

# Transport for London

## Minutes of the Elizabeth Line Committee

Conference Rooms 1 and 2, Ground Floor, Palestra,  
197 Blackfriars Road, London, SE1 8NJ  
2pm, Thursday 25 November 2021

### Members

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

### Government Representative

Kathryn Cearns OBE

### Also in Attendance

Anurag Gupta (via Teams)  
Marie Pye (via Teams)

### Executive Committee

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

### Staff

Carole Bardell-Wise	Health, Safety and Quality Environment Director
Joan Buszewska	Head of Programme Assurance, Crossrail
Lorraine Humphrey	Interim Director of Risk and Assurance
Rachel McLean	Chief Finance Officer, Crossrail and Divisional Finance Director, London Underground
Hannah Quince	Crossrail Chief of Staff
Howard Smith	Chief Operating Officer, Elizabeth line
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

## 77/11/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. As Dr Nelson Ogunshakin OBE was attending via Teams, he could take part in the discussions but was not counted toward the quorum. An apology for absence had been received from Professor Greg Clark CBE.

The discussions in public were being webcast to TfL's YouTube channel to ensure that public and press could observe the proceedings and decision making without the need to attend.

The Chair welcomed the recently appointed TfL Board Members Anurag Gupta and Marie Pye, who were observing the meeting via Teams and Joan Buszewska, Head of Programme Assurance, Crossrail to her first meeting of the Committee in her new role. She also welcomed Hannah Quince, Crossrail Chief of Staff, on her return from maternity leave and thanked Nduka Ezediuno for covering in the interim.

On behalf of the Committee, the Chair thanked Carole Bardell-Wise, who was leaving TfL, for her leadership and invaluable support and expertise.

The Chair advised that during the meeting she would need to leave for a short period, at which point the Vice-Chair would Chair the meeting. While the meeting would be inquorate during that period, no decisions needed to be taken.

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.

## **78/11/21    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.

The declarations of interests for the recently appointed Board Members would be posted on the TfL website shortly.

## **79/11/21    Minutes of the Meeting of the Committee Held on 30 September 2021**

**The Committee approved the minutes of the Elizabeth Line Committee meeting held on 30 September 2021.**

## **80/11/21    Matters Arising, Actions List and Use of Delegated Authority**

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

**The Committee noted the actions list and the use of Chair's Action.**

## **81/11/21 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.

There were no significant operational safety incidents during Periods 6 and 7, 2021/22 covered by the report and the safety performance for the calendar year had been the most positive historically across the project.

In November 2021 the Safety and Health Executive Leadership Team would be standing down and revised arrangements put in place, including the Elizabeth Line Safety Board. It was agreed that a note on the new arrangements would be circulated to Members. **[Action: Mark Wild]**

It was confirmed that all lessons learnt on safety across the project had been captured as part of the Crossrail Learning Legacy Initiative.

**The Committee noted the paper.**

The Chair left the meeting at this point and the Vice-Chair took over the Chair.

## **82/11/21 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.

It was agreed that performance data, including Trial Operations, be included in future reports. **[Action: Mark Wild]**

The completion deadline of Trial Running by 20 November 2021 had been successfully achieved.

Members discussed improvements in the reliability growth, and assurance at Romford Control Centre. It was noted that it would not be possible to run a complete 24 trains per hour timetable until the next software update in April 2022.

Dr Nelson Ogunshakin OBE updated the Committee on his attendance at a recent virtual internal staff event entitled Programme and Future Update, which included presentations from Crossrail's Leadership Team and a question and answer session.

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

## **83/11/21 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.

**The Committee noted the paper.**

## **84/11/21 Finance and Risk Update**

Rachel McLean presented the update on the financial performance at Period 7, 2021/22 and on risk management progress.

Of the additional £825m funding, £572m had been drawn down as at Period 7, with a further £100m anticipated by the end of January 2022.

The Chair returned to the meeting at this point.

All potential commercial claims were being monitored as part of the Tier-1 de-mobilisation process, with no areas of concern.

A refreshed budget submission to the Greater London Authority had included revised revenue demands reflecting the impact of the coronavirus pandemic.

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

## **85/11/21 Project Representative Report**

Stephen Hill introduced the paper on the periodic reports from the Project Representative (P-Rep) on the Crossrail project for Periods 6 and 7, 2021/22 and the management responses to these reports.

The exempt Period 7 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.

Stephen Hill congratulated staff on recent progress. Canary Wharf and Bond Street stations continued to be challenging and Phase 2 of Trial Operations would be critical.

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

## **86/11/21 Elizabeth Line Programme Assurance Update**

Lorraine Humphrey and Joan Buszewska introduced the paper, which provided an update on progress with Elizabeth line Programme Assurance activity.

A risk based approach was being applied to reporting. Three key areas had been identified for target reviews and would continue to be reported to the Committee. There were no outstanding issues with any audit reports issued during this quarter.

TC Chew stressed the importance of improved reliability performance of rolling stock and optimisation of staff familiarity.

The Committee welcomed the Independent Investment Programme Advisory Group report.

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and approved the assurance activities as set out in Appendix 5 to the report.**

### **87/11/21 Enterprise Risk Update – Opening of the Elizabeth Line (ER14)**

Andy Byford presented the paper, as part of TfL's risk management process, on strategic oversight of Enterprise Risk 14 - Opening of the Elizabeth Line.

**The Committee noted the report and the supplemental information on Part 2 of the agenda.**

### **88/11/21 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.

It was agreed that an informal briefing for Members on Bond Street station would be arranged. **[Action: Mark Wild]**

**The Committee noted the forward plan.**

### **89/11/21 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

### **90/11/21 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Wednesday 26 January 2022 at 9.00am.

### **91/11/21 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 Enterprise Risk Update – Opening of the Elizabeth line (ER14).

The meeting closed at 4.20pm

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

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