

Transport for London

Minutes of the Elizabeth Line Committee

Conference Rooms 1 and 2, Ground Floor, Palestra
10am, Wednesday 25 May 2022

Members

Heidi Alexander (Chair)
Anne McMeel (Vice-Chair)
Professor Greg Clark CBE (via Teams)
Seb Dance
Mark Phillips

Executive Committee

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

Staff

Joan Buszewska	Head of Programme Assurance, Crossrail
Lorraine Humphrey	Director of Risk and Assurance
Rachel McLean	Chief Finance Officer, Crossrail and Finance Director, TfL Operations
Hannah Quince	Crossrail Chief of Staff
Howard Smith	Director, Elizabeth line
Sue Riley	Secretariat Officer

Other Attendees

Stephen Hill	Jacobs, Project Representative (via Teams)
Matthew Lodge	Department for Transport (via Teams)

29/05/22 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting and spoke about the truly memorable day as the Elizabeth line opened for service on 24 May 2022. On behalf of the Committee the Chair thanked everyone who had been involved in this remarkable project which would transform travel across London and the southeast.

Apologies for absence had been received from Sarah Atkins, Dr Nelson Ogunshakin OBE and Kathryn Cearns OBE (Government representative) for whom Matthew Lodge was deputising and TC Chew, Chair of Elizabeth line Independent Investment Programme Advisory Group Sub-Group. Professor Greg Clark CBE was attending via Teams and was able to take part in the discussions but was not counted toward the quorum.

The Chair advised that this would be the last meeting of the Committee attended by Mark Wild, Hannah Quince and Stephen Hill and paid tribute to their hard work, dedication and achievements in realising the opening of the Elizabeth line.

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

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.

30/05/22 Declarations of Interests

Members on the TfL Board confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date.

31/05/22 Minutes of the Meeting of the Committee Held on 24 March 2022

The minutes of the meeting of the Elizabeth Line Committee held on 24 March 2022 were approved as a correct record and the Chair was authorised to sign them.

32/05/22 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the paper. All actions from previous meetings had been completed or were scheduled on the forward plan. Chair's Action was exercised to agree an amendment to the Crossrail Project Development Agreement as part of the substantial completion process for the project.

The Committee noted the updated actions list and Chair's Action.

33/05/22 Safety Update

Mark Wild and Howard Smith 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.

The safety records for Periods 12 and 13, 2021/22 were the strongest of the whole programme. Mark Wild remembered Rene Tkacik, who was tragically killed in this programme in 2014 and the four pedestrians and cyclists also killed during the programme, and the profound impact this had on staff.

Howard Smith reported on the continued vigilance in safety culture moving into an intensive maintenance period within the constraints of a passenger service.

The Committee noted the paper.

34/05/22 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 railway on the opening of the central section on 24 May 2022.

The report included an update on asset monitoring, as requested at the previous meeting. It was agreed that the remaining Element Outstanding Works List would be included in future performance reporting alongside maintenance.

[Action: Howard Smith]

Howard Smith confirmed that Romford Control Centre continued to perform well, despite some challenging circumstances. Close collaboration, while differentiating clear lines of responsibility, was critical. The turnover of staff would continue to be closely monitored and kept under review.

The Director of Operational Readiness had led on updating the huge range of network information, including signage and maps. The automated announcements were currently in the process of being updated.

The challenge would be to maintain a high level of performance across all services daily and for staff to transition into an operational mode mentality.

Future reports would reflect the operational status of the service and include updates on 5b minus delivery.

Members congratulated officers on the opening of the railway and welcomed future updates on providing a seven-day service, the operation of the central section and monitoring performance of all assets, including air conditioning, lifts and escalators.

The Commissioner confirmed that the focus and priority was now on the delivery of 5b minus for the autumn, alongside the completion of Bond Street station.

It was agreed that a representative from Network Rail would be invited to attend future meetings.

[Action: Howard Smith/Secretariat]

The unexpected evacuation during the first day of service was completed successfully and was attributed to an over sensitive tunnel beam which had since been adjusted.

Each operational day would be a learning and bedding down process for staff responding to passenger flows and other issues. Twice daily calls with senior staff were being held.

The professionalism of operational staff during this key opening period was praised by Members.

Provisional figures for passenger usage on the first day of service was 460,000 in total.

The Committee noted the paper.

35/05/22 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 Revenue Service Element Outstanding Works List had been completed and the organisational transition to the future state had been seamless. Mark Wild thanked the Delivery Director, the different assurance teams, including the Crossrail Engineering Safety Assurance Case Group, and all staff involved, for their hard work. He also thanked the Commissioner for his leadership.

The Chair sought confirmation that any lessons learnt would be made available for future infrastructure projects. It was confirmed that a detailed record of the project and lessons learnt had been developed as part of the Crossrail Learning Legacy Portal since 2012 to inform future major infrastructure projects. Information had already been shared with HS2. It was agreed that these documents would be shared with the Committee prior to publication. **[Action: Simon Bennett]**

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

36/05/22 Finance and Risk Update

Rachel McLean presented the update on the financial performance at Period 13, 2021/22 and on risk management progress.

It was agreed that a discussion on the Cost to Go evaluation be reviewed by the Committee before the next meeting. **[Action: Rachel McLean/Secretariat]**

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

37/05/22 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.

The report had been written prior to the opening of the Elizabeth line. Future reports would include updates on looking to the future and Stage 5 opening, including Bond Street station. Members requested that Element Outstanding Works List be included in future reports. **[Action: Lorraine Humphrey/Joan Buszewska]**

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

38/05/22 Project Representative Report

Stephen Hill introduced the paper on the periodic reports from the Project Representative on the Crossrail project for Periods 12 and 13, 2021/22 and the management responses to these reports.

He congratulated staff on the successful opening of the Elizabeth line but highlighted the importance of maintaining performance in the central section so that a resilient and integrated end to end service could be provided to customers in future stages.

A final close out report would be submitted to the next meeting.

[Action: Howard Smith]

A factual correction was made to the Part 2 paper.

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

39/05/22 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.

40/05/22 Any Other Business the Chair Considers Urgent

The Chair advised the Committee that she would continue to serve as a TfL Board Member and Chair of the Committee.

41/05/22 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Thursday 14 July 2022, at 10.00am.

42/05/22 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; Elizabeth Line Programme Assurance Update; and Project Representative Report.

The meeting closed at 11.46am.

Chair: _____

Date: _____