

# Agenda

**Meeting: Elizabeth Line Committee**

**Date: Tuesday 24 January 2023**

**Time: 2:30pm**

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

## Members

Heidi Alexander (Chair)

Anne McMeel (Vice-Chair)

Seb Dance

Dr Nelson Ogunshakin OBE

Mark Phillips

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's YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

## Further Information

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

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

Howard Carter, General Counsel  
Monday 16 January 2023

**Agenda  
Elizabeth Line Committee  
Tuesday 24 January 2023**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interest**

General Counsel

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

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

**3 Minutes of the Meeting of the Committee held on 24 November 2022  
(Pages 1 - 6)**

General Counsel

**The Committee is asked to approve the minutes of the meeting of the Committee held on 24 November 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 - 18)**

Director, Elizabeth line

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

**6 Elizabeth Line Operations and Programme Completion Update**  
(Pages 19 - 24)

Director, Elizabeth line

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

**7 Finance and Risk Update** (Pages 25 - 28)

Chief Finance Officer

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

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

Director of Risk and Assurance

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

**9 Members' Suggestions for Future Discussion Items** (Pages 41 - 44)

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.**

**10 Any Other Business the Chair Considers Urgent**

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

**11 Date of Next Meeting**

Thursday, 23 March 2023 at 3pm.

**12 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**

### **13 Finance and Risk Update** (Pages 45 - 48)

**Exempt supplementary information relating to the item on Part 1.**

### **14 Elizabeth Line Programme Assurance Update** (Pages 49 - 58)

**Exempt supplementary information relating to the item on Part 1.**

## Transport for London

### Minutes of the Elizabeth Line Committee

**Conference Rooms 1 and 2, Ground Floor, Palestra,  
197 Blackfriars Road, London SE1 8NJ  
10.00am, Thursday 24 November 2022**

#### Members

Heidi Alexander (Chair)  
Anne McMeel (Vice-Chair)  
Seb Dance  
Dr Nelson Ogunshakin OBE (via Teams)  
Mark Phillips (via Teams)

Sarah Atkins

#### Executive Committee

Glynn Barton Interim Chief Operating Officer  
Rachel McLean Chief Finance Officer

#### Staff

Joan Buszewska Head of Elizabeth line Programme and Project Assurance  
Andrea Clarke Director of Legal  
Lorraine Humphrey Director of Risk and Assurance  
Howard Smith Director, Elizabeth line  
Sue Riley Secretariat Officer

#### Other Attendees

David Davidson FCIRO, Interim Route Director (Western), Network Rail (via Teams)  
TC Chew Chair of Elizabeth line Independent Investment Programme Advisory Group Sub-Group (via Teams)

### **74/11/22 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Matthew Lodge (Department for Transport Observer). Dr Nelson Ogunshakin OBE and Mark Phillips were attending via Teams and were able to take part in the discussions but were not counted towards the quorum. The meeting was quorate.

The Chair welcomed everyone to the meeting, including those on Teams and Glynn Barton, Interim Chief Operating Officer and David Davidson, Network Rail. She also congratulated Rachel McLean on her recent appointment as TfL's Chief Finance Officer.

The Chair thanked Joan Buszewska, Head of Elizabeth line Programme and Project Assurance, for her valuable contribution to the critical work she has undertaken on Elizabeth line assurance, as she leaves the organisation next month and also Jim Crawford, Chief Programme Officer, Crossrail.

Professor Greg Clark CBE had stood down as a member of the Committee to focus on his other TfL commitments and the Chair asked that her thanks for his hard work and contribution be recorded.

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.

### **75/11/22 Declarations of Interests**

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

### **76/11/22 Minutes of the Meeting of the Committee Held on 29 September 2022**

**The minutes of the meeting of the Elizabeth Line Committee held on 29 September 2022 were approved as a correct record and the Chair was authorised to sign them.**

### **77/11/22 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.

An oral update on the remaining Crossrail complaints was provided. A final note would be provided to the Committee once all complaints had been resolved.

**[Action: Rachel McLean]**

It was confirmed that an agreement with the Department for Transport regarding Crossrail Asset Restructuring had been agreed in principle (Action 68/09/22).

**The Committee noted the updated actions list.**

### **78/11/22 Safety Update**

Howard Smith introduced the paper, which provided an update on safety for Periods 6 and 7 of 2022/23.

Safety performance continued to improve due to reduction in construction works and continued safety and leadership engagement.

The safety of passengers with heavy luggage on escalators was being targeted with signage and staff interventions.

All close calls were reviewed weekly and discussed in detail by senior managers, with any actions identified and lessons learnt shared.

**The Committee noted the paper.**

## **79/11/22 Elizabeth Line Operations and Programme Completion Update**

Howard Smith introduced the paper on operational performance of the Elizabeth line for Periods 6 and 7 of 2022/23. David Davidson spoke on behalf of Network Rail.

Signalling upgrades would take place over Christmas 2022 and at Easter 2023.

Performance and reliability were generally good, due to exceptional team collaboration between MTR, Network Rail and TfL, but infrastructure challenges remained on the western section of the railway.

It was agreed that future reports would include customer feedback.

**[Action: Howard Smith]**

Network Rail confirmed that mitigation measures were in place in case of any industrial action at Didcot signalling centre and TfL was being regularly updated.

Electrical issues with some lifts had now been resolved and step-free access remained reliable and above target.

The Committee asked that thanks to the project staff at Bond Street station be passed on.

**The Committee noted the paper.**

## **80/11/22 Finance and Risk Update**

Rachel McLean presented the update on the financial performance at Period 7 of 2022/23 and on risk management progress.

Completion and operating costs continued to be driven downwards through project teams meeting deadlines, close working between the Chief Programme Officer and the Finance team combined with a granular scrutiny of all expenditure.

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

## **81/11/22 Elizabeth Line Programme Assurance Update**

Joan Buszewska introduced the paper, which provided an update on progress with Elizabeth line Programme Assurance activity since the previous report. TC Chew was also in attendance.

Lorraine Humphrey expressed her thanks to Joan Buszewska for her support and added value which she brought to the team.

Further information on contingency planning would be provided to the Assurance team. **[Action: Howard Smith/Lorraine Humphrey]**

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

## **82/11/22 Crossrail Learning Legacy**

Howard Smith introduced the report on the Crossrail Learning Legacy Programme, in operation since mid-2015, which was established in response to a recommendation by the House of Commons Public Accounts Committee.

Members highlighted the importance of ensuring any learning legacy was shared across the transport industry, as well as within TfL, as a live document used in real time.

The Committee requested that the final document include lessons learnt from the start of the programme through to benefits realisation beyond 2022.

**[Action: Rachel McLean]**

**The Committee noted the paper.**

## **83/11/22 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.

An update on Elizabeth line usage would be provided to a future meeting.

**[Action: Geoff Hobbs/Alex Phillips]**

**The Committee noted the forward plan.**

## **84/11/22 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.



## **85/11/22 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Tuesday 24 January 2023 at 2.30pm.

## **86/11/22 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 Finance and Risk Update and Elizabeth Line Programme Assurance Update.

The meeting closed at 11.35am.

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

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

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## Elizabeth Line Committee



**Date:** 24 January 2023

**Item:** Matters Arising and Actions List

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

#### **1 Summary**

1.1 This paper informs the Committee of progress against actions agreed at previous meetings.

#### **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 24 November 2022:

Minute No.	Item/Description	Action By	Target Date	Status/Note
77/11/22	<b>Matters Arising and Actions List</b> A final note to be provided to the Committee once all Crossrail complaints had been resolved.	Rachel McLean	July 2023 meeting.	On Forward Plan.
79/11/22	<b>Elizabeth Line Operations and Programme Completion Update</b> Future reports to include customer feedback.	Howard Smith	24 January 2023 meeting.	Information included in report on agenda. Complete.
81/11/22	<b>Elizabeth Line Programme Assurance Update</b> Further information on contingency planning to be provided to the Assurance team.	Howard Smith	24 January 2023 meeting.	Information provided. Complete.
82/11/22	<b>Crossrail Learning Legacy</b> The final document to include lessons learnt from the start of the programme through to benefits realisation beyond 2022.	Rachel McLean	23 March 2023 meeting.	On Forward Plan.
83/11/22	<b>Members' Suggestions for Future Discussion Items</b> An update on Elizabeth line usage would be provided to a future meeting.	Geoff Hobbs	July 2023 meeting.	On Forward Plan.

Actions from previous meetings: None

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## Elizabeth Line Committee



**Date:** 24 January 2023

**Item:** Safety Update

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### This paper will be considered in public

## 1 Summary

1.1 This paper provides an update on safety for Periods 8 and 9 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 With respect to operational safety, all RfL(I) Safety Key Performance Indicators (SKPIs) remain better than target. As at Period 9, there have been no RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) reportable incidents or workforce Lost Time Injuries (LTIs), and no fatalities or serious injuries to customers or workforce this financial year. There is an ongoing focus on proactive safety management including the reporting of Close Calls, described further below.

3.3 Safety performance on the Crossrail programme remains strong, with Accident Frequency Rates (AFRs) at an all time low. This is attributed to both the declining risk profile of the remaining works and continued safety and leadership engagement.

## 4 Operational Safety Update

4.1 The RfL(I) SKPIs are all better than the annual target:

- (a) RfL(I) recorded no RIDDOR events or LTIs during Period 8 or Period 9. RfL(I)'s RIDDOR event rate for both periods are 0.00 and 0.19 for LTIs, both being at a level trend;
- (b) the Fatality and Weighted Injuries Index and All Accident Frequency Rate both show a level trend for Period 8 and Period 9, the respective rates for those periods are 0.0034, and 0.67; and
- (c) there were no major customer or workforce injuries recorded during Period 8 or Period 9.

- 4.2 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, damage to railway infrastructure or environmental damage.
- 4.3 The initiative to drive an increase in Close Call reporting, which is recognised as a leading indicator of a strong safety culture, has now been in place for four periods and has been delivering the intended rise in reports, with an increase in Close Calls reported when compared to the previous periods.
- 4.4 Ten Close Calls were reported in Period 8 with a further 17 during Period 9. This means that there was a total of 57 Close Calls reported since the start of the Close Call Engagement Programme (Period 6). This compares to 23 for the previous four periods (Periods 2 to 5).
- 4.5 The growth in Close Call reporting has meant that there has been an increase in the number open. The Safety Health and Environment (SHE) advisors are actively working with the business with appropriate processes put in place to ensure all Close Calls are investigated and closed within the expected timeframe.
- 4.6 The number of incidents (occurrences with the potential to cause harm to a person, the environment or infrastructure and equipment) shows a reduction from previous periods with one reported for each of the Periods 8 and 9 and are trending down. In total three accidents and 34 incidents have been recorded during the financial year.
- 4.7 The Tunnel Ventilation System (TVS) Awareness Safety Campaign has been a successful collaboration between RfL(I) SHE, Maintenance and Engineering departments, with the aim of reducing adverse events. Several virtual and face-to-face briefings were delivered by technical and safety experts resulting in around 450 people being briefed and becoming TVS aware. Wellbeing and resilience bitesize coaching sessions are being delivered to the team at the Romford Control Centre to raise awareness and provide top tips for the attendees, these have been very well received.

## **5 Programme Safety Update**

- 5.1 No RIDDOR events or Lost Time Incidents occurred on the Crossrail programme during Period 8 or Period 9, making the latter the eleventh consecutive period in which no incidents of either kind occurred. Although a significant achievement, since the last report to the Committee, the Crossrail RIDDOR AFR has risen from 0.03 to 0.04 in Period 9. This is attributed to the decline in hours worked across the programme.
- 5.2 The Lost Time Case (LTC) AFR has also risen because of the decline in hours worked across the programme. As a result, since the last report the LTCAFR has risen from 0.03 to 0.04 in Period 9.
- 5.3 AFRs are calculated using an industry-recognised, rolling 13 period calculation with the rates not only influenced by incidents, but also by hours worked.



- 5.4 Since the last report to the Committee, there have been no High Potential Near Misses (HPNM). This is the third period in succession without a HPNM. The Crossrail HPNM rate has increased however to 0.34 in Period 8 and then further increased to 0.38 in Period 9. These rates are influenced by incidents, but also by hours worked.
- 5.5 Focus remains on Crossrail's HSPI SMART metric (the Health and Safety Performance Index) measurement which reflects the level of safety engagement on the project, ensuring that the leadership team is involved in continuous outreach to communicate the safety message and drive continuous safety improvement. Planned engagement activities are reflective of the reducing work forecast. All contracts achieved the maximum HSPI SMART score of 3.0 in Periods 8 and 9.

**List of Appendices:**

- Appendix 1: RfL(I) Health, Safety and Environmental dashboard  
Appendix 2: Crossrail Health, Safety and Environmental dashboards

**List of Background Papers:**

None

Contact Officer: Howard Smith, Director, Elizabeth line  
Email: [howardsmith@tfl.gov.uk](mailto:howardsmith@tfl.gov.uk)

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# RfLI Safety Performance Period 08 22/23 - Appendix 1

## Safety Key Performance Indicators (SKPI)

RfLI Safety Key Performance Indicators are all achieving target with zero RIDDORs and Lost time Injuries (LTI's) reported this financial year.

### Incidents / Accidents

One Incident was reported during the period;

- 19/10 RCC Control Room – Incorrect removal of glass partitions. This incident has been investigated and is closed with actions complete.

### Close Calls (CCs)

Ten Close calls were recorded during P08, this is a reduction from the previous period.

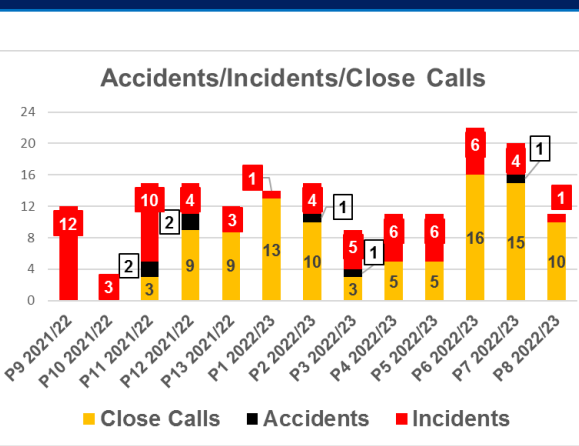
### Engagement (Close Calls)

A new metric designed to measure the effect of Close Call engagement project. The rate is calculated using number of CCs and hours worked then normalised to 100k hours.

### Investigation Actions

Six Investigation Actions were closed during the last period.

## Accidents/Incidents/Close Calls

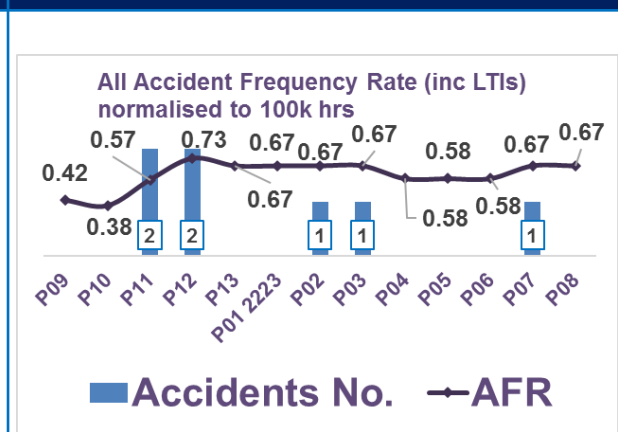


There was one Incident and no Accidents reported during P08, in addition ten Close Calls were reported.

## RfLI Safety KPIs

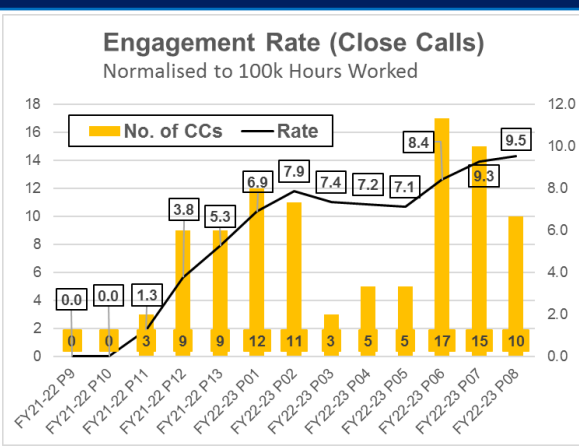
Safety Key Performance Indicator (SKPI)	Annual RfLI Safety Target	P08 22/23	RfLI Performance YTD as at P08
RfLI Workforce Fatalities	0	0	0
RfLI Workforce Specified Injuries	0.3	0.0	0.0
RfLI Workforce Lost Time Injuries	3	0	0
RfLI Workforce Lost Time Injury Frequency Rate	0.239	0.000	0.000
RfLI Workforce FWI rate	0.0560	0.0034	0.0034
RfLI RIDDOR Reportable events	0	0	0
COS and RfLI's GE/GW stations fatality/serious injury rate (customer and workforce killed or seriously Injured per m customer journeys)	>0.14	0	0

## All Accident Frequency Rate



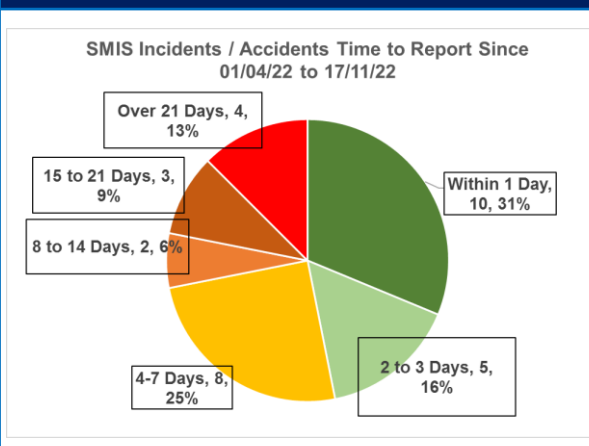
Zero Accidents were reported during P08, the last LTI recorded was P12 2021/22.

## Engagement (Close Calls)



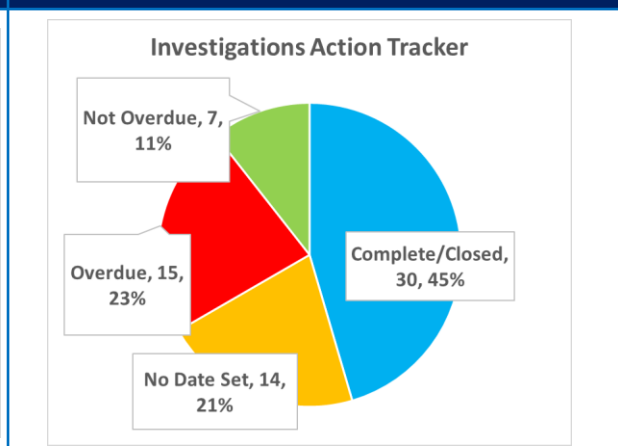
The CC reporting rate is 9.5, this shows an improvement since the introduction of the new form in P06.

## Time To Report



Thirty-one percent of all Accidents/incidents are reported within a day, this is showing improvement from previous analysis.

## Investigation Actions



Six actions have been closed since the last period report. Forty-five percent of all recorded actions are closed.



# RfLI Safety Performance Period 09 22/23

## Safety Key Performance Indicators (SKPI)

RfLI Safety Key Performance Indicators are all achieving target with zero RIDDORs and Lost time Injuries (LTI's) reported this financial year.

## Incidents / Accidents

One Incident was reported during the period;  
 • 15/11 Abbey Wood – Line blockage irregularity due to infringement within 1.25 meters of the track. Still being investigated.

## Close Calls (CCs)

17 Close calls were recorded during P09, this is an increase of seven from the previous period, and the most recorded so far.

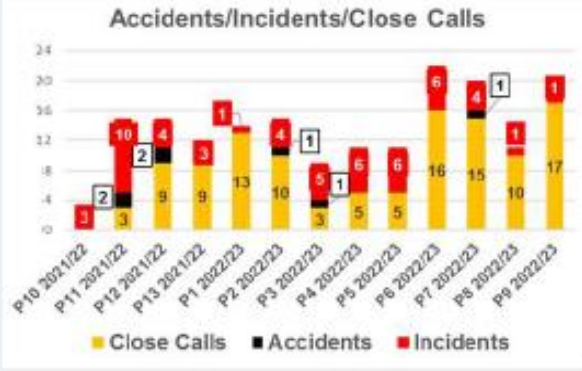
## Engagement (Close Calls)

A new metric designed to measure the effect of Close Call engagement project. The rate is calculated using number of CCs and hours worked then normalised to 100k hours.

## Investigation Actions

Seven Investigation Actions were closed during the last period.

## Accidents/Incidents/Close Calls

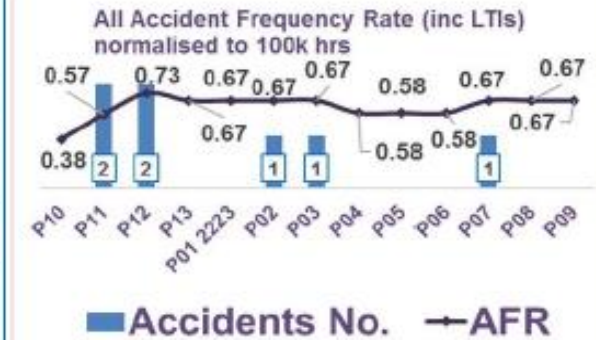


There was one Incident and no Accidents reported during P09, in addition seventeen Close Calls were reported.

## RfLI Safety KPIs

Safety Key Performance Indicator (SKPI)	Annual RfLI Safety Target	P09 22/23	RfLI Performance YTD as at P09
RfLI Workforce Fatalities	0	0	0
RfLI Workforce Specified Injuries	0.3	0.0	0.0
RfLI Workforce Lost Time Injuries	3	0	0
RfLI Workforce Lost Time Injury Frequency Rate	0.239	0.000	0.000
RfLI All Accident Frequency Rate Frequency Rate	tbc	0.67	0.67
RfLI Workforce FWI rate	0.0560	0.0034	0.0034
RfLI RIDDOR Reportable events	0	0	0
COS and RfLI's GE/GW stations fatality/serious injury rate (customer and workforce killed or seriously injured per m customer journeys)	>0.14	0	0

## All Accident Frequency Rate



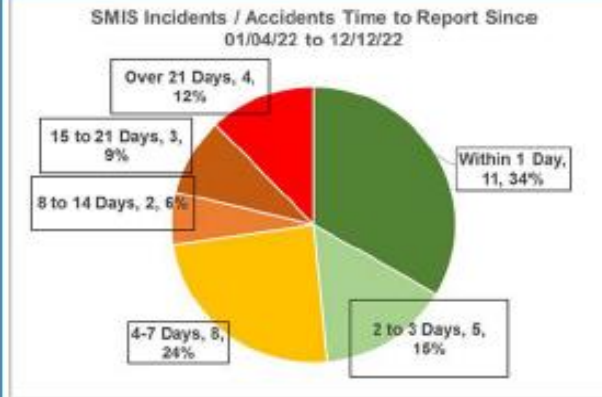
Zero Accidents were reported during P09, the last LTI recorded was P12 2021/22.

## Engagement (Close Calls)



Engagement(Close Calls) shows an increasing trend with 11.1, the highest rate recorded so far.

## Time To and How Reported



Thirty-four percent of all Accidents/incidents are reported within a day, an improvement from previous analysis.

## Investigation Actions



Seven actions have been closed since the last period report. All actions now have due dates.

## HSE Period - Appendix 2 Performance P08 22/23

### Significant Incidents

Zero Significant Incidents were reported during P08.

### Report of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) & Lost Time Case (LTC)

The Accident Frequency Rate (AFR) for RIDDOR remains at 0.03, the LTC AFR decreased to 0.03, both of these rates are at the lowest since the start of the programme. There is now just one RIDDOR and one LTC (the same accident) recorded during the last thirteen periods.

The last incident reported at any level was on the 7 October 2022 .

### High Potential Near Miss (HPNM)

The HPNM rate remains at 0.34, with zero HPNMs reported during the last two periods.

### Health and Safety Performance Index (HSPI) SMART

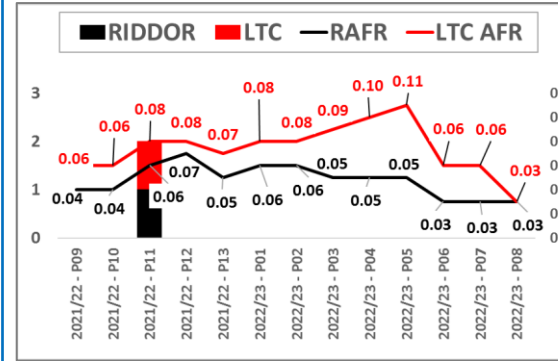
The HSPI SMART score is 3.00 with all contracts achieving target.

## Significant Incidents Overview

CRL HSE CALENDAR 2022/23-P08						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
16 Oct	17 Oct	18 Oct	19 Oct	20 Oct	21 Oct	22 Oct
23 Oct	24 Oct	25 Oct	26 Oct	27 Oct	28 Oct	29 Oct
30 Oct	31 Oct	01 Nov	02 Nov	03 Nov	04 Nov	05 Nov
06 Nov	07 Nov	08 Nov	09 Nov	10 Nov	11 Nov	12 Nov

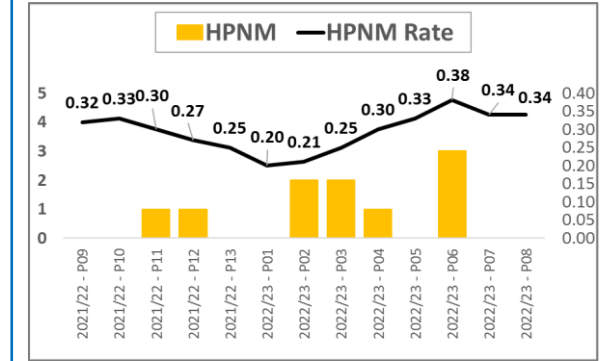
Zero Significant Incidents were reported during the period, the second consecutive period without a Significant Incident.

## RIDDOR and LTC AFRs



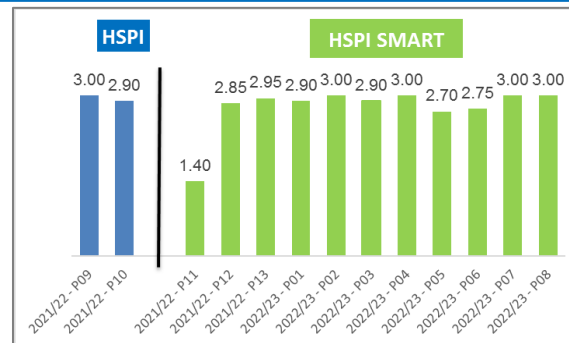
Zero RIDDOR and LTCs were reported for the tenth consecutive period. RAFR remains at 0.03 LTCAFR reduced to 0.03.

## High Potential Near Miss



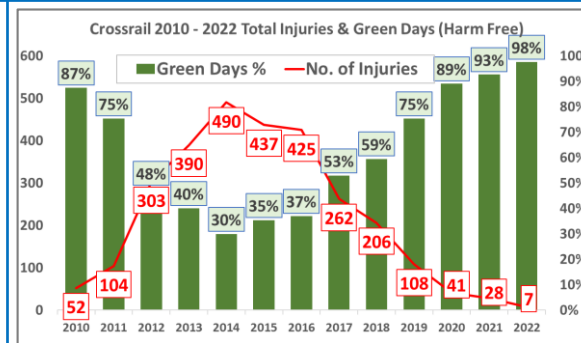
Zero HPNMs were reported during the period. The rate remains at 0.34.

## HSPI SMART – Engagement



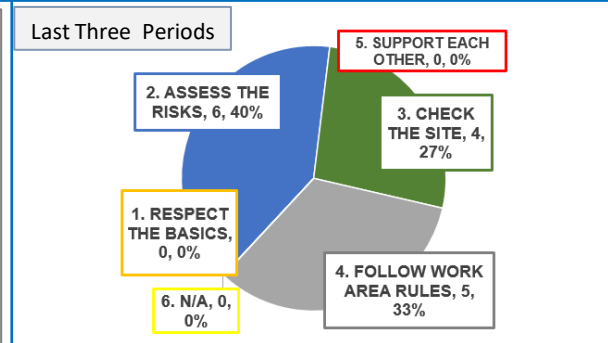
The HSPI SMART score for P08 is the maximum score of 3.00.

## Crossrail Injury Trend



There have been seven injuries reported so far during 2022 compared to twenty-five injuries during the same timeframe in 2021 and thirty-seven during 2020.

## Behaviours - Golden Rules



Golden Rule 2, Assess the Risks is the most reported breach over the last three periods with 6 incidents.

## HSE Period Performance P09 22/23

### Significant Incidents

Zero Significant Incidents were reported during P09.

### Report of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) & Lost Time Case (LTC)

The Accident Frequency Rate (AFR) for RIDDOR and LTC increased to 0.04 respectively, although there has been zero reported in the last eleven periods, the increase is due to the reduction in hours worked which is used in the industry standard calculation method.

### High Potential Near Miss (HPNM)

The HPNM rate increased to 0.38, zero HPNMs have been reported during the last three periods. The increase is due to the reduction in hours worked.

### Health and Safety Performance Index (HSPI) SMART

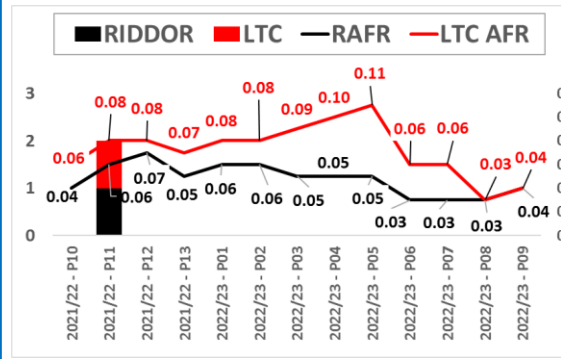
The HSPI SMART score is 3.00 with all contracts achieving target.

### Significant Incidents Overview

CRL HSE CALENDAR 2022/23-P09						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
13 Nov	14 Nov	15 Nov	16 Nov	17 Nov	18 Nov	19 Nov
20 Nov	21 Nov	22 Nov	23 Nov	24 Nov	25 Nov	26 Nov
27 Nov	28 Nov	29 Nov	30 Nov	01 Dec	02 Dec	03 Dec
04 Dec	05 Dec	06 Dec	07 Dec	08 Dec	09 Dec	10 Dec

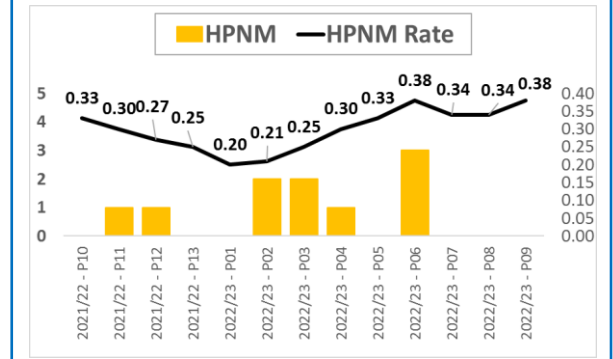
Zero Significant Incidents were reported for the third consecutive period.

### RIDDOR and LTC AFRs



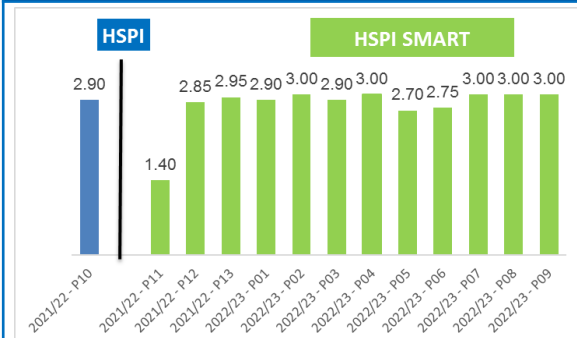
Zero RIDDOR and LTCs were reported for the eleventh consecutive period. RAFR is 0.04 and LTCAFR is 0.04.

### High Potential Near Miss



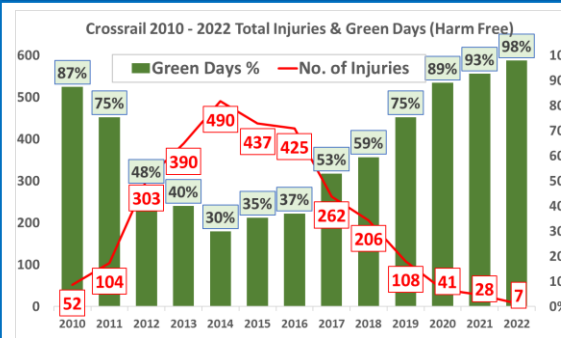
Zero HPNMs were reported during the period. The rate is 0.38.

### HSPI SMART – Engagement



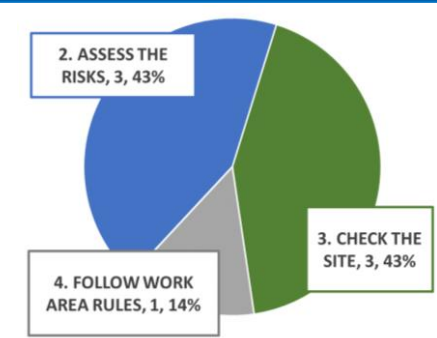
The HSPI SMART score for P09 is the maximum score of 3.00.

### Crossrail Injury Trend



There have been seven injuries reported so far during 2022 compared to twenty-eight injuries during the same timeframe in 2021 and forty-one during 2020.

### Behaviours - Golden Rules



Last three periods data.

## Elizabeth Line Committee



**Date:** 24 January 2023

**Item:** Elizabeth line Operations and Programme Completion Update

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### This paper will be considered in public

#### 1 Summary

- 1.1 This paper provides an update on Elizabeth line performance and 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 website<sup>1</sup>. Available reports will be uploaded to correspond to the meeting of this Committee.

#### 2 Recommendation

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

#### 3 Operations and Programme Update

- 3.1 The Crossrail project is now in the final phase with the stage known as Stage 5c on track to be delivered by the end of May 2023.
- 3.2 At this point, the line will move to a peak service frequency of 24 trains per hour (tph) in the central section – up from the current 22 tph. This increase will be facilitated by delivery of the auto reverse functionality. This uplift will take place in line with the National Rail timetable change scheduled for 21 May 2023.
- 3.3 A full closure of the Elizabeth line's Central Operating Section (COS) took place during the Christmas period with a number of works successfully completed.
- 3.4 The blockade (Westbourne Park – Pudding Mill Lane – Abbey Wood) took place between 01:10 on Sunday 25 December and 04:00 Wednesday 28 December 2022, allowing for commissioning of the major ELR300 signalling software update, as well as upgrades to Central Management System and Station Management System software.

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

- 3.5 Additionally, no services ran between Whitechapel and Shenfield between Wednesday 28 December 2022 and Tuesday 3 January 2023 to allow National Rail power upgrades to take place.
- 3.6 A further signalling upgrade, ELR400, is planned for Easter 2023 to deliver the final configuration for auto reverse and 24 tph.
- 3.7 The handover of Bond Street Elizabeth line station to London Underground took place on 12 January 2023. All contracts are expected to be closed out by Easter 2023 with the exception of signalling and communications software contracts with Siemens and Alstom, which are core to delivering the project's final stage (5c) in May 2023.
- 3.8 As planned, the Crossrail organisation moved into its Close Out phase on 16 January 2023, with Jim Crawford stepping down as Chief Programme Officer. Responsibility for Crossrail now transfers to Kim Kapur as the Crossrail Close Out Director, reporting to Howard Smith, Director, Elizabeth line.

## **4 Operational Service**

- 4.1 Period 9 (13 November to 10 December 2022) represented the first full period of through-running, and of the new, enhanced timetable. Since 6 November 2022, the service has been operating 22 tph in the COS at peak times, Monday to Sunday (seven days per week) and from 05:30 to 23:30. 22 tph represents a near-doubling of services from 12 tph since opening, more than six months ago.
- 4.2 Minor timetable changes were delivered in December 2022. These included an additional early morning service from Whitechapel to Paddington and faster journeys between Heathrow Terminal 2/3 and Terminal 5. Service impacts affecting wait and journey times for some customers will remain until the May 2023 timetable change.

## **5 Performance and Reliability**

- 5.1 Following the successful launch of the new timetable in November 2022, initial performance has been slightly below target, but in a period of disruption of rail services nationally. Good collaborative working with the operator, MTR Elizabeth line and Network Rail teams on preparing for it has followed through into timetable delivery and management of incidents and we have a good process to capture learnings.
- 5.2 The overall Public Performance Measure (PPM) scores on the Elizabeth line for Periods 8 and 9 (16 October – 12 November and 13 November – 10 December 2022) were 91.8 per cent and 86.4 per cent respectively. PPM for Period 10 (11 December 2022 – 7 January 2023) was 92.7 per cent.

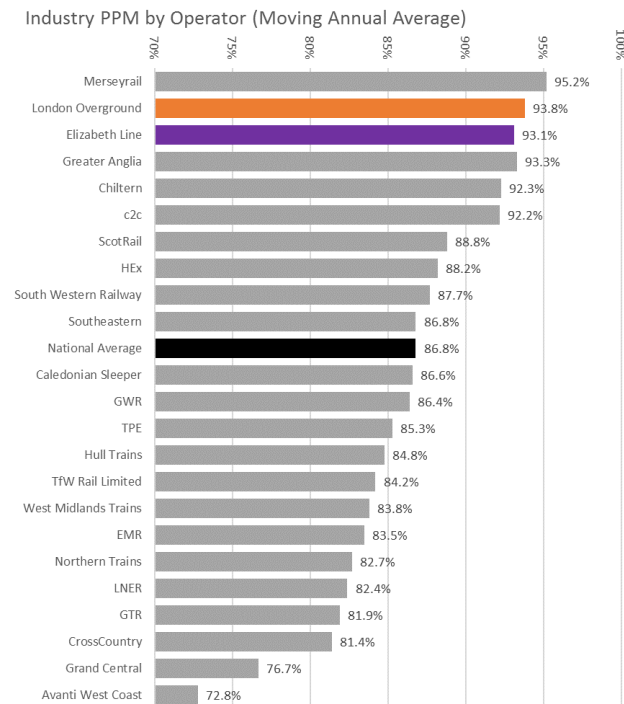


5.3 Charts showing Elizabeth line PPM, trips run and delays over 15 minutes to end of Period 10:



5.4 The Moving Annual Average (MAA) performance in Period 10 was 93.1 per cent – with the Elizabeth line the third best in the sector.

5.5 Chart showing industry PPM by operator (MMA) – long-term performance indicator up to 7 January 2023:



5.6 Fifteen days of industrial action on Network Rail and TfL impacted the Elizabeth line between 6 November 2022 and 7 January 2023 with reduced services available on strike days and late start up on days following a strike. All partners are working closely together to deliver the best possible service levels and information to customers during these times.

5.7 Strike action taken by RfLI staff resulted in a reduced service being available on 12 January 2023. Eight tph ran on the eastern section between Shenfield and Liverpool Street and six tph on the west, departing from Paddington high level platforms. No service was available in the COS.

5.8 Industrial action short of a strike is being undertaken by members of Prospect, TSSA and RMT unions between 12 January and 28 February 2023. Additional training and contingency plans have been put in place to minimise the impact on passenger services.

5.9 The key issues in terms of reliability have been:

- (a) Network Rail infrastructure in the West, where there have been a significant number of points failures, which are disrupting and take time to recover the service; and
- (b) the reliability of the class 345 trains. A further train software upgrade to support this is expected to be delivered by Alstom in February 2023.

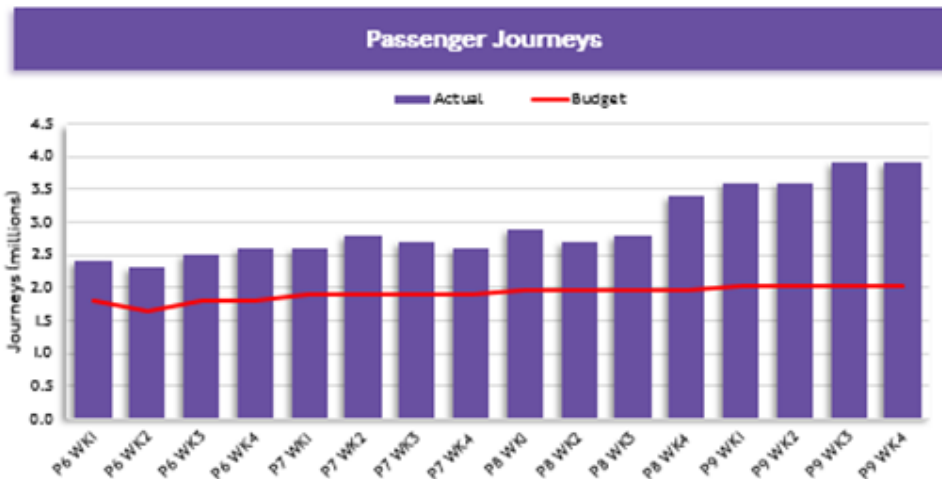
5.10 All 70 class 345 trains have now been converted into nine-car full length units. Since the autumn, the final three seven-car or 'reduced length' units have been converted to nine-car trains, with the last brought into service in December. A full fleet of nine-car units supports improved railway performance, for instance by

allowing greater resilience in the event of service disruption or unit failures. It has also allowed for the withdrawal of all class 315 trains as of December 2022.

## 6 Customer Experience

6.1 Passenger journeys continue to exceed projections and continue to rise, with journeys along the whole of the line exceeding 3.5 million per week throughout Period 9.

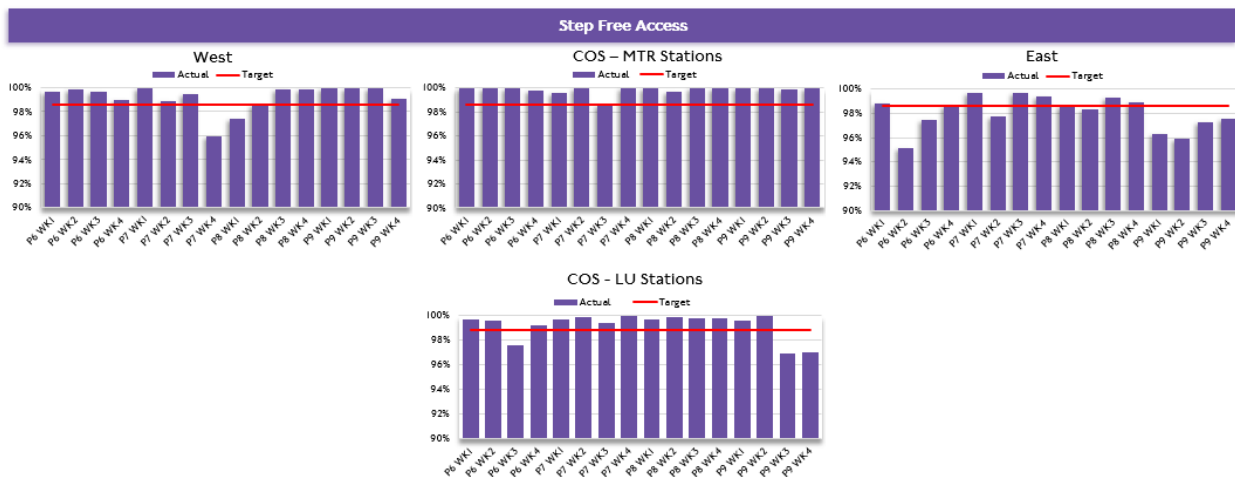
6.2 Chart showing weekly passenger journeys in millions vs budget: (data date 21 August – 10 December 2022):



6.3 Step-Free Access was better than target for Period 8 with 99.05 per cent performance.

6.4 In Period 9, Step-Free Access was close to target at 98.5 per cent. Performance of assets on the western and central sections remained extremely high. However, access in the east was substantially impacted by failures, notably an intermittent fault at Stratford (which did not impact Step-Free Access due to its pair lift still being operational) and a four-day outage of a lift at Goodmayes. Both have now been resolved.

6.5 Chart showing weekly step-free access availability by section/operator:



(Data date 21 August 2022 – 10 December 2022)

- 6.6 An extensive programme of activities and training aimed at improving accessibility and customer experience is in place. This is being delivered by MTR Elizabeth line, mainly through its Travel Ambassadors, and is linked to other TfL accessibility work. Recent examples include providing additional information to assist customers around strike action and supported train rides for wheelchair users to build confidence using the Elizabeth line.
- 6.7 Customer satisfaction for the line has to date been extremely high, with the Customer Satisfaction Survey (CSS) score for the Elizabeth line in Q2 (the first full period in which the COS was running) was at 83 – the highest score across all TfL modes. The score for the central section was exceptional at 87, while the east and west saw CSS scores of 82 (up from 79 in Q1) and 80 (up from 75 in Q1) respectively.
- 6.8 Period 9 saw a higher number of complaints than Period 8, however the same period saw a large number of staff commended for going above and beyond to support Elizabeth line customers.
- 6.9 Customers continue to provide positive feedback around their experiences on the Elizabeth line both on social media and directly to the TfL contact centre. Common themes include short journey times to central London following the start of through-running, and staff members' enthusiasm for the benefits of the line and commitment to supporting customers where disruption occurs.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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## Elizabeth Line Committee



**Date:** 24 January 2023

**Item:** Finance and Risk Update

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### This paper will be considered in public

## 1 Summary

- 1.1 This paper provides an update on the financial performance at Period 9 2022/23 and on risk management progress.
- 1.2 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL and other parties. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

## 2 Recommendation

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

## 3 Elizabeth Line Operational Finance

- 3.1 In the year to date (YTD) to Period 9, passenger journeys for the Elizabeth line exceeded budget by £32<sup>1</sup> million. This was due to both the opening of the Central Section and the start of through running being earlier than assumed, plus higher than expected passenger numbers across the whole line. Fares income was, therefore, £49m above budget as a consequence.
- 3.2 YTD, direct operating costs were £14m lower than budget, and the Net Operating Deficit for the Elizabeth line was £123m, £65m favourable to budget. Elizabeth line capital expenditure was £8m lower than budget for the YTD.
- 3.3 On 7 December 2022, the Board approved the Revised Budget as the reporting baseline for the remainder of this year. YTD to Period 9, passenger journeys for the Elizabeth line exceeded Revised Budget by three million. This was due to higher than expected passenger numbers across the whole line following the start of through running. Fares income was, therefore, £9m above Revised Budget as a consequence.

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<sup>1</sup> This was corrected at the meeting to 32 million passenger journeys (not £).

- 3.4 YTD, direct operating costs were in line with Revised Budget, and the Net Operating Deficit for the Elizabeth line was £10m favourable to Revised Budget. Elizabeth line capital expenditure was £2m lower than Revised Budget for the YTD.
- 3.5 The Elizabeth line is on target to break-even in the year 2023/24.

## **4 Crossrail Programme Financial Performance**

- 4.1 Spend in Period 9 was £11m, and £172m for the financial year to date. The period spend was £3m below the Delivery Control Schedule 1.2 (DCS1.2) Budget and the Programme is £48m below the DCS1.2 Budget for the year to date.
- 4.2 On average the Programme has seen an underspend of £5m a period in this financial year mainly driven by rephasing of contingencies and reduction of programme Anticipated Final Crossrail Direct Cost (AFCDC).
- 4.3 The number of Crossrail full time equivalent staff is 284 (note this excludes any consultancy resource). This was 54 higher than had been forecast in the DCS1.2 Workforce Plan, driven by role extensions based on agreed Crossrail close out strategy.

## **5 Anticipated Final Crossrail Direct Cost**

- 5.1 In Period 9 the P50 (50th percentile) AFCDC was £15,931m, £4m lower than the reported value in Period 7, reflecting a reduction in risk exposure following the successful delivery on Stage 5b minus.

## **6 Funding**

- 6.1 The total funding package for the programme remained unchanged at £15,887.5m. The last approved funding increase was granted in Period 7 for a total increase of £98.5m.
- 6.2 The total funding package is £44m below the P50 AFCDC, and £59m below the P80 (80th percentile) AFCDC of £15,947m. Both remain well below the “up to £1.1bn” requirement.

## **7 Risk**

- 7.1 There are 4 Level 1 Risks at Period 9.
- 7.2 These 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 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:** 24 January 2023

**Item:** Elizabeth Line Programme Assurance Update

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

#### **1 Summary**

- 1.1 This paper reports on progress with programme assurance activity across the Elizabeth line 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 on 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 The Elizabeth line has demonstrated a consistent level of good performance (as measured by the public performance measure (PPM)) in the central operating section (COS) since opening on 24 May 2022. The successful introduction on 6 November 2022 of train services running directly from Reading and Heathrow to

Abbey Wood, and from Shenfield to Paddington, using Network Rail (NR) infrastructure on the Great Western lines and Great Eastern lines has added a further degree of infrastructure complexity which has resulted in a reduction in the PPM below that required to maintain a resilient 24 trains per hour (tph) service in May 2023. The operating challenge going forward is to improve the reliability and resilience of the end-to-end railway to achieve the required tph.

- 4.2 The resilience of the Great Western infrastructure and the impacts on performance on the overall end-to-end train service have been a concern. This is recognised and control measures and improvement interventions are underway following reviews by NR.
- 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.
- 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 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. 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 has been baselined and is being used to monitor progress.
- 4.7 Deterministic dates are being held as follows:
- 4.8 Stage 5c is May 2023 (24tph full end-to-end service), dictated by the national railway timetable changes. The key drivers continue to be confidence in achieving the required fleet availability and whole systems reliability to support the enhanced intensity of service. The maintenance 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.
- 4.9 The programme has continued to make significant progress since the last report, key progress highlights include:
  - (a) substantial completion of the physical works at Westbourne Park to facilitate later introduction of auto reverse functionality, although a delivery issue is delaying the Closed-circuit Television (CCTV) testing and commissioning;
  - (b) improvements in team working and embedding of lessons learnt across the Operations teams, leading to stronger service recovery and incident handling;

- (c) continued engagement, planning and the implementation of improvement initiatives with Network Rail on the Great Western Main Line to support the continued reliability performance improvements since merging the three railways at Stage 5b minus and with the run up to full 24tph service in May 2023; and
- (d) software development, testing and upgrades to signalling, fleet and infrastructure software, improving performance resilience further.

4.10 The maintenance programme continues to implement improvements to support the enhanced utilisation of resources and the introduction of automation, thereby delivering a more efficient maintenance service. Experience during operational service in the COS is helping to shape the improvements required in terms of response and fix times and root cause analysis to support a 24tph service.

4.11 Fleet reliability has been challenging since the introduction of the more intensive timetable and both RfL(I) and Alstom are working hard to understand the root causes and find solutions. This will be a prime focus for the teams going forward as improved reliability and performance are key to the successful implementation of the 24tph timetable in Stage 5c.

4.12 Following our risk based continuous assurance approach, concerns and recommendations are identified throughout each reporting period. Management responses for those items are provided in the following table and have been provided during Periods 7 and 8 of 2022/23 (18 September to 12 November 2022) (P7 and P8).

<b>Periods 7 and 8</b>	<b>LoD2 Concerns</b>	<b>Management Response</b>
<b>P7/1</b>	<b>Great Western (GW)</b> – While good control measures and improvement activities are underway in the West, there continues to be further improvements required both in the final days before Stage 5b minus and through to Stage 5c. Progress on plans to continue to be monitored and reported on throughout weekly cadence meetings.	Improvements have been limited as it has been challenging for GW to deliver sustained improvements across their infrastructure. The recent changes in GW senior management will hopefully bring about a change in approach for the better, however, any changes could be slow.
<b>P7/2</b>	<b>Building towards Stage 5c</b> – Suggest a revised high-level plan of all the activities required to be delivered for Stage 5c including NR’s improvement programme activities, ELR300, ELR400, fleet updates, auto-reverse, etc. together with an agreed ‘access plan’ to ensure the critical priorities will be	The Stage 5c block plan is continually updated and reviewed weekly to capture the changes and development of the Stage along with access constraints, the latest of this being the inclusion of Auto Reverse within the tunnels as part of Stage 5c. The development of the plan is driven by change that is agreed at the Mobilisation and Blockers meeting. This scope is then confirmed through the System Description document. The System Description for Stage 5c is currently under review by the

Periods 7 and 8	LoD2 Concerns	Management Response
	delivered and assurance activities complete in time.	Engineering and Technical Assurance team and is due by end of January 2023.
P7/3	<b>Building towards Stage 5c –</b> Desktop exercises and further training should continue up to Stage 5c to give staff the opportunity to continue to practice contingencies and operational scenarios, so that by Stage 5c the operational response will be slick and effortless.	Our ability to conduct further exercises is now limited. Our primary approach is now on sharing lessons learnt from incidents and to ensure embedded improvements in service recovery are evident.
P7/4	<b>Transitioning to Business as Usual –</b> Confirmation required as to who within TfL will have leadership accountability for the delivery of remaining infrastructure and systems. We recommend that signalling software upgrades should become part of the maintenance regime, so the priorities are driven by Operational requirements.	From early 2023 CRL close out will be led by the Close Out Director, who will now report into the Director of the Elizabeth line. The Director of Infrastructure will continue leading both the Renewal Capital works programme and Residual Works programme. With regards to Siemens' software upgrades following ELR400 (Easter 2023), the final plan is being formulated for this to be led by RfL(I).
P7/5	<b>Auto-reverse –</b> While there has been good progress on fencing and Interim CCTV design, there has been some slippage on fencing material delivery and installation and CCTV installation. Also, there are concerns regarding slippage on Safety Assurance activities and CRL and RfL(I) have developed mitigation measures for these slippages but it is unlikely that the works will now be complete and assured for the target date of 11 December 2022.	Auto-reverse delivery has been split into two elements: 1) Westbourne Park (WBP); and 2) In Tunnels.  5b Ready milestone is driven by a number of elements including the works at WBP, Assurance of WBP Auto-reverse, Operational and Maintenance Readiness, Integrated Testing, Rolling Stock and Lineside Signalling.  The Programme for 5b Ready is reviewed weekly. At the Mobilisation and Blockers meeting on 26 October 2022, Technical Assurance was highlighted as critical (one week unmitigated delay) with the Engineering Manager being actioned to workshop the Assurance Plan and recommend the actions to best mitigate the programme. At the Mobilisation and Blockers meeting on 9 November 2022, Rolling Stock (software update H5.10 fleet load) was highlighted as critical (one week unmitigated delay) with mitigation plans to be developed to reduce this delay. Latest target date for 5b Ready is 28 January 2023.

Periods 7 and 8	LoD2 Concerns	Management Response
P8/1	<p><b>Building team resilience –</b> Recommend a review of existing succession planning in RfL(I) for call critical roles now that the CRL programme is nearing completion.</p>	<p>The CRL Operations team have reviewed the workforce plan and ensured where critical resources are needed to complete the CRL programme that funding and extensions are obtained for these roles.</p> <p>More general resilience of the roles confirmed in the plan particularly in the context of a fairly rapid demobilisation of CRL resources is being reviewed with further resilience actions to be identified in January 2023.</p>
P8/2	<p><b>Systems Integration and Upgrade Management –</b> With the transfer of software integration management and governance 'Plateau' to RfL(I) and CRL wind down, recommend keeping a joined up 'one team' approach to Fleet and Signalling software upgrades, with Alstom and Siemens both needing to be in the Planning meetings with RfL(I) to maintain an integrated systems approach.</p>	<p>Current approach is that the Senior Project Manager continues to lead on the plateau weekly meeting with key representatives from Rail for London (RfL) (including planning) and supply chain functions in attendance to align software updates with key outputs.</p> <p>The longterm approach under discussion in line with the RfL transition plan.</p>
P8/3	<p><b>Fleet Performance –</b> Recommend the continued focus on fleet performance as it is still well below the 5c requirement of +20K Miles per Technical Incident (MTIN). Software update H5.20 is key to this improvement and this is now forecast to be available by end March 2023.</p>	<p>20K MTIN for Stage 5c has been set by the project manager, based on Alstom's forecast of the MTIN improvement from the planned interventions.</p> <p>The project manager has not had it confirmed what the minimum required MTIN is from Stage 5c modelling work.</p>
P8/4	<p><b>Monitoring of recommendations from the Independent Rail Industry Review into the Overhead Line Equipment (OLE) Failure at Airport Junction on 19 September 2022 by Stewart Palmer –</b> Suggest that progress against the Elizabeth line relevant recommendations from the Stewart Palmer report get tracked and reported in the weekly cadence meetings towards 5c readiness.</p>	<p>Recommendations/actions from the Independent Rail Industry Review into the OLE Failure at Airport Junction on 19 September 2022 are included in the NR weekly visualisation meeting, the output of which is shared with RfL and then in the fortnightly countdown meetings.</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.

5.2 In P7 and P8 no reports were issued, however one audit was in progress.

### **Audit Delivery**

5.3 Audits in progress at the end of P8 are included as Appendix 1, and work planned to start in the remainder of Quarter 3 and Quarter 4 of 2022/23 (13 November 2022 to 31 March 2023) are included as Appendix 2.

### **Management Actions**

5.4 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 P8.

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

5.5 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 continue 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 The focus by LoD3 over the reporting period has been on the preparations for the enhanced service level of Stage 5b minus, and the Stage 5c full 24tph service.

6.3 In general, the overall assurance framework for Elizabeth line has continued to operate effectively.

### **List of Appendices:**

Appendix 1: Line 3 (TfL Internal Audit) Work in progress at the end of Period 8 2022/23  
Appendix 2: Line 3 (TfL Internal Audit) Work due to start in the remainder of Quarter 3 and Quarter 4 2022/23

### **List of Background Papers:**

None

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**Work in progress at the end of Period 8 2022/23**

- There is one audit in progress at the end of Period 8

<b>Enterprise risk</b>	<b>Directorate</b>	<b>Ref</b>	<b>Audit title</b>	<b>Objective</b>	<b>Current Status</b>
ER6 Deterioration of Operational Performance	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.	Reporting

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**Work planned to start in the remainder of Q3 and Q4 2022/23**

- There are two audits planned to start in the remainder of Q3 and Q4

Enterprise risk	Directorate	Ref	Audit title	Objective
ER10 Governance and Controls Suitability	Information Governance	22 042	Information Management and Transfer – Hardcopy Documents	To provide assurance on the adequacy and effectiveness of transferring hardcopy data from Crossrail to TfL.
ER6 Deterioration of Operational Performance	RfL(I)	22 044	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:** 24 January 2023

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

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

#### **1 Summary**

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

#### **2 Recommendation**

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

#### **3 Forward Plan Development**

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arises from a number of sources:
- (a) standing items for each meeting: minutes; matters arising and actions list; and any regular reports, including the Safety Update, Elizabeth Line Programme Assurance Update, Elizabeth Line Operations and Programme Completion 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 2023

## Appendix 1

**Membership:** Heidi Alexander (Chair), Anne McMeel (Vice-Chair), Seb Dance, Dr Nelson Ogunshakin OBE, Mark Phillips, Sarah Atkins, Matthew Lodge (Department for Transport Representative)

<b>Standing Items</b>		
Safety Update	Director, Elizabeth line	
Elizabeth Line Operations and Programme Completion Update	Director, Elizabeth line	
Elizabeth Line Programme Assurance Update	Director of Risk and Assurance	
Finance and Risk Update	Chief Finance Officer	

<b>23 March 2023</b>		
Crossrail Learning Legacy	Chief Finance Officer	

<b>[TBC] July 2023</b>		
Crossrail Complaints	Chief Finance Officer	
Elizabeth Line Usage Update	Chief Finance Officer	

<b>Item to be Scheduled</b>		
Evaluation of the Elizabeth line Business Case	Chief Finance Officer	March or July 2023

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