

# Transport for London

## Minutes of the Elizabeth Line Committee

Conference Rooms 1 and 2, Ground Floor, Palestra,  
197 Blackfriars Road, London SE1 8NJ  
3pm, Tuesday 25 July 2023

### Members

Heidi Alexander (Chair)  
Anne McMeel (Vice-Chair)  
Seb Dance  
Dr Nelson Ogunshakin OBE (via Teams)  
Mark Phillips  
  
Sarah Atkins  
Matthew Lodge OBE (Department for Transport Observer)

### Executive Committee

Andy Lord	Commissioner
Howard Carter	General Counsel
Patrick Doig	Acting Chief Finance Officer

### Staff

David Arquati	Principal Transport Planner (Minute reference 31/07/23)
Lorraine Humphrey	Director of Risk and Assurance
David Knight	Head of Finance (Elizabeth line)
Peter McNaught	Director of Operational Readiness
Howard Smith OBE	Director, Elizabeth line
David Warner	Principal Transport Manager (Minute reference 31/07/23)
Shamus Kenny	Head of Secretariat

### Also in Attendance

Marcus Jones	Western Routes Director, Network Rail Representative
TC Chew	Chair of Elizabeth line Independent Investment Programme Advisory Group Sub-Group

## 23/07/23 Apologies for Absence and Chair's Announcements

There were no apologies for absence. Dr Nelson Ogunshakin OBE was attending the meeting via Teams and was able to participate in the discussion but was not counted toward the quorum. The meeting was quorate.

The Chair welcomed everyone to the meeting, including those on Teams and Marcus Jones representing Network Rail.

As this was the final meeting of the Committee, the Chair thanked the Committee and the assurance teams for their support in providing oversight of the delivery of the Crossrail project and delivery of all stages of the Elizabeth line into service, including Sarah Atkins and TC Chew. She also thanked all the staff and contractors that had contributed to the project and also to the Secretariat team.

She also thanked Howard Carter for his support and advice as he would be retiring from TfL shortly, and wished him well in the future.

The Chair congratulated Howard Smith on his recent award of an OBE for services to transport and also Matthew Lodge, who had also received an OBE for services to the rail industry.

The meeting was being broadcast live to 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.

### **24/07/23    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 and there were no interests to declare that related specifically to items on the agenda.

### **25/07/23    Minutes of the Meeting of the Committee held on 18 May 2023**

**The minutes of the meeting of the Committee held on 18 May 2023 were approved as a correct record and the Chair was authorised to sign them.**

### **26/07/23    Matters Arising and Actions List**

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

**The Committee noted the updated actions list.**

### **27/07/23    Safety Update**

Howard Smith introduced the paper, which provided an update on safety performance for the Infrastructure Manager, Rail for London (Infrastructure) Limited (RfL(I)), and the Crossrail project for Periods 1, 2 and 3 of 2023/24 (1 April to 24 June 2023).

On operational safety, all RfL(I) Safety Key Performance Indicators remained better than target, with no RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) reportable incidents, and no fatalities or serious workforce Injuries. The one Lost Time Injury reported during Period 3 was the first reported since Period 12 of 2021/22.

There was an ongoing focus on proactive safety management including the reporting of close calls and aggressive behaviour against staff. TfL Transport Safety Compliance Officers and British Transport Police would respond to any calls related to either customer or staff safety along the entire route of the Elizabeth line, regardless of location.

Safety of the Crossrail project remained strong up until the project closed on 26 May 2023, with no significant incidents reported during the last nine periods. All remaining residual works had transferred to Capital Works under RfL(I).

The Safety, Health and Environment (SHE) Business Partnering team continued to support the business on a day to day basis while implementing a rolling programme to align the management of SHE within RfL(I) with the wider TfL business.

Moving forward, safety updates would be reported to the Safety, Sustainability and Human Resources Panel as part of business as usual.

**The Committee noted the paper.**

## **28/07/23 Crossrail Complaints and Claims**

Patrick Doig presented the final update on the close-out of the three cases identified by the Crossrail Complaints Commissioner that remained when the Crossrail Complaints Committee was concluded in August 2022. The Committee had been kept informed on the status of these cases, and as no further correspondence relating to these complaints had been received and there was no change to the position last reported, the cases had been closed.

The Members congratulated Rachel McLean and other staff for successfully closing out the remaining complaints.

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

## **29/07/23 Elizabeth Line Operations and Programme Completion Update**

Howard Smith presented the update on Elizabeth line operations, including the final transition to an integrated railway on 21 May 2023, that marked the end of the Crossrail project. The Elizabeth line timetable, introduced on 21 May 2023, saw the railway move to a peak service of 24 trains per hour in the central section with increased connectivity and reduced journey times.

With the introduction of the new timetable the focus remained on improving performance and reliability, working collaboratively with Network Rail on our joint infrastructure. While the Public Performance Measure for Quarter 1 of 2023/24 (1 April to 24 June 2023) remained good, reliability had been impacted by: rolling stock performance, with software upgrades being rolled out to address this; performance affecting regressions ('bugs') following the ELR400 signalling update, which was being addressed by patch releases; and Network Rail infrastructure, where failures in both the east and west had disrupted services. Reliability would be kept under

review by the Customer Service and Operational Performance Panel.

Passenger numbers had continued to increase and customer satisfaction remained high.

The project closed on 26 May 2023, with the team closing out or transitioning activities to TfL and declaring final completion for endorsement by the Sponsors.

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

### **30/07/23 Finance and Risk Update**

David Knight introduced the update on the financial performance at Period 3 of 2023/24 (1 April to 24 June 2023) and on risk management progress.

The Elizabeth line remained on forecast to achieve operational break even in the financial year 2023/24.

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

### **31/07/23 Elizabeth Line Programme Assurance Update**

Lorraine Humphrey introduced the paper, which provided an update on progress with Elizabeth line Programme Assurance activity since the previous report. TC Chew was also in attendance.

In general, the overall assurance framework for the Elizabeth line had continued to operate effectively with no residual risk transferred to TfL.

**The Committee noted the paper.**

### **32/07/23 Elizabeth Line Passenger Usage Insight**

Patrick Doig, David Arquati and David Warner introduced the paper on insight into passenger usage patterns on the Elizabeth line and their impact on other transport modes in London throughout the first full year of operation.

Latent travel demand had been stimulated with the opening of the Elizabeth line and not just passenger displacement. Social and economic regeneration linked to the Elizabeth line had also been realised and this would continue with the development of Old Oak Common and increasing passenger numbers.

**The Committee noted the paper.**

### **33/07/23 Update on Measuring Benefits and Impacts**

Patrick Doig presented the update on activities to implement the Elizabeth line benefits framework published by TfL in partnership with the Department for Transport, as Crossrail Joint Sponsors.

Further analysis would report the impacts of Stage 5c, which started operation on 21 May 2023, and beyond.

The Finance Committee would receive updates on the funding payments and the financing model.

**The Committee noted the paper.**

### **34/07/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

The Committee and the Commissioner expressed their thanks to the Chair for her leadership of Crossrail and its transition to the Elizabeth line, and during the coronavirus pandemic.

### **35/07/23 Exclusion of the Press and Public**

**The Committee agreed to exclude the press and public from the meeting, in accordance with paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Crossrail Complaints and Claims; Elizabeth Line Operations and Programme Completion Update; and Finance and Risk Update.**

The meeting closed at 4pm.

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

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