

**Date: 25 November 2021**

**Item: Enterprise Risk Update – Opening of the Elizabeth Line  
(ER14)**

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**This paper will be considered in public**

## **1 Summary**

- 1.1 As part of TfL’s risk management process, the Elizabeth Line Committee, oversees Enterprise Risk 14 (ER14) “Opening of the Elizabeth line”. This paper describes the key risks to the timely opening of the Elizabeth line provides an update on how TfL manages the risk.

## **2 Recommendation**

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

## **3 Background and Current Status**

- 3.1 Although there are a number of distinct stages to the opening of the Elizabeth line, ER14 refers to further delay in the scheduled opening of the Central Section between Paddington and Abbey Wood in the first half of 2022. ER14 will be further developed to reflect the remaining opening stages following opening of the Central Section.
- 3.2 Potential causes of delay to the opening include the remaining challenges of delivering the Crossrail project including testing and commissioning, integration of the systems and proving reliability of the railway. Additional causes include the readiness of the operator and contractual relationships including retaining critical resources.
- 3.3 We consider the risk to be adequately controlled, with probability of delay to the scheduled opening of the Elizabeth line in the first half of 2022 low with the current modelling results. However, we recognise further delays to opening of the railway would significantly adversely impact our customers, finances and the confidence of stakeholders. As such, despite the available controls and actions identified, the target assessment remains outside of tolerance. This is expected given the significance of the railway for TfL, London and our customers.

- 3.4 Controls and actions being taken to address the risk include the support provided to the Crossrail executive team to unlock issues and drive readiness across TfL and the development of management and reporting tools to maintain a close oversight of the schedule, costs and readiness status. There is also active collaboration with the supply chain to strengthen commercial and project management arrangements, maintain competencies and retain critical resources. Appropriate governance and assurance arrangements are in place to provide oversight, timely decision making and challenge by a range of independent experts.
- 3.5 Since the last update to ER14 in 2020, TfL has identified six Level 1 strategic risks that are linked to ER14 and other Enterprise Risks. Programme risks continue to be managed and reported by Crossrail and are reported separately to the Elizabeth Line Delivery Group.

**List of appendices to this report:**

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

**List of Background Papers:**

None

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