

# Transport for London

## Minutes of the Elizabeth Line Committee

### Teams Virtual Meeting 2pm, Thursday 15 July 2021

#### Members

Heidi Alexander (Chair)  
Anne McMeel (Vice-Chair)  
Sarah Atkins (non-voting Member)  
Professor Greg Clark CBE (for part)  
Dr Nelson Ogunshakin OBE

#### Government Representative

Kathryn Cearns OBE

#### Executive Committee

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

#### Staff

Mushtaq Ali	Interim Head of Internal Audit
Carole Bardell-Wise	Health, Safety and Quality Environment Director
Susan Beadles	Head of Legal Services and Company Secretary, Crossrail
Nduka Ezediuno	Chief of Staff, Crossrail (Interim)
Lorraine Humphrey	Interim Director of Risk and Assurance
Stacey Kalita	Head of Finance Close Out, Crossrail (Minute Reference 67/07/21)
Maureen Kirk	Senior Internal Audit Manager
Heather Preen	Head of Local Communities and Partnership (Minute Reference 70/07/21)
Howard Smith	Chief Operating Officer, Elizabeth line
Stuart Westgate	Head of Programme Assurance, Crossrail
Shamus Kenny	Secretariat Officer

#### Other Attendees

TC Chew	Chair of Crossrail Independent Investment Programme Advisory Group (IIPAG) Sub-Group
Stephen Hill	Jacobs, Project Representative
Stephen Jolly	Crossrail Complaints Commissioner (Minute Reference 70/07/21)
Alison Munro	Chair of Independent Investment Programme Advisory Group

## **46/07/21 Apologies for Absence and Chair's Announcements**

The Chair welcomed everyone to the meeting,

The meeting was broadcast live on YouTube, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication.

An apology for absence had been received from Mark Phillips and an apology for lateness from Professor Greg Clark CBE.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled decisions to be taken via videoconference, expired on 6 May 2021. As Members were not able to meet in person due to social distancing measures, any decisions required would be taken by the Chair, exercising Chair's Action, following the discussion of the item with Members.

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.

## **47/07/21 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. Members, Sarah Atkins and Kathryn Cearns OBE confirmed there were no additional interests that related specifically to items on the agenda.

## **48/07/21 Minutes of the Meeting of the Committee Held on 20 May 2021**

**The Chair, following consultation with the Committee, approved the minutes of the meeting of the Committee held on 20 May 2021.**

## **49/07/21 Matters Arising and Actions List**

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

In reference to the amendment of Minute Reference 27/03/21 on Crossrail Programme Assurance, it was agreed that there should be assurance activity on Trial Operations between executives and key LOD1 staff, including Board Members.

**[Action: Howard Smith]**

The Chair requested an update to a future meeting on post-pandemic ridership and revenue predictions.

**[Action: Rachel McLean]**

**The Committee noted the actions list.**

## **50/07/21 Safety Update**

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

There were no significant operational safety incidents during Periods 1-2 2021/22 covered by the report and in Period 3 performance remained stable. Members noted details of high potential events, which had all been investigated and corrective actions implemented. Overall, there was a good reporting culture across the Crossrail and TfL teams to ensure improvements were identified and implemented.

Following the challenges with the transition to the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS), there had been significant improvements to access issues as the teams and processes were maturing. A dedicated Access Control Unit had been established and was working effectively.

A “Stepping Up” week was planned for September 2021, with a focus on safety, and Members of the Committee would be invited to attend.

**[Action: Carole Bardell-Wise]**

Members noted how coronavirus issues were being addressed, with an increase in self-isolating among staff. Resilience plans were performing as expected and there was currently no concern about safety, delivery or productivity.

**The Committee noted the paper.**

## **51/07/21 Project Status Update**

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

Good progress continued across the project in line with the schedule. As noted in the safety update, the transition to the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS) had been challenging but processes and working practices were maturing. Several key milestones had been achieved to enable Trial Running to commence, which had moved from four trains per hour (tph) to eight tph and had just increased to 12 tph. The recent blockade had achieved a 95 per cent productivity rate, enabling the project to catch up on time lost by the transition to ROGS. Related assurance work would take several weeks to verify but was not expected to uncover any significant issues. Mark Wild commended Jim Crawford and his team for their work during the blockade.

The National Audit Office (NAO) report was welcomed and demonstrated the substantial progress made in the project since the previous NAO report in 2019. While risks remained, the project was within its current cost and time schedules as set out in the P50. The management response was the subject of an item later on the agenda (Minute 71/07/21).

Good progress continued to be made on completing and handing over stations. Progress on Canary Wharf and Bond Street stations was discussed; both remained

on target against their handover schedule.

Software for the signalling and tunnel ventilation systems was performing well but further work was required before they met the high standards required for customers. Final integration tests were starting, which would be followed by a further blockade ahead of Trial Operations.

The Committee requested visibility of the Access Improvement Plan and how construction and maintenance work was separated.

**[Action: Mark Wild/Howard Smith]**

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

## **52/07/21 Elizabeth Line Readiness**

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

TfL Rail continued to deliver excellent performance and, along with London Overground, were two of the three best performing railways in the country. The services to the east had just started operating at 12 trains per hour and would move to full length “tunnel ready” units shortly. No new software issues had been identified and the next interaction was expected to resolve the known issues.

The Committee would receive an update on the Trial Operations Plan that had been developed.

**[Action: Howard Smith]**

Trial Operations planning and scenarios, particularly within the context of post-pandemic, would be shared with the Committee at a future meeting.

**[Action: Howard Smith]**

As the opening of the Elizabeth line moved closer, Members would be briefed on the campaigns to launch the new service and public engagement.

**The Committee noted the paper.**

## **53/07/21 Finance and Risk Update**

Stacey Kalita presented the update on the financial performance at Period 2 2021/22 and on risk management progress.

The project was compliant with the funding conditions from the 30 November 2020 funding and financing agreement and discussions were underway with the Greater London Authority and the Government on the next drawdown of funds.

While the P50 Anticipated Final Crossrail Direct Cost (AFCDC) was currently above the funding envelope, new cost pressures were being prudently recognised as they arose, and the project continued to maintain substantial risk and contingency budgets and a refreshed Delivery Control Schedule 1.2 baseline was creating a

programme of interventions to minimise cost to go. Members noted that demobilisation of Tier 1 contractors was key to managing costs.

Risks were being actively managed and were also monitored by the Elizabeth Line Delivery Group.

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

## **54/07/21 Project Representative Report**

Stephen Hill introduced the paper on the periodic reports from the Project Representative (P-Rep) on the Crossrail project for Periods 1 and 2 2021/22 and the management responses to these reports.

The exempt Period 2 report had been accepted as a late appendix, and had been circulated in advance of the meeting, as it was important for the Committee to consider the most up to date information. In line with the commitments made by the Mayor for greater transparency on the Crossrail project, copies of the reports were available on the TfL website, with the commercially sensitive material redacted. The Period 2 report would be published shortly.

The P-Rep congratulated the team on the 12 trains per hour milestone. While good progress was being made, risks and challenges remained. The access issues following the transition to the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS) procedures were being mitigated, supported by the mobilisation of the Access Control Unit and further improvements were expected in the next period. The recent blockade had been successful, but it was important that the assurance documents were closed out. The next iterations of the signalling and tunnel ventilation software and ensuring train reliability growth were all key activities prior to Trial Operations. The Delivery Control Schedule 1.2 was still being finalised.

The Elizabeth Line Readiness item being submitted to the next meeting would include more information on train reliability review points and the countdown process for Trial Operations. **[Action: Howard Smith]**

It was agreed that the cover letter to the summary of the P-Rep report in Part 2 would be included in the appendices in future reports. **[Action: Mark Wild]**

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

## **55/07/21 Elizabeth Line Programme Assurance Update**

Stuart Westgate introduced the paper, which provided an update on progress with Crossrail Programme Assurance activity. Maureen Kirk and TC Chew also presented.

The first Line of Defence recognised the improved stability of the project as the new Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS)

processes bedded in and the successful ramp up of the Trial Running from four to 12 trains per hour. The project was within the overall timeframe and significant effort was being dedicated to cost reduction and efficiency to remain within budget.

Internal Audit had issued two audit reports since the last meeting of the Committee. The Demobilisation of Tier 1 Contractors was considered well controlled. The Management of Staff Costs required improvement, though this reflected a timing issue as considerable work was underway during the audit to address issues and the follow-up report was expected to confirm it was now well controlled.

The third Line of Defence, led by the Independent Investment Programme Advisory Group (IIPAG) Crossrail Sub-Group, would review Delivery Control Schedule 1.2 in detail when it was made available. It was confident that the digital management system, for the biggest digital railway in the world, was progressing. A further update would be provided to the Committee when the assessment was completed.

IIPAG was also encouraged by the success of the recent blockade and the good working relationship between Crossrail and Rail for London (Infrastructure) staff.

The safety assurance processes were ongoing, though there were concerns about retaining key resources. This was being managed tightly, including the transfer to TfL.

Members requested an update on the plans, progress and timelines in relation to demobilising the Tier 1 contractors, given their impact on the budget. A part of that process included crystallising the remaining scope within the project and determining who was best to deliver it. **[Action: Rachel McLean]**

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and endorsed the Line of Defence 3 IIPAG Crossrail Sub-Group plan set out in Appendix 1 to the report.**

## **56/07/21 Crossrail Complaints Commissioner's Report**

Howard Carter introduced the report of the Crossrail Complaints Commissioner, Stephen Jolly, who was in attendance.

The Commissioner presented his first report since a high-level forum in May 2019. A close-out report would be provided before the office of the Commissioner closed, which would provide more analysis of the cases and issues and lessons learned.

Crossrail acknowledged the disruption to people around its sites and the Chief Executive met regularly with the communities affected and was committed to resolving any outstanding issues and complaints. The project's footprint was shrinking, and he hoped to have all issues resolved in the first half of 2022.

Ahead of the office of the Commissioner closing, the Chair would be engaged in discussions on how outstanding complaints were either closed out or who they were assigned to. **[Action: Chair/Mark Wild]**

The Committee thanked the Commissioner for his work.

**The Committee noted the report.**

## **57/07/21 National Audit Office Report - Crossrail - A Progress Review**

Mark Wild introduced the National Audit Office (NAO) report. The Chair agreed to accept this report as a late item.

The report acknowledged the progress since the NAO's previous report in 2019. The report would be considered by the Public Accounts Committee in the House of Commons on 19 July 2021.

**The Committee noted the report.**

## **58/07/21 Staged Opening Update**

Howard Smith presented the update on changes to the staged opening sequence of Elizabeth line services. The changes would simplify delivery of the project and provided earlier advantages to customers on the east and particularly on the west surface sections of the service. A key advantage of accelerating the frequency of services on the west was that it minimised the impact on other operators and meant services could be introduced as soon as possible, without the need to wait for the usual half-yearly Network Rail timetable change.

Approval for the change was also being sought from the Department for Transport, as joint sponsor.

**The Chair, in consultation with Committee Members, approved the amendment to the Sponsors Requirement for Crossrail in relation to staged opening.**

## **59/07/21 Members' Suggestions for Future Discussion Items**

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

**The Committee noted the forward plan.**

## **60/07/21 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

## **61/07/21 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Thursday 30 September 2021 at 10.00am.

## **62/07/21 Exclusion of the Press and Public**

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

The meeting closed at 5.10pm.

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

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