

Date: 15 March 2023

Item: Elizabeth Line Programme Assurance Report Quarter 3
2022/23

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of programme assurance activity in relation to the Elizabeth line during Quarter 3 of 2022/23 (18 September to 10 December 2022) (Q3).

2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

3 Background

- 3.1 The Elizabeth Line Integrated Assurance Framework (IAF) is based on a Three Lines of Defence (3LoD) model comprising:

- (a) Line 1 – Management functions of Crossrail, Rail for London (Infrastructure) Limited and key interfaces;
- (b) Line 2 – Project and Programme Assurance Elizabeth Line (PPA-EL); and
- (c) Line 3 - TfL Internal Audit and a sub-group of the Independent Investment Programme Advisory Group (IIPAG-EL).

- 3.2 This paper reports specifically on Line 2 (PPA-EL), Line 3 (Internal Audit) and Line 3 (IIPAG-EL) assurance progress.

- 3.3 The teams meet periodically with a panel of advisers to ensure that assurance is carried out by the right team, at the right time and to avoid duplication and minimise overlap of effort.

4 Line of Defence 2 (LoD2) – Assurance

- 4.1 Since the introduction of Stage 5b minus on 6 November 2022, the Elizabeth line services have been characterised by generally good daily performance and reliability of rolling stock and infrastructure. There have been occasional days when failures in the Network Rail infrastructure in the west, as well as train issues have caused disruption to the train services. Planned train and signalling software upgrades and other interventions are providing further operational reliability improvements in advance of Stage 5c in May 2023.

- 4.2 Work has continued on a continuous assurance basis with reporting via the LoD2 Periodic Assurance Review (PAR) Reports. Of particular focus has been the overall system and fleet reliability and availability, the quality of the service response to issues arising during service operation as well as the status of continued works and team readiness and resilience in preparation for Stage 5c.
- 4.3 Since the last meeting of the Committee, LoD2 PAR Reports have provided input to the periodic Integrated Assurance Report to the Elizabeth Line Delivery Group and papers submitted to the Elizabeth Line Committee.
- 4.4 Regarding cost to complete, emerging new cost pressures are being prudently recognised in the Anticipated Final Crossrail Direct Cost (AFCDC) as they arise, and the Programme continues to maintain provision and contingency budgets. Ongoing reviews of the emerging pressures are being completed to enable reductions of the AFCDC towards the target Anticipated Final Cost and minimise funding requirements beyond the £925m.
- 4.5 The Programme has made significant progress since the last report, key progress highlights include:
- (a) Bond Street station opened on 24 October 2022;
 - (b) Sunday passenger services commenced on 6 November 2022;
 - (c) Stage 5b minus services (22 trains per hour (tph) peak / 16 tph off peak) commenced on 6 November 2022; and
 - (d) The Christmas blockade was successful with the entire fleet loaded with new software (ELR300).
- 4.6 Key indicators of maintenance performance continue to be monitored to provide clarity around the average fault identification and diagnosis interval and the overall fault-to-fix cycle time. Experience during Revenue Service is helping to shape the improvements required in terms of response and fix times and root cause analysis to support the 22/24 train per hour (tph) service. An Access Improvement Programme has also been established with a focus on optimising the maintenance window, through increasing the deployment of automation to improve the efficiency of the maintenance workload and resource allocation. Progress improvements are being monitored on a weekly basis.

5 Line of Defence 3 (LoD3 – TfL Internal Audit) Assurance

- 5.1 This section covers the Internal Audit activities that were agreed in the Integrated Audit and Assurance schedule shared at the last meeting.
- 5.2 In Q3 no reports were issued, one is in progress and there are two audits planned to commence in Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023) (Q4).

Audit Delivery

- 5.3 Audits in progress at the end of Q3 are included as Appendix 1, and work planned to start in Q4 are included as Appendix 2.

Management Actions

- 5.4 The team monitors the implementation of all Internal Audit management actions and confirms whether they have been adequately addressed before closing them. At the end of Q3, there were four actions less than 30 days overdue. All of these are being actively monitored and discussed with the business.

Changes to the Audit Plan

- 5.5 TfL Internal Audit regularly reviews and updates the audit elements of the Integrated Audit and Assurance Audit Plan throughout the year, in liaison with management, to reflect changing business priorities. No changes to the plan have been made in Q3.

6 Line of Defence 3 (LoD 3 – IIPAG-EL) Assurance

- 6.1 The terms of reference of the IIPAG-EL sub-group require the group to provide a look ahead of its proposed areas of interest and work. The areas of interest highlighted as part of the revised Integrated Audit and Assurance Schedule in February 2022 continue to apply. We also support the continuous assurance process established by LoD2. This schedule is maintained and reviewed within the Elizabeth Line Programme Assurance group which is co-ordinated by LoD2.
- 6.2 The focus by LoD3 over the reporting period has been on the preparations for the enhanced service level of Stage 5b minus, the Stage 5c full 24 tph service and the transition of responsibilities and functions from Crossrail Limited to TfL, as the project closes out.
- 6.3 In general, the overall assurance framework for Elizabeth line has continued to operate effectively.

List of appendices to this report:

- Appendix 1: Line 3 (TfL Internal Audit) Work in progress and the end of Q3 2022/23
Appendix 2: Line 3 (TfL Internal Audit) Work due to start in Q4 2022/23

List of Background Papers:

None

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