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Dear Alison,

It is great to be back after a very different festive period. 2021 is a pivotal year for the programme and all of us on the project are recharged and raring to go to complete the delivery of this railway.

Following the strong finish to the end of last year, there is great momentum across the programme as we look to accomplish vital milestones in the year ahead. The two critical paths to opening the railway are intensive operational testing of the railway and the handover of the central section stations. These will be our overarching focus for 2021, alongside our unflinching commitment to maintaining high levels of safety across the programme.

Intensive operational testing (Trial Running) is vital to unlocking the pathway to passenger service. It involves multiple trains operating in the central operating section to test the timetable and build reliability, while the final works to the stations are completed. It will take a period of time to fully test the Elizabeth line before it can open for passenger service. This includes a final phase known as Trial Operations involving people being invited onto trains and stations to test real-time service scenarios to ensure the readiness of the railway.

We know what is required to enable this phase and good progress has already been made towards completing these works. All shafts and portals were handed over to TfL at the end of last year; dynamic testing of the signaling and train systems is complete; the necessary routeway integration testing for the Trial Running assurance case has also been completed; and all central section stations are certified as ready to support Trial Running. The remaining steps include the handover of the completed routeway to TfL, completing the safety and assurance process and obtaining regulatory approval from the Office of Rail and Road. We expect these to be completed to allow the commencement of intensive operational testing of the railway at the earliest opportunity in 2021.

Station handover is the second critical path to the delivery of the Elizabeth line and a stations completion expert has been added to the team to ensure that happens. These huge and complex assets need to be handed over to the operator of the railway, TfL, to allow them to be fully integrated into the transport network ahead of passenger service. The formal handover of the central section stations is taking place on a staged basis to take account of the challenges presented in handing over and commissioning these complex assets. We have a prioritised order of stations for the handover starting with Farringdon, Paddington, Tottenham Court Road, Woolwich and Abbey Wood followed by Liverpool Street, Canary Wharf, Whitechapel and Bond Street. The lessons learned while handing over Custom House and shortly from the handover of Farringdon, will be applied to the remaining stations.

We are in the complex final stages of delivering the Elizabeth line and we continue to make good progress against our Delivery Control Schedule (DCS). We are not complacent and acknowledge that in a project of this scale and magnitude, there will be challenges, particularly as we look to

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deliver this railway to the highest safety standards. But we know what needs to be done to get this railway into Trial Running and working closely with colleagues at TfL, we are putting the appropriate levels of resource and interventions in place to ensure continued progress.

Safety

There has been a strong health and safety performance on site since my last update. With just one High Potential Near Miss on 11 December 2020, we have achieved three “green” weeks since with no reported health and safety incidents. This period included the festive construction blockade and associated increase in physical works.

With the increased prevalence of coronavirus in the UK, our Gold Response team structure remains operational and is alert to the challenge that the pandemic poses to the delivery of the project. An increase in the absence level or additional lockdown restrictions could have an impact on the project. Our controlled delivery environment - on site and in the office – continues with daily tracking of resource affected and frequent reviews of policy to ensure alignment to Transport for London, Public Health England and industry best practice. There have been several occurrences of confirmed and suspected cases at sites; these have been managed well by Crossrail and the supply chain.

Central Section Progress

A further construction blockade was undertaken over the festive period to complete residual works on the routeway. It achieved a 98% productivity against the plan and is a similarly high level to the two preceding blockades. It has helped recover significant time lost as a result of the coronavirus pandemic.

The blockade followed a period of Systems Integration Dynamic Testing (SIDT) and stations Systems Integration, which is making good progress. While it is still early, performance of SIDT is looking positive and as expected it is uncovering issues to be rectified. There has been a lot of learning within the Route Control Centre and this has improved the ability to manage the service. SIDT restarted on 13 January 2021 and will benefit from a further version of signaling and train control software, which should see improvement in the issues impacting SIDT.

All central section stations including Bond Street are certified to support Trial Running. Four central section stations have now gained assured capability with the remaining stations expected to follow by the end of the month.

All routeway assets have their key assurance Safety Justification documents at an endorsed level with three already accepted by the independent assurance Board (RAB-C), including the Signaling Safety Justification for the TR2 software.

Work continues on completing the works at our central station sites. Paddington, Tottenham Court Road, Liverpool Street and Woolwich are now at the stage before testing and commissioning activities can start. Farringdon, our most advanced central London station, is expected to complete formal hand over to TfL in the coming months.

Focus and Challenges

Our focus remains on achieving the assured state of readiness for our infrastructure to enter Trial Running. The closure of ‘dependencies’, which are pieces of outstanding assurance work, remains critical to getting the Safety Justification documents for the routeway accepted. While there is a significant amount of work to do to close these dependencies, progress has been made in making the assurance process itself as efficient as possible to ensure it can accommodate the remaining assurance work. This includes agreements between Crossrail and RfL on the processes and



timescales for approvals, and changes to the logic of when assurance evidence is required to be completed.

Operational Readiness

TfL Rail performance remains above target at 96.4% for the latest period although there was an increased impact from infrastructure incidents on Network Rail's Western route.

The Class 345 nine car passenger trains (Full Length Units) were re-introduced to the Reading route on 22 December replacing the Class 345 seven car trains (Reduced Length Units). This is a significant step forward, using the latest software to improve the reliability of the trains and increasing mileage.

The first Liverpool Street (mainline station) 'blockade' was successfully completed over Christmas – with the next one planned for Easter. Later in 2021, these works will provide platforms long enough to accommodate the Class 345 nine car passenger trains operating into the mainline station from Shenfield.

Training of operations and maintenance staff remains on schedule but COVID remains the biggest risk to both trainers and trainees. Distanced learning and classroom / simulator facilities are being utilised as required and an additional training resource brought in to support Service & Infrastructure Manager (S&IM) training.

Testing of the operational processes continues and will help identify any issues required to be resolved. Further operating and maintenance demonstrations using the 'Yellow Plant' maintenance trains have also been completed.

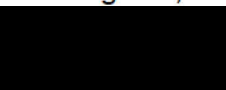
Network Rail

Network Rail's major upgrade works to surface stations on the eastern and western section of the railway continue to progress, with step-free access being prioritised where possible. Acton Main Line and West Ealing will become step-free in early 2021 and will be followed by Ealing Broadway, Southall, Hayes & Harlington, West Drayton, Romford and Ilford in intervals over the next 12 months.

Over the past month Network Rail have installed the lifts at Acton Main Line ready for their testing and commissioning. The works to install the lifts at Ealing Broadway continue and so does platform reinstatement work to all four platforms. Work is progressing well at Southall station with the installation of cladding for the new station building continuing and the new footbridge has been glazed and sealed. The steelwork for the new station building at Hayes & Harlington has commenced installation as well as the installation of the new platform lifts. The lower level roofing works on the station building extension has been completed at West Drayton and work continues with the installation of the lifts.

I look forward to keeping you updated throughout 2021, the year where we will make significant progress towards delivering the Elizabeth line.

Kind regards,



Mark Wild
CEO