

Transport for London

Minutes of the Elizabeth Line Committee

10am, Thursday 30 September 2021

Members

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

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
Lorraine Humphrey	Interim Director of Risk and Assurance
Maureen Kirk	Senior Internal Audit Manager
Rachel McLean	Chief Finance Officer, Crossrail and Divisional Finance Director, London Underground
Howard Smith	Chief Operating Officer, Elizabeth line
Stuart Westgate	Head of Programme Assurance, Crossrail
Sue Riley	Secretariat Officer

Other Attendees

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

63/09/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. While there were no apologies for absence from Members, only those attending in person counted toward the quorum.

This was the first meeting of the Committee held in person since the coronavirus pandemic. Due to space restrictions, some staff also attended the meeting virtually through Microsoft Teams. The meeting was also webcast to TfL's YouTube channel.

The Chair advised the Committee that TfL and the Department for Transport, as Joint Sponsors, had engaged KPMG to continue its work from 2019/20 to assess Crossrail cost scenarios to support funding discussions. The work was focused on informing the funding requirement to complete the Crossrail project (informed by outputs from Delivery Control Schedule 1.2) and did not form any part of the project's assurance.

The KPMG review team joined the meeting, via Teams, to observe the discussion and were welcomed by the Chair. They had also attended the Elizabeth Line Delivery Group meeting on 16 September 2021 as observing key meetings minimised the time needed with the executive management team, allowing them to focus on Elizabeth line delivery.

This was Stuart Westgate's last Committee meeting as he was leaving TfL and the Chair, on behalf of the Committee, thanked him for his valued contribution in helping to shape TfL and Crossrail's integrated assurance approach.

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.

64/09/21 Declarations of Interests

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

65/09/21 Minutes of the Meeting of the Committee Held on 15 July 2021

The Committee approved the minutes of the Elizabeth Line Committee meeting held on 15 July 2021.

The Chair advised the Committee that she had also signed all the minutes of the meetings since November 2020.

66/09/21 Matters Arising and Actions List

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

In reference to action Minute Reference 49/07/21 (1) on Crossrail Programme Assurance, it was agreed that officers would arrange an assurance activity on Trial Operations between executives and key Line of Defence 1 staff, including Board Members.
[Action: Howard Smith]

The Committee noted the actions list.

67/09/21 Safety Update

Mark Wild 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 3, 4 and 5 2021/22 covered by the report and an update was provided on three minor incidents since the issuing of the report.

Howard Smith provided an oral update on progress in resolving the access improvement plan, which had been established after issues with short notice requests for access to the railway and to equipment rooms, early in Trial Running. Procedures had been clarified and the number of incidents significantly reduced alongside an improved maintenance access programme.

It was agreed that Members would be provided with both project and RfL(I) construction safety data following the meeting, and that this information would be included in future reports. **[Action: Carol Bardell-Wise]**

The Committee noted the paper.

68/09/21 Project Status Update

The Commissioner advised the Committee that he remained focused on the successful, timely delivery of the Elizabeth line in accordance with P50 projections, and at the least cost to public funds.

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.

Seventeen of the 19 stations shafts and portals had been transferred over ready for supporting Trial Operations. Canary Wharf was in the final stages of re-certification ready for transfer in November 2021. Bond Street would achieve SC2 configuration within the next week and was being de-coupled from the rest of the railway opening in 2022 to speed up work on that station. The drive for delivery was helping to keep costs controlled and costs at Bond Street station were aligned with other aspects of the stations programme.

A planned blockade in October 2021 would enable the commissioning of the latest software update to the system and testing of the tunnel ventilation system with final integration testing in November 2021.

The de-mobilisation of Tier-1 staff and resources was being closely monitored, with a focus on safety and staff wellbeing. The de-mobilisation would also help simplify the assurance and certification process.

Scope work within the stations had been clearly defined and any residual works would be within the control of the operator and maintainer as to what needed to be completed and when, with agreements in place. All targeted Tier 1 de-mobilisation

was scheduled for completion by January 2022 with any critical integration skills retained.

Trains were being incrementally tested from eight to 12 trains per hour to build up staff confidence and familiarity. Train reliability was a critical part of the testing phase.

The Committee would be provided with the details of the Tier 1 de-mobilisation.

[Action: Mark Wild]

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

69/09/21 Elizabeth Line Readiness and Transition Update

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.

Trial Running continued, including running over the transitions to and from Network Rail infrastructure. Drivers were also able to train using simulators located at Old Oak Common Depot.

Significant improvements to the reliability of infrastructure and systems were still required with many issues expected to be addressed by software updates in October and December 2021.

The Chair and Vice-Chair of the Committee had recently attended a day of Trial Running, which had provided a valuable insight.

The Committee noted the paper.

70/09/21 Finance and Risk Update

Rachel McLean presented the update on the financial performance at Periods 4 and 5 2021/22 and on risk management progress.

The work to complete the revision of the Anticipated Final Crossrail Direct Cost (AFCDC) had resulted in a £1m increase in the P50 AFCDC, and a series of senior workshops to minimise the Cost To Go had taken place since the previous Committee meeting. These provided opportunities to reduce the forecast but had not yet been fully reflected in the forecast. Risk and contingency budgets continued to be a significant proportion of the forecast delivery costs, reflecting the level of residual risk in the remainder of the project.

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

71/09/21 Project Representative Report

Stephen Hill introduced the paper on the periodic reports from the Project Representative (P-Rep) on the Crossrail project for Periods 3, 4 and 5 2021/22 and the management responses to these reports.

The exempt Period 5 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 5 report would be published shortly.

Stephen Hill congratulated staff on recent progress, including the de-mobilisation schedule and prudent control of works to be completed. The completion of all assurance activities would be challenging. As indicated in other reports on the agenda, train reliability growth and performance were currently below target. The challenges with the tunnel ventilation system were also highlighted.

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

72/09/21 Elizabeth Line Programme Assurance Update

Lorraine Humphrey introduced the paper, which provided an update on progress with Crossrail Programme Assurance activity.

An updated Integrated Audit and Assurance Plan would be submitted to the next meeting.

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.

73/09/21 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.

74/09/21 Any Other Business the Chair Considers Urgent

There was no other urgent business.

75/09/21 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Thursday 25 November 2021 at 2pm.

76/09/21 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; and Elizabeth Line Programme Assurance Update.

The meeting closed at 12.45pm.

Chair: _____

Date: _____