required to manage the draw-down of this authority by the Project will follow the processes described to the Board when it approved Crossrail's governance transition on 30 September 2020.
- 6.2 While certain matters that require scrutiny and oversight by this Committee are reserved to it, the Elizabeth Line Delivery Group, chaired by the Commissioner, will continue to ensure appropriate oversight of the delivery of the remaining stages and operation of the Elizabeth line.
- 6.3 Specific decisions under delegated authority will continue to be made by individuals in accordance with the existing TfL governance arrangements and levels set out in Standing Orders.

List of appendices to this report:

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

List of Background Papers:

None

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Elizabeth Line Committee



Date: 29 September 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 Safety Update and Finance and Risk reports;
 - (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

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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, Matthew Lodge (Department for Transport Representative)

Standing Items		
Safety Update	Commissioner	
Elizabeth Line Operational Performance	Director, Elizabeth line	
Elizabeth Line Programme Assurance Update	Director of Risk and Assurance	
Crossrail Programme Completion	Director, Elizabeth line	
Finance and Risk Update	Chief Finance Officer, Crossrail	
24 November 2022		
TfL Net Gains and Losses	Chief Technology Officer and Director of Strategy	
Crossrail Learning Legacy	Chief Finance Officer, Crossrail	

Dates of Future Meetings

24 November 2022

26 January 2023

16 March 2023

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