

Agenda

Meeting: Elizabeth Line Committee

Date: Thursday 15 July 2021

Time: 2:00pm

Place: Teams Virtual Meeting

Members

Heidi Alexander (Chair)

Anne McMeel (Vice-Chair)

Prof Greg Clark CBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Kathryn Cearns OBE (Department for Tra
nsport Obser

Sarah Atkins

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

How decisions will be taken during the current social distancing measures

The 2020 regulations that provided the flexibility to hold and take decisions by meetings held using videoconference expired on 6 May 2021.

While social distancing measures remain in place to manage the coronavirus pandemic, Members will attend a videoconference briefing held in lieu of a meeting of the Committee. Any decisions that need to be taken within the remit of the Committee will be discussed at the briefing and, in consultation with the available Members, will be taken by the Chair using Chair's Action. A note of the decisions taken, including the key issues discussed, will be published on tfl.gov.uk.

As far as possible, TfL will run the briefing as if it were a meeting but without physical attendance at a specified venue by Members, staff, the public or press.

- Papers will be published in advance on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed)
- Apart from any discussion of exempt information, the briefing will be webcast live for the public and press on [TfL YouTube channel](https://www.youtube.com/channel/UC...).
- A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Sue Riley; email: sueriley@tfl.gov.uk

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Wednesday 7 July 2021

**Agenda
Elizabeth Line Committee
Thursday 15 July 2021**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interest

General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take any part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

**3 Minutes of the Meeting of the Committee Held on 20 May 2021
(Pages 1 - 8)**

General Counsel

The Chair, following consultation with the Committee, is asked to approve the minutes of the meeting of the Committee held on 20 May 2021 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 9 - 12)

General Counsel

The Committee is asked to note the updated actions list.

5 Safety Update (Pages 13 - 16)

Chief Executive Officer, Crossrail and Chief Operating Officer, Elizabeth line

The Committee is asked to note the paper.

6 Project Status Update (Pages 17 - 22)

Chief Executive Officer, Crossrail

The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda.

7 Elizabeth Line Readiness (Pages 23 - 24)

Chief Operating Officer, Elizabeth line

The Committee is asked to note the paper.

8 Finance and Risk Update (Pages 25 - 26)

Chief Finance Officer, Crossrail and Divisional Finance Director, London Underground.

The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda.

9 Project Representative Report (Pages 27 - 28)

Chief Executive Officer, Crossrail

The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda.

10 Elizabeth Line Programme Assurance Update (Pages 29 - 40)

Chief Finance Officer, Crossrail and Divisional Finance Director, London Underground.

The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda

11 Crossrail Complaints Commissioner's Report (Pages 41 - 52)

General Counsel

The Committee is asked to note the paper and the Complaint Commissioner's Report.

12 National Audit Office Report - Crossrail - A Progress Review - To Follow

Chief Executive Officer, Crossrail

The Committee is asked to note the report and the management response.

13 Staged Opening Update (Pages 53 - 56)

Chief Operating Officer, Elizabeth line

The Chair, in consultation with Committee Members, is asked to approve the amendment to the Sponsors Requirement for Crossrail in relation to staged opening and the supplementary information on Part 2 of the agenda.

14 Members' Suggestions for Future Discussion Items (Pages 57 - 60)

General Counsel

The Committee is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.

15 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

16 Date of Next Meeting

Thursday, 30 September 2021 at 10.00am.

17 Exclusion of Press and Public

The Committee is recommended to agree 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), in order to consider the following items of business.

Agenda Part 2

18 Project Status Update (Pages 61 - 72)

Exempt supplemental information relating to the item on Part 1.

19 Finance and Risk Update (Pages 73 - 78)

Exempt supplemental information relating to the item on Part 1.

20 Project Representative Report (Pages 79 - 186)

Exempt supplemental information relating to the item on Part 1.

21 Elizabeth Line Programme Assurance Update (Pages 187 - 194)

Exempt supplemental information relating to the item on Part 1.

22 Staged Opening Update (Pages 195 - 198)

Exempt supplemental information relating to the item on Part 1.

Transport for London

Minutes of the Elizabeth Line Committee

Teams Virtual Meeting 10am, Thursday 20 May 2021

Members

Heidi Alexander (Chair)
Anne McMeel (Vice-Chair)
Sarah Atkins (non-voting Member)
Mark Phillips

Government Representative

Kathryn Cearns OBE

Executive Committee

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

Staff

Mushtaq Ali	Interim Head of Internal Audit
Carole Bardell-Wise	Health, Safety and Quality Environment Director
Lorraine Humphrey	Interim Director of Risk and Assurance
Maureen Kirk	Senior Internal Audit Manager
Rachel McLean	Chief Finance Officer, Crossrail and Divisional Finance Director, London Underground
Howard Smith	Chief Operating Officer, Elizabeth line
Stuart Westgate	Head of Programme Assurance, Crossrail (for Minute 41/05/21)
Sue Riley	Secretariat Officer

Other Attendees

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

31/05/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting,

The meeting was broadcast live on YouTube, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication.

Apologies for absence had been received from Professor Greg Clark CBE and Dr Nelson Ogunshakin OBE.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled decisions to be taken via video-conference, expired on 6 May 2021. As Members were not able to meet in person due to social distancing measures, any decisions required would be taken by the Chair, exercising Chair's Action, following the discussion of the item with Members.

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.

32/05/21 Declarations of Interests

Members on the TfL Board confirmed that their declarations of interests, as published on 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.

33/05/21 Minutes of the Meeting of the Committee Held on 18 March 2021

An amended version of the minutes had been circulated prior to the meeting, with the following changes:

22/03/21 Project Status Update

Deleted sixth paragraph: "During Trial Running, Crossrail remained the lead system integrator and design authority before becoming part of Rail for London"

Replaced with: "Crossrail would remain the lead system integrator and design authority until Trial Operations, when this role would transfer to Rail for London"

27/03/21 Crossrail Programme Assurance

Inserted before the resolution: "The IIPAG recommendation for TfL to hold a summit level LOD1 assurance event with formal engagement between executives and key LOD1 staff, including Board Members, prior to Trial Running commencement, was discussed but not supported, on the basis that adequate assurance processes were currently in place."

The Chair, following consultation with the Committee, approved the minutes of the meeting of the Committee held on 18 March 2021 as amended above.

34/05/21 Matters Arising and Actions List

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

The Committee noted the actions list.

35/05/21 Safety Update

Mark Wild and 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 (RfL(I)).

There had been one reportable accident on Crossrail, where a trip on floor protection had resulted in a fractured ankle, the protection had been removed.

Three High Potential Near Misses had been reported. These were being investigated and enhanced procedures introduced. On the ground, safety tours would resume subject to coronavirus measures.

There were no significant operational safety incidents during the periods covered by the report and performance remained stable. Access challenges and familiarisation, since the transition to Railways and Other Guided Transport Systems (ROGS), was the main focus of concern and an extensive briefing campaign was ongoing. One incident, related to a work party of various stakeholders moving beyond Network Rail managed infrastructure and associated possession limits to RfL(I) managed infrastructure without the necessary applications for access or adequate protection, had been the subject of an independent review and its outcomes were being implemented with immediate effect and communicated as part of the wider ROGS briefings.

Assurances were provided that a single point of accountability (directing/guiding mind) on access would continue to be assessed on a case by case basis.

The Committee highlighted the importance of clear communication during the transition phase and welcomed the introduction of the integrated access control unit.

The importance of staff wellbeing during this busy, critical period was also highlighted by the Committee.

The Committee noted the paper.

36/05/21 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.

The Committee noted the progress since the transition to Railways and Other Guided Transport Systems (ROGS) and that the project was in the complex final stages of the delivery of the Elizabeth line, with several key milestones being achieved.

Howard Smith updated on the current Trial Running timetable, which was proceeding as anticipated, flushing out any key issues and developing staff competence and confidence. Trial Running and Trial Operations were two distinct project streams, which were separated to ensure minimum standards were maintained at each appropriate stage.

Desk-top exercises with Network Rail on simulated failures at shared boundary points had been successfully carried out.

The commissioning of Paddington and Canary Wharf stations were challenging but staff were confident that a realistic route map was in place. A bespoke assurance regime was being developed for Canary Wharf station, with a view to transferring the station to TfL in September/October 2021.

Farringdon, Custom House and Tottenham Court Road stations had been handed over to TfL, with other stations such as Paddington, Liverpool Street and Canary Wharf in the final stages before being handed over.

The planned blockade, for August 2021, would be utilised for synchronisation of the differing software systems and configuration of the passenger services. Any delays in the Trial Running testing would also be recuperated.

There was a low rate of staff turnover and vacancies within Crossrail, and 140 project critical staff had been identified, with mitigation measures put in place and a continued focus on maintaining training and skill levels during the Trial Running period.

Members were advised that the revision of Delivery Control Schedule 1.2 would not be implemented until all software issues had been resolved. Detailed discussions were ongoing with Network Rail, MTR Elizabeth line and the Department for Transport on stages four and five developmental plans.

The Committee congratulated staff on the significant achievement of the transition to ROGS and for the progress in completing stations to date.

Members would be kept updated on key milestone dates via the weekly Crossrail dashboard.

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

37/05/21 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.

Four principle workstreams were closely and regularly assured in line with the updated programme baseline developed by Crossrail; these included asset transition, organisational and functional transition, obligations and liabilities and governance.

The Committee noted the paper.

38/05/21 Elizabeth Line Transition Programme Status Update

Howard Smith and Rachel McLean introduced the paper, which provided an overview of the Elizabeth Line Transition Programme and an update on the status of the current activities to transition Crossrail delivery to Elizabeth line operations.

The Committee noted the paper.

39/05/21 Finance and Risk Update

Rachel McLean presented the update on the financial performance at Period 13 2020/21 and on risk management progress.

The importance of ensuring that no unfinished works, unless explicitly agreed, were left behind by Tier 1 contractors was discussed.

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

40/05/21 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 and the management responses to these reports.

The exempt Period 13 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 and the Period 13 report would be published shortly.

Stephen Hill highlighted the challenge of transitioning to Railways and Other Guided Transport Systems, access and process procedures, the impact on productivity and the potential impact on the delivery schedule. Until the revised Delivery Control Schedule was finalised, the Anticipated Final Crossrail Direct Cost could not be confirmed.

Members were assured that Stephen Hill was given unlimited access to all relevant meetings and documentation.

Sarah Atkins and Stephen Hill would discuss the suitability of the Sponsor summary report outside of the meeting.

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

41/05/21 Crossrail Programme Assurance Update

Rachel McLean introduced the paper, which provided an update on progress with Crossrail Programme Assurance activity.

TC Chew presented the Independent Investment Programme Advisory Group (IIPAG) Sub-Group work plan.

The Committee noted the proposed IIPAG Sub-Group work plan and, while recognising the need for effective assurance, stressed the importance of focus and proportionality of assurance activity in this critical phase of the project.

It was agreed that action owners would be added to the Second Line of Defence Periodic Assurance Report in future reports. **[Action: Stuart Westgate]**

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and endorsed the Line of Defence 3 IIPAG Crossrail Sub-Group plan set out in Appendix 1 to the report.

42/05/21 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.

Several items for discussion at informal briefings were proposed, including revenue modelling and forecasting (post coronavirus pandemic), train line reliability growth and their performance matrix.

The Committee noted the forward plan subject to the updated changes.

43/05/21 Any Other Business the Chair Considers Urgent

There was no other urgent business.

44/05/21 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Thursday 15 July 2021 at 2pm.

45/05/21 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 and Crossrail Programme Assurance Update.

The meeting closed at 3.55pm.

Chair: _____

Date: _____

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Elizabeth Line Committee



Date: 15 July 2021

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

1.1 This paper informs the Committee of progress against actions agreed at previous meetings.

2 Recommendation

2.1 **The Committee is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Elizabeth Line Committee

Contact Officer: Howard Carter, General Counsel

Email: HowardCarter@tfl.gov.uk

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Elizabeth Line Committee Actions from 20 May 2021 (reported to 15 July 2021 meeting)

Minute No.	Item/ Description	Action By	Target Date	Status/ Note
41/05/21	Crossrail Programme Assurance Update Action owners to be added to the Second Line of Defence Periodic Assurance Report in future reports.	Stuart Westgate	15 July 2021 meeting.	Reflected in report on agenda. Complete.

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Elizabeth Line Committee



Date: 15 July 2021

Item: Safety Update

This paper will be considered in public.

1 Summary

1.1 This paper provides an update on safety.

2 Recommendation

2.1 The Committee is asked to note the paper.

3 Safety Update

3.1 This paper includes a performance update for the Crossrail programme and Infrastructure Manager, Rail for London (Infrastructure) Limited (RfL(I)) for Periods 1 and 2.

3.2 Accident Performance in Period 1:

- (a) there were no reportable or lost time accidents on Crossrail; and
- (b) there were no RfL(I) employee or contractor reportable or lost time accidents.

3.3 Accident Performance in Period 2:

- (a) there were no reportable or lost time accidents on Crossrail; and
- (b) there were no RfL(I) employee or contractor reportable or lost time accidents.

3.4 High Potential events are summarised below:

- (a) the dual power supply to the western ticket hall at Farringdon Station was activated remotely resulting in a short duration power failure. The activity was being planned to be undertaken and discussions were underway between RfL(I) (in the Route Control Centre (RCC)), London Underground (LU) and Crossrail Limited, but the activity occurred prematurely. The RfL(I) Safe Operating Procedure requires that the activity be undertaken during engineering hours in consultation with the Infrastructure Manager of the Station, who in this instance was LU. The procedure has been verified and communicated. Investigation into the event is complete;

- (b) at the start of a planned possession, the Nominated Person issued an Overhead Line Permit authority number before the Testing and Earth person had completed their activities. The investigation found that the Immediate Cause was that the Nominated Person failed to follow the process for issuing the permit. A number of follow up actions have been identified and are being implemented. Similarities to the NR incident on the 8th April 2020 resulting in a track worker fatality have been considered and discounted as the event in April was the result of the track worker, who had responsibility acting as the Controller of Site Safety, walking along a track which was open to traffic having handed back the line blockage, investigation findings suggest habitual behaviours and immunity to train warnings;
 - (c) two authorised persons accessed a door to the routeway at Stepney Green Shaft with the intention to test and apply earths. This was done prior to receiving authority from the Nominated Person, however, they were observed by the RCC on the CCTV and instructed to return. An investigation has been concluded with immediate actions completed; and
 - (d) at the Bond Street Station project, during a lifting operation, a concertina door slipped from the lifting sling and fell. The door base was on the ground at the time and no one was injured. The investigation found improvements were required in the areas of competence of those executing lifting, planning and documentation and also supervision. A review of lifting operations at Bond Street has been commissioned, being led by independent construction and safety experts.
- 3.5 Two coordination incidents occurred with work in and around the Tunnel Ventilation System, which have resulted in enhancements and strengthening to the access procedure for this system in order to increase safety.
- 3.6 After moving under The Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS), there was a notable reduction in productivity due to issues around access. An independent review of access planning arrangements was conducted, and recommendations are being implemented in order to improve productivity and increase our safety focus as good planning is the basis of the “Target Zero” ethos.
- 3.7 Since the last report to the Committee, the Accident Frequency Rate (AFR) has reduced from 0.09 to 0.08. The Lost Time Index has decreased from 0.12 to 0.11. The High Potential Near Miss (HPNM) rate has increased to 0.36. The industry recognised frequency rates are calculated over a rolling 13 periods.
- 3.8 The programme continues to manage the coronavirus pandemic risk with the measures implemented by the supply chain remaining in place, with no intention to reduce the controls at this time. Controls continue to be assured weekly by independent inspections. The programme is preparing detailed plans for a controlled return to the programme offices, in line with TfL’s approach.

List of Appendices:

None

List of Background Papers:

None

Contact Officer: Mark Wild, Crossrail Chief Executive
Email: MarkWild@tfl.gov.uk

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Elizabeth Line Committee



Date: 15 July 2021

Item: Project Status Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the status of the Crossrail project.
- 1.2 Following the initial phase of transition, the Elizabeth Line Delivery Group (ELDG) was formed to ensure appropriate oversight of the delivery of the Elizabeth line by Crossrail and TfL Executive. The ELDG is chaired by the Commissioner. In line with the commitments made by the Mayor for greater transparency of the Crossrail project, the minutes and actions from ELDG are available on our website¹. Available reports will be uploaded to correspond to the meeting of this Committee.
- 1.3 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the paper and the supplementary paper on Part 2 of the agenda.**

3 Crossrail Update

- 3.1 Crossrail Limited is in the complex final stage of delivery of the Elizabeth line. There has been significant progress across the project in the past couple of months in line with our schedule of opening the railway to passengers in the first half of 2022.
- 3.2 As mentioned in the previous update, after transitioning from a construction environment to an operational environment, operating under the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS) on 27 March 2021, a 'controlled start' was introduced to the Trial Running phase. During this period there were no train movements other than for rolling stock maintenance, allowing the operations and maintenance teams the opportunity to mobilise and transition into an operating railway environment, governed by a Rail for London (Infrastructure) (RfL(I)) rule book.

¹ <https://tfl.gov.uk/corporate/publications-and-reports/elizabeth-line-delivery-group>

- 3.3 Moving from a construction environment to an operational environment has brought about significant changes to the organisation's ways of working. With trains running during the day, essential maintenance work is taking place at night. Access arrangements, necessary for the works to take place on an operational railway, are being managed by a dedicated team concentrating on safety, planning, productivity and prioritisation.
- 3.4 During the controlled start to Trial Running, we successfully commissioned our most advanced software, PR7; although this is not the software that will be used for passenger services, it is the very latest software needed for timetabled train movements.
- 3.5 On 10 May 2021, four trains per hour (tph) commenced on the central operating section. This was six weeks after entry into ROGS and was achieved a week ahead of our forecast that underpins our opening window. This initial phasing of trains has allowed for the bedding down of people, systems and process.
- 3.6 Upon completion of the initial timetabled service, eight tph were in operation along the central section from the 7 June 2021, as planned. This has helped to continue build competence and experience of the drivers and staff in the Route Control Centre. The focus during this period of testing was on stressing the systems, following weeks of learning during the four tph schedule.
- 3.7 The service intensity is planned to increase to 12 tph from the middle of July 2021, following a construction blockade. This is the configuration of the Elizabeth line when it enters passenger service and will be a significant achievement once realised. We will also be conducting timetable demonstrations of 24 tph over the summer months and continuing to build the mileage accumulation as well as identifying any defects and bugs in the systems and software.
- 3.8 Current indications suggest that Trial Running is progressing well. Once completed, it will demonstrate that the Elizabeth line can run at performance levels necessary to move to the next phase of the programme known as Trial Operations.
- 3.9 Trial Operations will involve exercises to confirm that the railway is passenger ready. It will comprise of staff and volunteer exercises to make sure that all systems and procedures work effectively. Completion of Trial Operations will mark the final step before passenger services can commence in the first half of 2022.
- 3.10 Before being able to commence Trial Operations a number of programme milestones need to be achieved in addition to commissioning the remaining stations. The four key milestones scheduled to take place over the summer period are:
- (a) there is an 18-day blockade underway, which started on 21 June 2021, focussed on finishing numerous intricate works that connects the tunnels and stations. This will help the project reduce all routeway dependent work;
 - (b) the ELR 100 software release, the train and signalling software that will be used for passenger service, is ready as a product. Siemens is still required to complete the engineering phase of the software and the complex task of

integrating it onto the railway. Once the software is ready to be commissioned, a further blockade, planned for the autumn, will take place to complete any elements of outstanding works on the tunnels;

- (c) during the summer period we will also be completing the integration and testing phase, bringing together the whole railway to ensure that all of the components work seamlessly together. This will enable us to form the final safety case sufficient for Trial Operations; and
 - (d) lastly, the project will be using the summer months and move to 12 tph on the central section to drive the accumulation of mileage. This will help demonstrate the railways reliability and capacity to deliver a safe service for passengers.
- 3.11 Work continues on finishing off the stations to a point where they can be handed over to Transport for London (TfL). This is critical to the project to be able to enter into Trial Operations and Passenger Service. Good progress is being made and over a third of the new central section stations have already been handed over TfL.
- 3.12 Custom House, Farringdon and Tottenham Court Road stations have all become fully integrated into the railway, following handover to TfL. This represents a significant achievement towards readiness for Trial Operations.
- 3.13 Woolwich and Liverpool Street stations have both recently been handed over to TfL who will be responsible for the stations as the infrastructure manager. This brings the total number of central section stations handed over to five. The next station to be handed over will be Paddington, which is expected at the end of this month.
- 3.14 Whitechapel station has recently entered into the T-12 process and it is expected to be handed over later on in the summer. The T-12 milestone means that the station is considered to be 12 weeks away from being ready for handover to TfL. Work at the station will now be primarily focused on the extensive testing and commissioning of systems ahead of the Elizabeth line opening. Reaching this important milestone allows the contractor to commence the demobilisation process across the site and enables Crossrail to commence the process of handing the station over to TfL.
- 3.15 Works continue at Canary Wharf station to support its scheduled handover to TfL after Whitechapel station; Bond Street is currently showing encouraging signs that it will meet its requirements to be able to support Trial Operations, although there is still considerable work to do at the station for it to be ready for passenger service at the front end of our opening window.
- 3.16 Following the completion of the platform extension works at Liverpool Street mainline station, the first nine-car class 345 Full Length Unit (FLU) trains commenced service between Liverpool Street and Shenfield, supplementing the seven-car class 345 trains currently operating on that route.
- 3.17 The new ticket hall at Ealing Broadway station opened for customers on 27 May with new lifts enabling step-free journeys on TfL Rail, London Underground (District and Central lines) and Great Western Railway. As the latest station to

reach this milestone ahead of the Elizabeth line opening, Ealing Broadway has undergone a significant transformation to build a large new ticket hall, extended platforms to accommodate the longer Elizabeth line trains as well as better signage and customer information screens providing a better customer experience.

- 3.18 West Drayton, Hayes & Harlington, and Southall stations remain on forecast to be step-free by the Summer of 2021. Work is also progressing on the eastern section at Ilford and Romford stations. They are both forecast to enter service before the opening of the central section.

List of Appendices:

Appendix 1: Elizabeth Line Committee: Dashboard (Public)

List of Background Papers:

None

Contact Officer: Mark Wild, Chief Executive Officer, Crossrail
Email: MarkWild@tfl.gov.uk

ELIZABETH LINE COMMITTEE: DASHBOARD

For meeting 15 July 2021

READER GUIDANCE:

HEALTH AND SAFETY

- A High Potential Near Miss (HPNM) is an incident that could have caused a significant injury but that did not in this instance.
 - A Lost Time Case (LTC) is an incident that resulted in an individual or individuals suffering an injury that necessitated time off from working.
 - A RIDDOR is an incident that is reportable under the RIDDOR 2013 regulations. For more detail on what is reportable, [click here](#) for the Health and Safety Executive guidance page.
- Health and Safety Performance Index (HSPI) is an aggregated contractual measure of contractor compliance with Crossrail's Golden Rules.

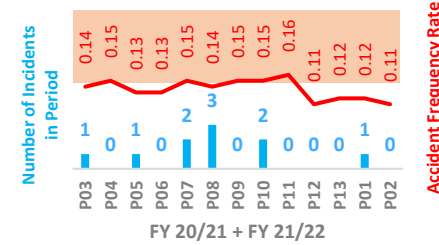
MILESTONE FORECAST SCENARIOS

- These forecast scenario dates are derived through the 4-weekly schedule and risk updates, with quantitative risk modelling (QSRA) building the P50 and P80 Scenario Dates. Note, these do not include any risk to the Trial Operations period.
- The table identifies the Earliest Date (i.e. Crossrail's own target which is derived from the shortest path to completion with no risk modelling but does have an element of Time Risk Allowance), and the P50 and P80 dates (i.e. the date by which, through risk modelling, a milestone is achieved 50% of the time and 80% of the time).
- Crossrail's target date for the commencement of Stage 3 Revenue Service remains as early as possible, with the latest risk modelling showing that the P50 scenario remains within the August 2020 announcement which stated that Crossrail expects the Elizabeth line to open within the first half of 2022.

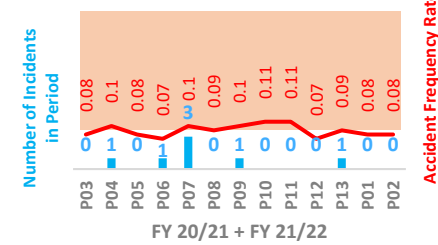
FOR PUBLIC SESSION

1. HEALTH AND SAFETY

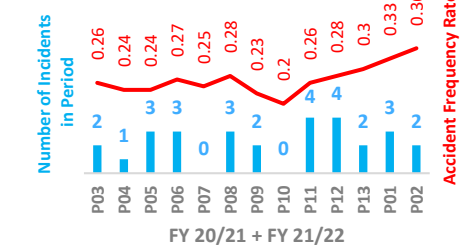
Lost Time Cases



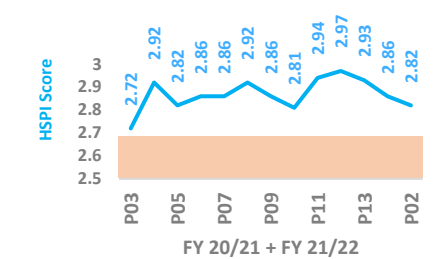
RIDDOR (Reportable Incidents)



High Potential Near Misses



H&S Performance Index

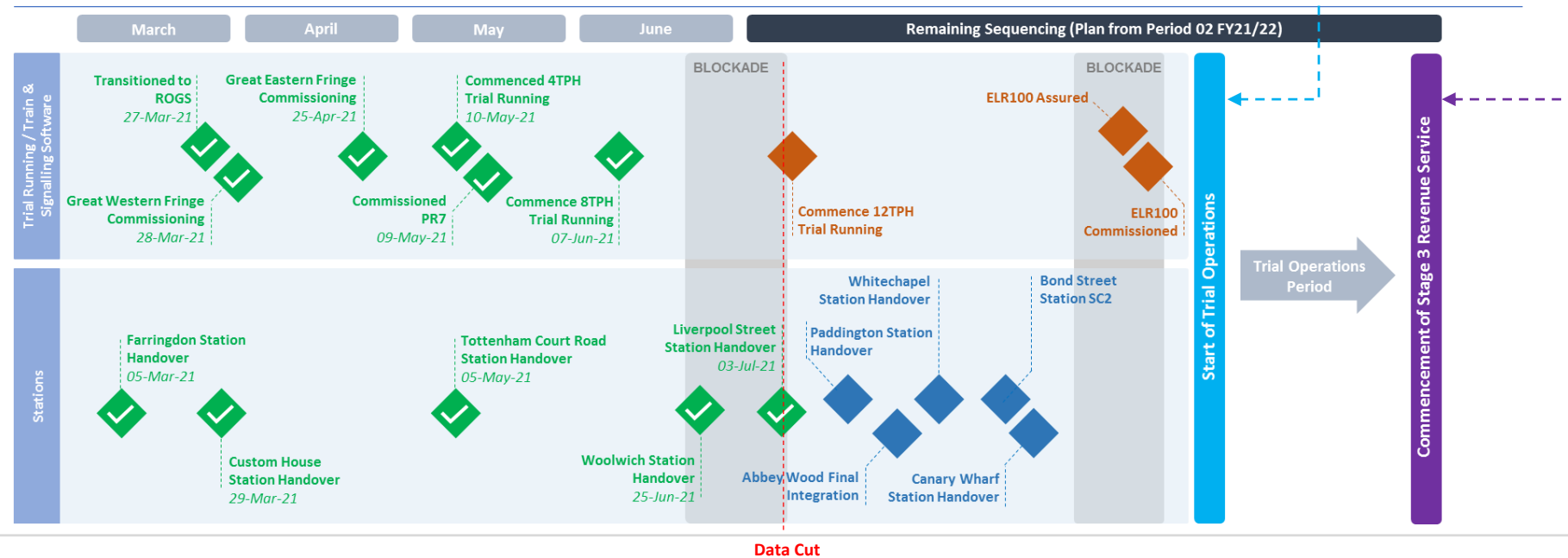


2. KEY MILESTONES – FORECAST SCENARIOS (BASED ON PERIOD 02 FY21/22 DATA)

Note: This forecast and performance to date aligns to the P50 Scenario Date that informed the August 2020 announcement that Crossrail expects the Elizabeth line to open within the first half of 2022.

Milestone	Earliest Date (Period 02 FY21/22)	P50 Scenario Date	P80 Scenario Date
Transition to a ROGS Environment	ACHIEVED – 27 March 2021; Baseline Deterministic Date: 27 March 2021; Baseline P50 Date: 14 May 2021		
Trial Running (with 4TPH) - Start	ACHIEVED – 10 May 2021; Baseline Deterministic Date: 29 March 2021; Baseline P50 Date: 17 May 2021		
Trial Operations Phase - Start	November 2021	January 2022	April 2022
Commencement of Stage 3 Revenue Service	February 2022	April 2022	June 2022

3. KEY ACHIEVEMENTS AND ACTIVITY SEQUENCING TO TRIAL OPERATIONS



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Elizabeth Line Committee



Date: 15 July 2021

Item: Elizabeth Line Readiness

This paper will be considered in public

1 Summary

- 1.1 This paper provides an 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.

2 Recommendation

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

3 Performance of Operational Service

- 3.1 TfL Rail continues to deliver a good service with the Public Performance Measure (PPM) beating target during period 2, the four-week period between 2 and 29 May 2021. The eastern section of the line achieved 97.3 per cent with the western achieving 95.6 per cent of trains meeting their reliability target. Overall, the Moving Annual Average trend continues to be better than target at 95.8 per cent.
- 3.2 Train software updates have driven an improvement in reliability in the Class 345 nine-car full length trains operating the Reading and Heathrow services, but not up to the forecast level, partly due to the emergence of non-software related door defects and other equipment hardware failures. The manufacturer, Alstom, is undertaking root-cause analysis and instigating a fleet-wide component inspection regime.

4 Operational Readiness

- 4.1 On 16 May 2021, the new Stage 4a timetable between Liverpool Street to Shenfield was launched as planned, using mainly seven-car Class 345 trains. On 26 May 2021 the first three nine-car Class 345 trains entered service on the route. The transition of the Liverpool Street to Shenfield service to a full nine-car Class 345 operation (twenty-two trains) will be later this year.
- 4.2 Following a successful controlled start, focused on maintenance activities, we commenced timetabled Trial Running on 10 May 2021, initially at four trains per hour. On 7 Jun 2021 this increased to eight trains per hour and will be increased to 12 trains per hour over the next couple of months. This ramp-up period is helping increase confidence and experience of drivers and of staff in the Romford Control Centre.

- 4.3 On 21 June 2021 Crossrail started an 18-day 'blockade' focussed on finishing works that affects the tunnels and systems and would otherwise require potentially disruptive access to the railway. While this is underway Trial Running of trains is paused but the opportunity is being taken to complete further training, implement outstanding modifications to the train fleet and update some rules and procedures.
- 4.4 We are making good progress with the central station handover process, with five stations now under our responsibility as Infrastructure Manager, enabling our teams to fully prepare for Trial Operations. We continue to work closely with the Crossrail Programme team on progressing the remaining stations, with Paddington due to be handed over in the next few weeks.
- 4.5 Operational hours will increase as the railway moves to Trial Operations and optimising the move between operations and maintenance hours is a significant objective, with a number of initiatives underway focused on process and some improvements to infrastructure.

5 TfL Residual Works Programme

- 5.1 Work continues to prepare for the delivery of some the residual works post revenue service, as well as, a number of pre revenue service projects. The final scope lists are nearly complete, financial principles have been agreed and estimators are validating costs.

List of Appendices:

None

List of Background Papers:

None

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Elizabeth Line Committee



Date: 15 July 2021

Item: Finance and Risk Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the financial performance at Period 2 2021/22 and on risk management progress.
- 1.2 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL and other parties. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda.**

3 Funding

- 3.1 On 30 November 2020, a funding and financing agreement was reached between TfL, GLA and the Government providing £825m of additional funding for the Crossrail Programme.
- 3.2 Of the additional £825m funding, £110m has been drawn down to date.

4 Financial Performance

- 4.1 Spend in Period 2 was £55m and is £112m for the year to date. The period spend was £12m below the Delivery Control Schedule 1.1 (DCS1.1) Budget and the programme is £20m below the DCS1.1 Budget for the year to date.
- 4.2 The number of Full Time Equivalent employees is 782, which was 26 lower than had been forecast in the January 2021 workforce plan.
- 4.3 The current Anticipated Final Crossrail Direct Cost (AFCDC) is £15,939m, a £29m increase from the prior period.
- 4.4 The P50 AFCDC is currently £150m above the additional funding of £825m, which is an increase of £29m during the period. When the £825m additional funding was confirmed, the funding package was £91m lower than the P50 AFCDC at the time.

- 4.5 At higher levels of probability, current estimates of up to £1.1bn additional funding are consistent with previous estimates.
- 4.6 Although potential new cost pressures are being prudently recognised in the AFCDC as they arise, the Programme continues to maintain substantial risk and contingency budgets, and in parallel with the refreshed Delivery Control Schedule 1.2 (DCS 1.2) baseline is creating a programme of interventions to minimise cost to go.

5 Risk

- 5.1 There is one Level 0 Programme Risk, and 10 Level 1 Programme Risks at Period 2, with the following intervention break down:
- (a) for Level 0 Programme Risks, there are nine interventions, of which seven are complete (78 per cent); and
 - (b) for Level 1 Programme Risks, there are 119 interventions, of which 81 are complete (68 per cent).
- 5.2 The Level 1 Programme Risks summarise the significant risks that the Programme faces. The review and update of Level 1 risks is now a well-established part of the Executive Group cadence, with a substantive review of risks and interventions on a bi-weekly basis. Risks are also tracked and monitored by the Elizabeth Line Delivery Group.

List of appendices to this report:

Exempt supplemental information is contained in a paper on Part 2 of the agenda.

List of Background Papers:

None

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Elizabeth Line Committee



Date: 15 July 2021

Item: Project Representative Report

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the periodic reports from the Project Representative (P-Rep) on Crossrail for Periods 1 and 2. The P-Rep report for Period 2 has been received but there has not been enough time since its receipt and the publication of this paper for the report to be considered and a management response agreed. As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair has agreed to the late submission of the P2 report and management response to enable Members to consider the most up to date information. The exempt appendix will be sent to Members ahead of the meeting and a public redacted copy will also be published.
- 1.2 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the report and the supplementary paper on Part 2 of the agenda.**

3 Project Representative

- 3.1 The P-Rep is in place to provide the Sponsors, TfL and the Department for Transport, with oversight of project delivery, advise and raise points of challenge to the Sponsors and scrutinise progress.
- 3.2 In line with the commitments made by the Mayor for greater transparency of the Crossrail project, the most recent P-Rep reports are included as part of the regular update to the Committee and are available on our website¹.
- 3.3 As with all the P-Rep reports, it has been necessary to make some redactions to the reports prior to publication to protect commercially sensitive material. We have sought to keep such redactions to a minimum. Unredacted versions of the P-Rep reports have been included in the paper on Part 2 of the agenda.

¹ <https://tfl.gov.uk/corporate/publications-and-reports/crossrail-project-updates>

- 3.4 In the Period 2 report (1 May-29 May), the P-Rep highlighted the following key areas of concern:
- (a) development of a robust, underpinned and risk-assessed Delivery Control Schedule (DCS) v1.2 continues, without which key milestone dates and final costs remain uncertain;
 - (b) the Access Improvement Plan, which is critical for baselining future productivity assumptions, has not yet been implemented;
 - (c) there does not yet appear to be a strategic plan for maintenance delivery, and this is a threat to the start of Trial Operations;
 - (d) progression of critical scope items from agreement to readiness for implementation, including agreement on delivery mechanisms, is slow;
 - (e) unforeseen signalling software deployment issues, insufficient reliability growth and poor mileage accumulation, remain significant risks to the start of Stage 3 Passenger Service; and
 - (f) the Stage 3 Passenger Service opening window cannot be validated, nor impacts upon Stage 4/5 opening understood, until DCS v1.2 is available.
- 3.5 The P-Rep observations are shared with Crossrail and are discussed in detail by Crossrail, P-Rep and the Commissioner at the regular meetings of the Elizabeth Line Delivery Group. Crossrail also produces a written response to the P-Rep report that is included with the P-Rep reports on our website (with an unredacted version being included in the paper on Part 2 of the agenda).

List of Appendices:

Exempt supplemental information is contained in a paper on Part 2 of the agenda

List of Background Papers:

None

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Elizabeth Line Committee



Date: 15 July 2021

Item: Elizabeth Line Programme Assurance Update

This paper will be considered in public

1 Summary

- 1.1 This paper reports on progress with programme assurance activity across the Crossrail Three Lines of Defence (3LoD) Integrated Assurance Framework (IAF) discussing: confidence of delivery, adequacy of assurance coverage and exceptional risks requiring escalation.
- 1.2 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Committee is asked to note this paper and the exempt supplemental information on Part 2 of the agenda and endorse the LoD3 IIPAG-CRL sub-group plan described in this paper and at Appendix 1.**

3 Background

- 3.1 The Crossrail IAF was established in June 2019, based on a 3LoD model:
 - (a) Line 1 - Crossrail management controls functions;
 - (b) Line 2 - Crossrail's Project Programme Assurance (PPA) team; and
 - (c) Line 3 - TfL Internal Audit and (as of January 2021) a sub-group of the Independent Investment Programme Advisory Group (IIPAG-CRL).
- 3.2 Reporting of Crossrail management controls (Line 1) is subject of separate papers on this agenda.
- 3.3 This paper reports specifically on Line 2 (PPA), Line 3 (Internal Audit) and Line 3 (IIPAG-CRL) assurance progress.

4 Line 2 (PPA) Assurance

- 4.1 Line 2 assurance continues to be undertaken, principally, on a real-time, continual assurance basis, through participation in project meetings and related activities, and providing real-time feedback to the project teams. Formal reporting is through the LoD2 Periodic Assurance Review (PAR) Reports.

- 4.2 The last two periods have seen further progress with the commencement of formal multi-train Trial Running, initially at four trains per hour (tph) and now 8TPH. These achievements are significant indicators of the continued transition and from Crossrail as a construction project into the Elizabeth line as an operational railway.
- 4.3 Since the last meeting of the Committee, LoD2 has issued PAR Reports covering Periods 1 and 2, which have provided input to the periodic Integrated Assurance Report to the Elizabeth Line Delivery Group.
- 4.4 CRL Reporting Completeness – We would observe that during the reporting period, the programme has continued to be immersed in both resolving logistical and technical challenges following the start of The Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS) and Trial Running, and on detailed planning for refresh of the DCS 1.2. This has led to less time being spent on the detail of actual progress reporting than is usually the case so the findings in this report have also taken into account more general indicators and knowledge from participating in a range of meetings.
- 4.5 Based upon our Period 2 assessment, using available data, it is the opinion of Line 2 assurance that the schedule for completing Crossrail is under significant pressure but the publicised opening timeframe of ‘first half of 2022’ currently remains intact. The current Anticipated Final Crossrail Direct Cost at P50 is £15,939m, a £29m increase from the prior period. This is above the currently agreed funding, although the P50 forecast has always been above the £825m level. At higher level of probability, current estimates of up to £1.1bn additional funding are consistent with previous estimates.
- 4.6 The main drivers of the cost pressures are the general prolongation of a number of project workstreams, and also by a number of additional scope items identified by the project to be essential to achieving revenue service. Inclusion in the forecast does not automatically mean that the identified cost pressure will be spent.
- 4.7 The project is due to complete the refreshed DCS 1.2 plan within the next two periods and once complete will serve as a more robust basis for the estimating the timeframe and cost to go for completing Crossrail and as a basis for providing assurance.
- 4.8 Planned Line 2 assurance activity is set out as part of the 3LoD Assurance Forward Look provided in Appendix 1 to this paper.

5 Line 3 (TfL Internal Audit) Assurance

- 5.1 The Crossrail Internal Audit Plan for 2021/22 was approved by the Audit and Assurance Committee at its meeting on 17 March 2021 and formed part of the TfL Integrated Assurance Plan.
- 5.2 Line 3 (TfL Internal Audit) meet periodically with Crossrail Assurance, the Project Representative, and the Crossrail risk team to share assurance information and ensure that assurance activity is coordinated, and duplication of effort is avoided.

- 5.3 Progress since the last meeting of the Committee has so far seen the completion of two audit reports. Two further reports are in the reporting stage.
- 5.4 Details of the audit reports issued are included in Appendix 2 and work in progress is set out in Appendix 3. Audits planned to start during Quarter 2 are in Appendix 4.

Audit Delivery

- 5.5 TfL Internal Audit issued two audit reports with a further two in the reporting stage. The two reports related to the Demobilisation of Tier 1 Contractors which was concluded as well controlled and Management of Staff Costs which was Requires Improvement.
- 5.6 The Demobilisation of Tier 1 Contractors audit was divided into two parts due to timing directly before Trial Running. We are currently conducting early planning work on this second stage, but it is yet to be added to the formal plan.

Management Actions

- 5.7 Currently there are no actions overdue.

Changes to the Plan

- 5.8 Line 3 (TfL Internal Audit) regularly review and update the plan throughout the year, in liaison with management, to reflect changing business priorities. There were no changes to the plan in Quarter 1.

6 Line 3 (IIPAG-CRL) Assurance

- 6.1 The terms of reference of the IIPAG-CRL sub-group require the group to provide a look ahead of its proposed areas of interest and work. The work plan should be integrated into the overall Integrated Audit and Assurance Plan, which is maintained by the second line of assurance. The three 'areas of interest' endorsed at the meeting of the sub-group in May were:
- (a) baseline 1.2 (BL1.2);
 - (b) supporting the work of RAB-C and its successor, the Integrated Technical Assurance Panel (ITAP); and
 - (c) digital railway.
- 6.2 Work in these areas does not seek to duplicate other assurance that is happening elsewhere, but to provide and establish a degree of confidence in these critical areas for getting the railway into passenger service.
- 6.3 The sub-group awaits further progress on DCS1.2 but seeks to influence its development through regular periodic meetings with programme leadership, functional heads, expert advisors, P-Rep, and others contributing to the schedule refresh.

- 6.4 The sub-group has held an initial meeting with the lead for the Crossrail Engineering Safety Assurance Case, in order to understand policy and strategy for this important piece of work and gain an insight into how it is being tackled. Currently, the focus is on assembling relevant information and data to support the programme's transition from Trial Running to Trial Operations, the timescales for which, in the context of the published opening timeframe, appear manageable against the current planning for Trial Operations. The sub-group also has a regular meeting with the chair of ITAP to enable the sub-group to corroborate the assurance information received from others in the programme, and provide support for the challenging responsibilities which ITAP has for assuring the ongoing safety of the fledgling railway operation.
- 6.5 The sub-group has become increasingly aware of the scale and complexity of the digital assets and systems deployed in the Crossrail programme and is seeking assurance that the many contracts for installation and implementation of these digital systems provide adequate protection for TfL regarding reliability, warranty support, and ongoing technical and maintenance support (where required), including rapid response. The transfer to TfL of asset information and data is a further important requirement, which will enable TfL to plan appropriate levels of maintenance, to understand integration issues with other digital systems, and to have line of sight on longer term factors such as obsolescence and renewal. Initial meetings with Managers responsible for IT assets have taken place, and further meetings have been arranged to allow a deeper and wider exploration of this complex area of responsibility.
- 6.6 The sub-group is intending to issue its initial brief reports, with summary findings, in the next four weeks.

7 Infrastructure and Projects Authority (IPA) Critical Friend Review

- 7.1 The Infrastructure and Projects Authority is the Government's centre of expertise for infrastructure and major projects reporting to the Cabinet Office and HM Treasury. The IPA conducts regular independent reviews of selected major UK projects.
- 7.2 In November 2020, the IPA conducted a follow-up Critical Friend Review of Crossrail and made seven recommendations.
- 7.3 Of the seven recommendations, five relate to the effectiveness works delivery of the Crossrail project and are currently being addressed as part of the Crossrail's delivery programme.
- 7.4 Two recommendations relate to the breadth of Crossrail's 3LoD assurance framework following the transition to TfL governance and are currently under review by TfL and are due to be considered under separate action by the Committee.

8 Integrated Audit and Assurance Plan

- 8.1 The 3LoD IAF maintains an integrated plan of assurance activity coordinated through the Crossrail Programme Assurance Group forum. A summary of planned assurance activities is summarised in Appendix 2.

List of Appendices:

Appendix 1 – 3LoD Assurance Forward Look

Appendix 2 – Line 3 (TfL Internal Audit) Reports issued in Quarter 1

Appendix 3 – Line 3 (TfL Internal Audit) Work in progress at the end of Quarter 1

Appendix 4 – Line 3 (TfL Internal Audit) Work due to start in Quarter 2 (2021)

List of background papers:

None

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Elizabeth Line Committee

3 Lines (3LoD) Assurance Lookahead

Appendix I

Period	LoD1 Events	LoD2 - PPA	LoD3 - TFL (IA)	LoD3 - IIPAG (CRL)
2	<i>Trial Running in progress</i>	<i>Periodic Assurance Review P2 Cost Forecasting Review TAR 28</i>	<i>(Quarterly-based planning) 20 508 Demobilisation of Tier 1 contractors 20 505 Management of Staff cost 20 509 Risk Management 20 503 Operational Readiness for trial running 20 500 Crossrail Complaints Commissioner 19 502 CRL HSE framework</i>	<i>DCS (Delivery Control Schedule) and periodic reporting (TBC)</i>
3	<i>Trial Running in progress Routeway Blockade Completion</i>	<i>Periodic Assurance Review P3 Stations Systems Integration TAR26 Cost Pressures and Root Cause Review TAR 27</i>		<i>DCS (Delivery Control Schedule) Digital Assets and Systems Configuration Technical Assurance Organisation and Processes</i>
4	<i>Stations SC3 Tranche 1 Complete Trial Running</i>	<i>Periodic Assurance Review P4 Trial Running Progress Review TAR27 DCS 1.2 Assurance Review and Reporting</i>	<i>20 510 Transfer of CRL programme to TfL 20 506 Management of AFC 20 504 Alternative Delivery Model Strategy</i>	<i>DCS (Delivery Control Schedule) and periodic reporting Digital Assets Review</i>
5		<i>Periodic Assurance Review P5 Trial Operations Readiness Review DCS 1.2 Assurance Review and Reporting</i>		<i>DCS (Delivery Control Schedule) and Assurance Report</i>
6		<i>Periodic Assurance Review P6</i>		

Elizabeth Line Committee

Reports issued during Q1

Appendix 2

- Two Internal Audit reports were issued.

Enterprise risk	Directorate	Ref	Audit title	Summary of Finding	Conclusion	Priority		
						H	M	L
FC3-Crossrail may not be able to demonstrate sufficient commercial and/or financial control	Crossrail	20 508	Demobilisation of Tier I Contractors	There were no issues identified as part of this audit. However, some were noted that will be reported as part of audit 20 504 on the Alternative Delivery Model . This audit (20 508) was also split into two parts, the second part of which will be undertaken as part of the 2021/22 plan. It was concluded as well controlled .	Well Controlled	0	0	0
		20 505	Management of Staff costs	There were 4 medium and one low priority issue identified and the medium issues are as follows: 1)Formal guidance to staff covering Workforce Planning does not reflect current practice, or in the case of contract extensions needs to be put in place. 2)Arrangements for verifying and approving timesheet or timecard entry vary across the contractor base. Adherence to process can be patchy, and in some areas not sufficient to provide assurance that time is monitored consistently through to invoice. 3)Annual Conflict of Interest (COI) exercises are focused on the Senior Leadership Team (SLT) and do not provide sufficient coverage of the business. Frequency needs to increase, and the timeframe within which escalations considered improved. 4) Staff change is not yet consolidated as a Directorate level input to Workforce Planning. Previously proposals were grouped together and templated through the Internal Resourcing Group.	Requires Improvement	0	4	1

Elizabeth Line Committee

Work in progress at the end of Q1 2021/22

Appendix 3

- Five audits were in progress at the end of Q1

Enterprise risk	Directorate	Ref	Audit title	Objective	Current Status
OCI-Crossrail and TfL may fail to deliver on the transition plan to complete the programme	Crossrail	20 502	Management of works deferred to LU	To provide assurance that current identified residual scope is managed effectively	In reporting
SC4 -Volume of residual works may impact operation and safety of the railway (ADM)		20 504	Alternative Delivery Model Strategy	To provide assurance that the alternative delivery model strategy is adequate	Draft report issued
HS4 Safety performance could be impacted by changing from the Crossrail programme rules to the IM operational rules.		20 507	CRL HSE framework	To provide assurance over the adequacy and effectiveness of the HSE framework	In progress
FC3-Crossrail may not be able to demonstrate sufficient commercial and/or financial control		20 511	Monitoring Professional Service and Framework Development Consultants (FDC's).	To provide assurance that PSC's and FDC's are being managed and monitored by CRL in an effective manner.	In reporting

Elizabeth Line Committee

Enterprise risk	Directorate	Ref	Audit title	Objective	Current Status
		21 049	Employer's Completion Process	To provide assurance that the controls around the Employer's Completion Process are effective	In planning

Work planned to start in Q2 2021/22

Appendix 4

- There are two audits planned to start during the quarter

Strategic risk	Directorate	Ref	Audit title	Objective	Planned
FC3-Crossrail may not be able to demonstrate sufficient commercial and/or financial control.	Crossrail	21 049	Management of CRL direct contracts	To provide assurance that the controls around the management of CRL Direct Contracts are adequate and effective	P4
OCI-Crossrail and TfL may fail to deliver on the transition plan to complete the programme		21 051	Information Management and Transfer	To review the effectiveness of controls around information management and transfer from CRL to TfL	P5

Elizabeth Line Committee

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Elizabeth Line Committee



Date: 15 July 2021

Item: Crossrail Complaints Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This paper provides an update from the Crossrail Complaints Commissioner.

2 Recommendation

2.1 **The Committee is asked to note this paper and the Crossrail Complaints Commissioner's report.**

3 Background

3.1 The appointment of an independent Crossrail Complaints Commissioner is a provision of the Crossrail Construction Code..

3.2 The Crossrail Complaints Commissioner previously reported to the Crossrail High Level Forum (HLF) which was chaired by the Mayor or a Minister and met annually with elected council members from the 18 authorities through which Crossrail passes. The last meeting took place in May 2019.

3.3 As part of transition of Crossrail governance arrangements in October 2020, to help further focus on completion of the project, it was decided that no further HLF meetings would take place and that the Crossrail Complaints Commissioner should be invited to table his reports to this Committee. Given the period since the HLF last met, a non-standard report covering 25 months is being submitted.

3.4 As Crossrail construction nears completion, a schedule for the winding down of the Office of the Crossrail Complaints Commissioner (OCCC) is currently being discussed. The current assumption is that this will be the final year (2021/22) of the operation of the OCCC, in which case a final report will be submitted to the Committee in the first quarter of 2022.

4 Role and Remit of the Crossrail Complaints Commissioner

4.1 The Crossrail Construction Code includes a commitment for a Crossrail Complaints Commissioner to independently, impartially and fairly investigate any complaint arising during the construction phase, where it is alleged that a matter raised by a complainant has not been satisfactorily addressed.

4.2 The vast majority of complaints relating to the construction of Crossrail are dealt with directly by Crossrail and its contractors. The Commissioner is an intermediary of last resort, or when outstanding issues need to be resolved.

- 4.3 The Commissioner's terms of reference exclude complaints not first considered by Crossrail. Complaints that remain unresolved by Crossrail are passed to the Commissioner's office after 30 working days.
- 4.4 The Commissioner is required to make recommendations to the nominated undertakers and industry partner, Network Rail, where action might be taken to satisfactorily address complaints, resolve disputes or reduce the risk of future complaints or disputes. Where the Commissioner has been involved in an ongoing dispute, but this has not become a specific unresolved complaint made to him, such involvements are not separately identified or numbered.
- 4.5 The Commissioner acts as the Registrar of the Small Claims Scheme (SCS). If a claim for loss or damages has been turned down by the Administrator of the SCS, the applicant can request the Commissioner to adjudicate and make financial recommendations if the value of the loss or damage is less than £5,000.
- 4.6 The Commissioner provides advice to members of the public on how and where to make a complaint and publicises the existence and function of the Commissioner's role.
- 4.7 The Commissioner may be called upon to review the situation where a request for noise insulation or temporary re-housing is refused under the provisions of Crossrail Information Paper D09 (Noise and Vibration Mitigation Scheme).
- 4.8 The Commissioner's terms of reference preclude investigations on planning conditions; matters subject to the approval of statutory authorities; matters considered by Parliament in approving the project; operational matters; matters under investigation by the Health and Safety Executive; compensation relating to property purchase, acquisition, or blight; claims for losses over £5,000 which are not covered by the provisions of SCS.

5 Complaints Summary

5.1 Summary of all complaints received, determination of their initial handling for reporting years, 2011/12 to 2020/21 inclusive:

- (a) Of the 232 cases received by the Crossrail Complaints Commissioner since 2011/12, 42 cases have been accepted and resolved and 14 cases remain unresolved. 175 cases have been passed back to TfL's Crossrail helpdesk to handle through existing processes.
- (b) Of the 14 unresolved cases, nine cases date back to previous financial years, and three are new since the last report.

Cases received by Complaints Commissioner	Cases accepted and resolved	Cases accepted but unresolved on 31 March each year	Cases not accepted (sent to helpdesk first, to be registered as new complaints)
232	42	14	175

5.2 TfL (Crossrail) helpdesk published complaint statistics

Year:	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14
Av per period	9 (8.9)	16 (16.1)	29 (29.3)	44 (43.8)	72 (72.5)	85 (85.2)	78 (77.7)	76 (75.7)
Totals	116	209	380	570	938	1,108	1,011	985

List of appendices to this report:

Appendix 1 – Crossrail Complaints Commissioner’s report

List of Background Papers:

None

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APPENDIX 1

CROSSRAIL COMPLAINTS COMMISSIONER REPORT TO ELIZABETH LINE COMMITTEE FOR THE PERIOD 1 APRIL 2019 TO 31 MAY 2021

Key points

1. The Commissioner is an intermediary of last resort, or when outstanding issues need to be resolved
2. This is a non-standard report covering 25 months between the previous and present types of governance of the role
3. The Secretary of State for Transport's Report Directions (2009) remain in place
4. Residents continue to have reasons to complain at two worksites and several matters remain outstanding at a third location

1. Activities for the financial years 2019-2021

1.1 Route and worksite familiarisation

Approximately 35 independent site visits to areas around worksites have been carried out during the last two years.

Wherever possible, Community Liaison Panel (CLP) meetings have been attended by the Commissioner at Paddington, Bond Street and Whitechapel. Virtual CLP meetings continue at Whitechapel.

1.2 Complaints Handling

The formal handling of complaints that have involved this office is covered in the following series of tables with commentaries introducing each table as follows.

A total of 34 complaints were passed on to the Crossrail Helpdesk in this reporting period to respond to at least initially, as being outside the remit of the Commissioner's office, (i.e. not having been received by the Crossrail Helpdesk in the first instance for investigation by the project). This office was informally involved in the subsequent discussions about resolving many of them.

Summary of all Complaints received, determination of their initial handling for reporting years, 2011/12 to 2020/21 inclusive

Cases received by Complaints Commissioner	Cases accepted and resolved	Cases accepted but unresolved on 31 March each year	Cases not accepted (sent to Helpdesk first, to be registered as new complaints)
232	42	14	175

Many complaints have been multi-subject requiring separate analysis of the points made and separate determination as well. Once a decision letter has been sent the case has been considered closed.

Some cases are still not resolved and these cases remain open with the complainants' agreement. Longer term cases that are held open fall into two categories: passive, where the issue arose some time ago and active where the complainant and the Commissioner still expect action to be taken. Passive complaints where it is to be hoped no further problems ever arise are located in WC1; Spitalfields and Bracondale Rd SE2. Active complaints (not closed) are located at Bond St W1 (super complaint detailed elsewhere); café W1; Abbey Wood SE2 (2) and Whitechapel (2), although one of these may be closed in the near future.

As is customary, Crossrail, and local authority officers as well as individuals have alerted this office to additional complaints which could have potentially been referred to this office, had they not been satisfactorily resolved by Crossrail. These are recorded as Alerts. Since April 2012 there have been approximately 260 of these.

Some complainants have raised concerns about the length of time taken when resolving complaints and various aspects of communications with Crossrail. As reported in earlier years, both of these categories were outside of the original scope of anticipated impacts in the Construction Code but have been considered as aspects of Community Relations.

1.3 Unresolved related issues

Numerical complaint statistics alone cannot provide a full picture of situations causing concerns near worksites. It is only by trying to assess the strength of feeling behind them, by noting their concentration at certain locations and by the number of times that similar complaints have been made that a fuller picture can be built up.

While Crossrail Ltd's and contractors' community relations staff are at the forefront of the response to complaints on the central section, the formal processing and logging

of new complaints switched to being a TfL-managed responsibility from the end of March 2018.

There has been some dissatisfaction expressed about the quality of response when phoning the helpline out of hours, heard from residents at Bond Street and more particularly from those at Whitechapel.

1.4 Effectiveness of the Crossrail's complaints procedures

The timely handling of complaints is largely as it should be, with low percentage of complaints reaching the Commissioner requiring a full investigation, at the place of last resort. However, that low percentage of complaints in numbers terms are very often from people who by now have had to endure a decade of construction impacts near where they live and in some cases, work.

Some local authorities may have been responding to complaints using their own processes and not involving Crossrail or Network Rail. The correct procedure is still, even at this stage, to advise complainants to contact the Helpdesk. If a council feels it should respond on its own, it would still help if the Helpdesk and the Commissioner knew this.

2. Key relationships

2.1 Crossrail Limited

Crossrail continue to support CLP meetings chaired by local authority officers at Whitechapel.

A variety of complaints concern the approach to the worksite through the narrow residential side street, Durward Street, from its western end.

At Whitechapel there is a resident's case that has been open with the Commissioner since December 2019. The resident had been relocated away from worksite noise issues some years ago under the provisions of Crossrail's D9 Noise and Vibration Mitigation Information Paper but now fears returning before completion of the works. The case is receiving close attention from all concerned.

During 2019, extra meetings were held at Bond Street due to adverse noise impacts and site operations.

In the last report to the CRL HLF, a reference was made to two individuals living at the same address near Bond Street who have suffered a great deal over the last ten years, again having to make complaints, from June 2018. Problems continued into

2020 for these two, prompting the Commissioner to start an unprecedented, 'super-complaint' supported by WCC to review how all the many effects on them since the start of works have been handled. A total of 123 authentic recorded complaints had been made by them since works started. The Commissioner's findings were published in April 2020, in the form of an Interim decision letter. Subsequently, they have had cause to make further complaints.

A wider review of all Bond Street complaints is to be started, to follow the scope of the review started for Abbey Wood. Witness-type statements will be sought.

Following complaints raised by the Star Café/London Gin Club proprietors, Councillor Glanz, Westminster City Council, chaired an extra CLP meeting at 245 Oxford Street W1 in the autumn of 2019. The current complaint is chiefly about a compensation sum greater than the amount that can be awarded under the SCS, the Small Claims Scheme, therefore outside of the Commissioner's scope.

2.2 London Underground Limited

This office has not been requested to investigate any complaints about London Underground's work previously undertaken and long-completed for station improvement works at Bond Street and Tottenham Court Road.

2.3 Nominated Undertakers (rights and obligations)

The undertaking and assurances accreted by the project are subject to monitoring to ensure compliance. Where appropriate these are devolved to the contractors who then become responsible for their delivery.

The only recent instance of non-compliance raised by a complainant with the Commissioner is about Assurance no 45, a resident at Abbey Wood who Petitioned the Bill and still does not have replacement buildings completed, built to replace structures on land annexed under the Act. It is instructive to recall this detail to show the length of time it is taking to resolve issues, even at a location like this, where Network Rail proclaimed the Crossrail works and new station finished several years ago.

This person reported in February 2020 that Network Rail has suggested she employed the contractor and NR settled the cost. Given seemingly on-going problems with raised water levels at this and nearby Abbey Wood locations, after works started in 2014/15, she was reluctant to take on the considerable risk involved. This matter was raised in writing by the Commissioner in the summer of 2019 with the then CRL Deputy Chair, Nick Raynsford. Nick Raynsford has recently written to Network Rail seeking an update, which has been supplied.

2.4 Network Rail

A good effort was made by Network Rail and Crossrail to engage with the communities at drop-in events where surface works were being carried out with subject matter experts on hand as well as the future MTR operators.

Information sheets are published by the project, and separately by NR although these have probably all but ceased. They typically provide notice of road closures and timing of imminent construction activities. Network Rail's bulletins for surface works have been produced in a different format. Complaints records are stated to be shared between the two organisations, reportedly discussed on a regular basis.

CRL notifications continue to be published often at short notice. The Crossrail Construction Code refers to the contractor being required, '*To produce information sheets of the works...detailing expected disruptions and the measures being taken to minimise or mitigate adverse impacts of these works, as far as reasonably practicable, at least two weeks prior to construction activity taking place.*' This has hardly ever been complied with. Bond Street residents have complained in recent months about the bad habit of publishing works notices on a Friday afternoon, a few hours before weekend works start, then no-one being available to answer queries, office staff having gone home for the weekend.

There was a station site meeting held at Abbey Wood with the council and the then MP in summer 2019. The impression given was that outstanding matters would be settled by Christmas 2019. This has not been the case, and several actions are needed by the Commissioner to at least record these shortcomings before closure of the function.

2.5. Contractors

Contractors have sometimes been met at the CLP meetings and drop-in sessions and occasionally in discussions about particular complaint issues. Staff representing the contractors frequently change.

3. Relations with Complainants

Relations with Complainants continue to be conducted usually by email, sometimes by telephone, at a level that suits the complainant. This is not always easy to get right. Nearly all complainants have agreed to meet at their home or business premises in the past. Socially-distanced meetings have been held with some residents in recent months at Whitechapel and Abbey Wood. As has been customary, draft decision letters have normally passed to Crossrail for detailed comment, although there is no stated requirement to do this.

4. Analysis of trends in Crossrail Complaints Handling

Complaints-handling has continued to be within the capacity of the TfL-based (Crossrail) Helpdesk as it is understood to be operating in the current circumstances. Statistics for the last eight years are set out here:

TfL (Crossrail) Helpdesk published complaint statistics (extract from 2013)

Year:	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14
Av per period	9 (8.9)	16 (16.1)	29 (29.3)	44 (43.8)	72 (72.5)	85 (85.2)	78 (77.7)	76 (75.7)
Totals	116	209	380	570	938	1,108	1,011	985

The main categories of complaints over these years were grouped under Noise and Vibration, Public Access and Highways and General Site Operations among the 11 categories defined in the Construction Code. Complaints about response times to complaints and about the quality of responses and short-notice works notices also featured down the years and have been made again during this reporting period.

5. Small Claims Scheme

This scheme included a mediation role for the Complaints Commissioner in the event of disputes together with monitoring and reporting responsibilities as Registrar of the Scheme. No call has been made on the Commissioner to intervene recently.

6. Meetings

Meetings with the single point of contact officers in each local authority have gradually reduced as worksite locations have also reduced in number. Reliance has been put on council officers' technical expertise, local knowledge and their enduring statutory powers, to investigate some aspects of complaints since the role started. Thanks are due to the City Corporation, Royal Borough of Greenwich, City of Westminster and London Borough of Tower Hamlets officers who have continued to assist into recent times.

7. Publicity and future developments

7.1 The 2012 publicity leaflet remains available and the Commissioner's website continues to be linked to the main Crossrail website: www.crossrail-complaints-Commissioner.org

Copies of approved annual reports for earlier years are available by writing to the email address above.

7.2 Future developments include, drafting the final close out report in 2022; publishing the final version of the Bond Street super complaint letter and associated research; compiling witness statements from residents next to Bond Street Western Ticket hall; likewise, witness statements for Abbey Wood residents affected by flooding and the other issues; completing the table of Network Rail management and communications issues at Abbey Wood; compiling the Commissioner's own register of affected (flooded) properties at Abbey Wood/Abbey Grove if the Nominated Undertaker does not finally publish one.

The remaining work needed to complete construction particularly above ground may generate fresh complaints including those that cannot be readily resolved. The Commissioner continues to be vigilant.

8. Budget

The Commissioner's budget is submitted and agreed between the Commissioner and TfL, replacing previous arrangements from December 2020. The funding organisations are Crossrail Limited and Network Rail. The agreed formula for this continues to be as previously reported each year.

The cost of operating the Commissioner's independent function has reduced by approximately 40 per cent since FY 2015/16, in several steps by reducing the size of and then eliminating accommodation space and by switching progressively to part-time working.

During the financial year 2019/20 the total running cost less the surplus was £111,768.

The annual cost less the surplus carried over for the financial year 2020/21 is £134,086.

9. Contributions to the running of the Commissioner's office

The Commissioner's budget has been negotiated between the Commissioner and the funding organisations:

Crossrail Limited	85% of annual costs
Network Rail	15% of annual costs

London Underground Limited made a £100,000 lump sum one-off payment in 2009.

10. Statement of Accounts

10.1 The Commissioner carries the responsibilities of an Accounting Officer for his office, for the propriety and regularity of finances, and for the keeping of proper records.

During the financial year 2019/20 there was an under-spend of £10,026 against the agreed budget for 2019/20 and surplus carried forward from the previous year. This excludes uncollected National Insurance Contributions and Tax deductions relating to the month of March which have not yet been cleared from the Commissioner's HSBC bank account; these will be deducted in April 2020. Also, during this reporting period, HSBC carried out an annual security review of the Commissioner's HSBC bank account. As a result a complaint was made to HSBC about the bank's interim conclusions. This resulted in HSBC crediting £150 to the Commissioner's business account for repeatedly misunderstanding the nature of the role.

10.2 Internal audit relating to financial year 2020/21:

It is expected that the internal audit relating to the 2020/21 Statements of Accounts will begin in the second half of July. Therefore, the accounts are not attached to this report. Also during this financial year local authority late-payment contributions amounting to £650 were received from the London Boroughs of Ealing and Newham.

10.3 Financial arrangements

The office continues to benefit from the Employers' Allowance against the employer's National Insurance Contribution liability (which came into effect in April 2014). The amount increased from £3,000 to £4,000 at the start of the FY 2020/21.

There was no change to the mandatory workplace statutory pension contribution. Therefore, the employer's statutory contribution remains at 3%. The employer's voluntary contribution was 2.5%.

Stephen Jolly
Crossrail Complaints Commissioner
29 June 2021

Elizabeth Line Committee



Date: 15 July 2021

Item: Staged Opening Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the staged opening sequence of Elizabeth line services, specifically revised proposals for the introduction of Stages 4 and 5.
- 1.2 The proposals include a change in Sponsor Requirements for the project which, for TfL, is a matter reserved to the Committee.
- 1.3 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL and other parties. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

- 2.1 **The Committee is asked to note this paper and the related paper on Part 2 of the agenda and approve the amendment to the Sponsors Requirement for Crossrail in relation to staged opening as described in this paper and the related paper on Part 2 of the agenda.**

3 Background

- 3.1 At the meeting of the Committee on 20 May 2021, Members were updated on a revised plan for the staged opening of Elizabeth line to be brought to the Committee for consideration and approval. The plan will bring forward the operation of the end-to-end railway by six months and has been developed by TfL's concession operator for Elizabeth line services, MTR-Elizabeth Line, working with TfL, Network Rail and an Independent Advisor.
- 3.2 The staged introduction of services is set out in Sponsor Requirements and has been periodically updated during the development and delivery of the Crossrail Project. An update to Sponsors Requirements requires Sponsors (TfL and Department for Transport) approval. It should be noted that DfT are in broad agreement with the proposal and are currently progressing this update to Sponsors Requirements through their own governance.

4 Staged Opening Sequence

- 4.1 The original stage opening sequence for Elizabeth line foresaw the opening of the central section (Stage 3) being followed by a progressive ramp up of services and connecting in of the eastern branch to Shenfield (Stage 4) and subsequently the western branch to Heathrow and Reading (Stage 5). However, this staged opening logic was developed during the early stages of the Crossrail project, is increasingly out-of-date and there is an opportunity to optimise the approach to introducing Elizabeth line which both reduces operational and performance risks and helps maximise the benefits to passengers as early as possible.
- 4.2 Noting that a new window for the opening of Stage 3 has been publicly announced for the first half of 2022, this proposed change seeks to implement a revised approach to opening Stages 4 and 5.
- 4.3 A revised stage opening plan for earlier opening of the Elizabeth line Stage 5 has been developed with the aim of bringing forward the Stage 5 benefits by six months. The approach will split Stage 5 into two stages to de-risks the final timetable whilst also bringing forward most of the customer and income benefits of earlier end-to-end running. The two stages would be structured around:
- (a) Stage 5b (currently Stage 4) - Services to/from Reading and Heathrow diverted to operate through the Crossrail Central Section to Abbey Wood. Services from Shenfield to operate to Paddington; and
 - (b) Stage 5c (currently Stage 5) - Full Crossrail Services from Reading and Heathrow through the Central Section to Shenfield and Abbey Wood.
- 4.4 The proposal to revise the staged opening sequence has been formally assessed through a Change Procedure in accordance with Clause 14 and Schedule 4 of the Project Development Agreement (PDA). The assessment of this change has been presented in an Initial Change Appraisal as required under the PDA and has now been brought to the Committee for endorsement and approval in line with the revised governance arrangements for Crossrail and Elizabeth line.

5 Replacement of Stage 4 with Stage 5b

- 5.1 The revised proposal for the introduction of Elizabeth line services will principally see the replacement of Stage 4 with Stage 5b; the paper on Part 2 of the agenda contains more detail. The introduction of Stage 5b will connect the central section of Crossrail to the eastern and western branches simultaneously, to allow Elizabeth line trains to operate from Reading and Heathrow in the west to Abbey Wood and from Paddington to Shenfield in the east. This has been developed around two principal requirements:
- (a) provision of a level of service reduced from that which would apply in the full (Stage 5c) timetable but sufficient to avoid inconsistent train loading or sub surface platform crowding; and
 - (b) operation of a timetable based around the present pattern of service from Reading, Heathrow and Shenfield enabling services to operate, without

substantial change, either into the London termini (Stages 4a and 5a+) or through the Crossrail tunnel (Stage 5b).

5.2 The key benefits of Stage 5b compared to Stage 4 are that it:

- (a) introduces cross-London services from the west, delivering customer benefits earlier than compared to the current staged opening sequence. This includes direct journeys from destinations in the west to the City and Canary Wharf;
- (b) makes earlier use of available Crossrail infrastructure, with trains operating in passenger service across the western transition, through central London;
- (c) makes better use of already available trained drivers and built rolling stock; and
- (d) provides a reduction in operational risks as set in paragraph 6.4.

6 Benefits and Risks

6.1 TfL and the Department for Transport have a joint objective to commence passenger service on the Elizabeth line and maximise the benefits of the investment as early as possible that stems from Sponsor Requirements.

6.2 The proposed changes have potential to contribute to minimising the costs of the Crossrail project in its later stages, as well as a potential opportunity to improve revenue. Work continues to update the overall revenue forecasts for the Elizabeth line within TfL and the Crossrail programme DCS 1.2 refresh will consider the potential to realise cost savings on the capital programme.

6.3 In addition, the introduction of through services from the west builds upon Government's 'Roadmap' in supporting recovery from the coronavirus pandemic. Providing much needed public transport capacity and connectivity will be key in helping ensure that passengers, particularly in the Western and Thames Valley corridor, can access services and facilities which in turn supports economic growth and recovery.

6.4 While this acceleration of providing through services from the west can be perceived to bring performance risks, these have been mitigated by several aspects of the proposal:

- (a) reducing the complexity of the initial through service operating pattern in Stage 5b compared to Stage 5c, which involves no trains operating from the National Rail network in the east through to the west (services from Reading and Heathrow operate to Abbey Wood and services from Shenfield terminate at Paddington). This essentially provides two separate but overlapping railways, enabling operational performance to be made more robust as well as reducing the overall complexity of driver competency requirements;
- (b) reducing operational risks with fewer drivers and trains needed initially, enabling more spare cover and additional resilience;

- (c) reducing the risk to service performance by avoiding the need to reverse 24tph (trains per hour) at Paddington (low-level) in Stage 4 during timetabled operation; and
- (d) creating the flexibility to introduce Stage 5b outside of a national rail timetable change date, to avoid having to commit to implementation before the system can be shown to be working reliably.

List of appendices to this report:

Exempt supplemental information is contained in a paper on Part 2 of the agenda.

List of Background Papers:

None

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Email: howardsmith@tfl.gov.uk

Elizabeth Line Committee



Date: 15 July 2021

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public.

1 Summary

- 1.1 This paper presents the current forward plan for the Committee and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

- 2.1 **The Committee is asked to note the forward plan and is invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arises from a number of sources:
- (a) standing items for each meeting: minutes; matters arising and actions list; and any regular reports, including the Project Representative report;
 - (b) regular items which are for review and approval or noting;
 - (c) matters reserved for approval or review; and
 - (d) items requested by Members: The Chair of the Committee will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

- 4.1 The current list of standing items is attached at Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Elizabeth Line Committee Forward Plan 2021/22

List of Background Papers:

None

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Elizabeth Line Committee Forward Plan 2021/22

Appendix 1

Membership: Heidi Alexander (Chair), Anne McMeel (Vice-Chair), Professor Greg Clark CBE, Dr Nelson Ogunshakin OBE, Mark Phillips, Sarah Atkins, Kathryn Cairns OBE (Department for Transport Representative)

Standing Items		
Safety Update	Commissioner	
Project Status Update	Crossrail Chief Executive	
Elizabeth Line Readiness	Commissioner	
Project Representative Report	Crossrail Chief Executive	
Crossrail Programme Assurance Update	Chief Finance Officer, Crossrail	
Finance and Risk Update	Chief Finance Officer, Crossrail	
25 November 2021		
Enterprise Risk Update - Opening of the Elizabeth line (ER14)	Managing Director, London Underground	
23 March 2022		
Complaints Commissioner for Crossrail Final Report	Chief Finance Officer, Crossrail	

Items to be scheduled:

Delivery Control Schedule Review
Revenue Modelling and forecasting (post Pandemic)
Train Reliability Growth and the Performance Matrix

Dates of Future Meetings

30 September 2021
25 November 2021
26 January 2022
23 March 2022

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