

# Transport for London

## Minutes of the Elizabeth Line Committee

**Microsoft Teams**  
**9am, Wednesday 26 January 2022**

### **Members**

Heidi Alexander (Chair)  
Anne McMeel (Vice-Chair)  
Sarah Atkins (non-voting Member)  
Prof Greg Clark CBE (from Minute 06/01/22)  
Dr Nelson Ogunshakin OBE  
Mark Phillips

### **Government Representative**

Kathryn Cearns OBE

### **Executive Committee**

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

### **Board Member also in attendance**

Sebastian Dance	Deputy Chair of TfL
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### **Staff**

Joan Buszewska	Head of Programme Assurance, Crossrail
Lorraine Humphrey	Director of Risk and Assurance
Rachel McLean	Chief Finance Officer, Crossrail and Divisional Finance Director, London Underground
Hannah Quince	Crossrail Chief of Staff
Niraj Shah	Senior Internal Audit Officer
Howard Smith	Chief Operating Officer, Elizabeth line
Sue Riley	Secretariat Officer

### **Other Attendees**

TC Chew	Chair of Crossrail Independent Investment Programme Advisory Group Sub-Group (for part)
Stephen Hill	Jacobs, Project Representative
Alison Munro	Chair, Independent Investment Programme Advisory Group

## **01/01/22 Apologies for Absence and Chair's Announcements**

The Chair welcomed everyone to the meeting.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled it to take decisions via videoconference, expired on 6 May 2021. As the Committee was unable to meet in person, any decisions required would be taken by Chair's Action, following the discussion of the item with Members.

The meeting was being broadcast live on TfL's YouTube channel to ensure the public and press could observe the proceedings and decision-making.

The Chair advised the Committee that although she had stood down as Deputy Mayor for Transport and Deputy Chair of TfL at the end of December 2021, she had agreed to continue as a Member of the Board and Chair of this Committee. She welcomed the newly appointed Deputy Mayor for Transport and Deputy Chair of TfL, Seb Dance, to the meeting and wished him every success in his new role. Subject to approval by the Board on 2 February 2022, Seb Dance would become a Member of the Committee.

The Chair had been notified that TC Chew needed to leave the meeting early and therefore had agreed to vary the order of the agenda in the Part 2 to allow him to speak to Item 18 (Elizabeth Line Programme Assurance Update) before he left, otherwise Alison Munro would cover the item in his absence.

The Chair also congratulated Rachel McLean on her appointment as interim Chief Finance Officer, from April 2022, until Simon Kilonback's replacement was appointed.

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.

There were no apologies for absence but Prof Greg Clark CBE had given apologies for lateness.

## **02/01/22    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. Members, Sarah Atkins and Kathryn Cearns OBE confirmed there were no additional interests that related specifically to items on the agenda.

## **03/01/22    Minutes of the Meeting of the Committee Held on 25 November 2021**

**The Chair, in consultation with Committee Members, approved the minutes of the Elizabeth Line Committee meeting held on 25 November 2021.**

The minutes would be signed by the Chair at a later date.

## **04/01/22    Matters Arising and Actions List**

Howard Carter introduced the paper. It was agreed that a brief summary on health and safety executive governance arrangements would be circulated to Members, following the last meeting of the Safety, Health and Environment Leadership Team.

**[Action: Mark Wild]**

All other actions from previous meetings had been completed or were scheduled for completion.

**The Committee noted the actions list.**

## **05/01/22 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.

There were no significant operational safety incidents during Period 9, 2021/22 covered by the report and work continued safely at Bond Street station, within Covid-19 guidelines.

Two recent incidents were orally reported to the Committee, which included one severe incident, resulting in a broken ankle at Bond Street station. Both cases had been reviewed and preventative measures put in place.

The Committee was informed of further details of the revised arrangements since the ending of the Safety and Health Executive Leadership Team in November 2021, including a dedicated Health and Safety Forum made up of Tier 1 contractors. The health and safety regime would continue to adapt to reflect the stage of the project and safety remained the highest priority for senior staff.

An integrated team of TfL health and safety assurance officers supported the Elizabeth line programme, with a clear focus on operational safety and maintenance.

The Committee noted the recent reports of a member of the public accessing an Elizabeth line train at Abbey Wood station and exiting at Paddington, at which point MTR staff identified the member of the public and escorted him out of the station. It was confirmed that access was possible because of a gate being left unlocked at Abbey Wood station. MTR had carried out an investigation and action had been taken to ensure this could not happen again.

The long-term safety improvement plan implemented at Bond Street station continued to be effective and updated.

**The Committee noted the paper.**

## **06/01/22 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.

This item had been moved further up the agenda to reflect the importance of operational readiness at this stage in the programme.

Volunteers had been contacted to assist with mass evacuation trials in February through to March 2022. Trial Operations Phase 2 would begin on 29 January 2022 with a focus on reliability and customer service.

The aborted Trial Operations before Christmas 2021 had had no significant impact on the programme. Auto-reverse trialling had begun once again but required track access which made planning more complex. All staffing and personnel required for the operation of the Elizabeth line were largely in place although training continued to be an ongoing challenge and staffing resource was being continually assessed during Trial Operations testing.

Train reliability continued to improve but there remained significant technical challenges. Each day of Trial Operations was reviewed in detail and weekly meetings were held with the Chief Officers of all the critical suppliers.

The Commissioner's decision when the Elizabeth line would open would be based on informed data, including reliability information.

**The Committee noted the paper.**

(Prof Greg Clark CBE joined the meeting at this point).

## **07/01/22 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.

The Commissioner congratulated Mark Wild and his team on achieving all the deterministic dates within the project. The Committee endorsed the Commissioner's thanks. It was agreed that an item on the planning for achieving Stage 5b, while protecting revenue, would be discussed at a future meeting. **[Action: Mark Wild]**

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

## **08/01/22 Finance and Risk Update**

Rachel McLean presented the update on the financial performance at Period 9, 2021/22 and on risk management progress.

As part of the funding regime, quarterly review meetings were held with the Department for Transport and the Treasury and a successful meeting had been held yesterday with no outstanding actions or issues raised.

It was anticipated that the budget for the final stage of the programme would be presented to the next meeting.

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

## **09/01/2022      Project Representative Report**

Stephen Hill introduced the paper on the periodic reports from the Project Representative (P-Rep) on the Crossrail project for Period 9, 2021/22 and the management responses to these reports.

The exempt Period 9 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.

Risks in relation to railway reliability and critical software updates were highlighted as well as a need for attention to focus on process and people.

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

## **10/01/22    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.

TC Chew welcomed the plan to improve train reliability, signalling and command systems. Line of Defence 3 would continue to review and assess the state of readiness of the operations team and further assurances on the progress of managing the digital assets long term would be sought.

(TC Chew left the meeting at this point).

Management responses to Independent Investment Programme Advisory Group recommendations, with clear deadlines, would be included in future reports, and tracked.

The Committee discussed the importance of ensuring that assurance on the project was proportionate, avoided duplication and was not over burdensome on managers during this critical phase, but provided added value to both senior officers and Committee Members.

It was agreed that the Audit and Assurance Plan would be reviewed to ensure it continued to be fit for purpose. **[Action: Lorraine Humphrey]**

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

## **11/01/22    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.

### **12/01/22 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

### **13/01/22 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Thursday 24 March 2022, at 10.00am.

### **14/01/22 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 the: Project Status Update; Finance and Risk Update; Project Representative Report; and Elizabeth Line Programme Assurance Update

The meeting closed at 11.30am.

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

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