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Dear Alison,

I am writing with this month's update where the overarching focus of the project is continuing to achieve the vital milestones necessary to enter Trial Running at the earliest opportunity in 2021 whilst keeping our workforce safe during the COVID-19 pandemic.

Since I last wrote, the efforts of the project have been geared towards completing the remaining works required for Trial Running and commencing Dynamic Testing of the next evolution of the signalling software, TR2, which will help to further build operational reliability. When TR2 software testing is complete, expected in late 2020, we will then begin the enabling phase for Trial Running, known as Systems Integration Dynamic Testing (SIDT), which allows testing in the tunnels to be undertaken with an increased number of trains and test how well the railway systems work in operational like situations. This work supports our ambitions of starting Trial Running at the earliest opportunity in 2021 and completing it as efficiently as possible.

Recent progress with the routeway construction blockade, along with Bond Street submitting its documentation ahead of being certified as being ready for Trial Running (SC1) as well as construction works being complete at Farringdon station (SC3), highlights an increased level of confidence in our programme, which we will carry forward in the months ahead. Our focus will be on completing construction works at Paddington station (SC3), completing TR2 software regression testing for the start of SIDT in December, working with TfL to ensure the full handover of the remaining shafts and portals and the ongoing detailed routeway assurance work.

As you will be aware, governance of the project now sits with TfL and ensures that decision making between Crossrail Ltd and TfL is fully aligned during the critical final phases of the programme. Under these new arrangements my role as Crossrail's Chief Executive Officer reports directly to Transport Commissioner Andy Byford.

The transition of governance simplifies responsibilities, with a single Elizabeth Line Delivery Group comprised of senior members of TfL, London Underground and Crossrail, chaired by Andy Byford. High-level oversight will be provided by a Special Purpose Committee of the TfL Board known as the Elizabeth Line Committee chaired by the Deputy Mayor for Transport, Heidi Alexander. This Committee will meet in public every eight weeks, with the first session scheduled for 29 October. These changes are a positive and essential step as we move close to delivering an operational railway. I would like to place on record my thanks to the former Chair, Deputy Chair and the wider Crossrail Board for their service to the project and their support to me over the past couple of years.

**MOVING LONDON FORWARD**





## **Safety**

It is testament to all of those involved in the construction blockade that during this period of intense construction and testing works there were no serious incidents.

Since my last update we have had a few reminders of the importance of focusing on the basics. On 16 September an operative at Whitechapel slipped and sprained their ankle while on 28 September a wrench fell on an individual causing them to sustain injuries that required stitches; a full investigation into this incident has been undertaken. Both incidents were reportable in accordance with RIDDOR Regulations.

Over the next month, we are focussing on embedding Health and Safety support for the next crucial stage of the programme, SIDT.

## **Central Section Progress**

The blockade completed on 17 September with an excellent productivity of 96% against plan. This percentage is measured against milestones derived from planned starts and finishes of construction activities. They are, in turn, mapped to the closure criteria for discreet packages of outstanding physical works, which subsequently enable the completion of assurance and handover activities. A more pronounced lag has been felt between the completion of activities on site, and realising the benefits of this work both in our data systems and Acceptance Certificate process. Management reviews of this are ongoing to ensure the full success is reflected at the earliest opportunity.

We are taking the principles developed for the successful construction blockade and implementing them into our work to complete the outstanding works at the central section stations (Paddington – Abbey Wood). We have a firmer understanding of the scope of works remaining and are able to measure performance in a detailed and simple way. Frequent intervention-based meetings are being utilised to resolve issues and re-plan works as soon as deviation from targets occur. By replicating the approach used at the blockade we hope to continue the project's momentum as we strive to commence Trial Running at the earliest opportunity in 2021.

Farringdon station is our most advanced central London station with construction work at the station now complete. Reaching this important milestone (SC3) allows the tier 1 contractor to start demobilising from the site and for the focus to turn to handing over this major infrastructure asset to TfL. We are also seeing good progress at Bond Street station since we took over direct responsibility for the remaining works. It is anticipated that the station will join our other central station sections in being certified as ready for Trial Running by this autumn and we are continuing in our efforts to try and get it ready for the opening of the central section.

All of our shafts and portals have now reached either full handover to the Infrastructure Manager or Staged Completion for Familiarisation (SCF). We are working with TfL on handover dates for the four shafts and portals in this SCF state.

Dynamic Testing continues in a 24/7 mode with a good execution but with test case passes below the level we would expect. These software issues are being investigated with the supply chain to ensure that the signalling and train software is in a position to start the SIDT phase as early as possible in December.



SIDT gives us a valuable opportunity to test our complex systems in operation-like scenarios and begin to understand the reliability performance of the railway. Planning for this continues to be managed well through our weekly Trial Running Mobilisation Board in a T-Minus approach, with a planning event being held to explore readiness to enter into SIDT, and a peer review.

The complex routeway integration testing has increased to 80.9% since my last update; which is broadly aligned to the plan. Performance is aligned to planned test activities and other programme delivery stages and, therefore, performance fluctuates in line with the plan. A review is currently being undertaken to validate the plan to complete the remainder of the routeway integration testing and that these are correctly planned into the schedule.

### **Focus and Challenges**

The commissioning of our stations remains a key challenge the programme is managing. The key intervention has been the establishment of a Plateau 2 team that will provide leadership to this complex, multi stakeholder activity. Building the team is progressing well, and the internal reporting of station performance has increased significantly.

Our vigilant approach to assurance documentation and handover deliverables remains. Successes have been achieved in the endorsement of Civils and Energy Safety Justifications being approved by the Crossrail Rail Assurance Board (RAB-C). We have seen some slippages across other parts of the programme principally due to the provision of the required evidence but also as the result of local, technical issues. These are being managed on a daily basis with associated reporting at all levels.

### **Operational Readiness**

TfL Rail services between Shenfield and Liverpool Street and Paddington to Heathrow and Reading continue to operate with high reliability. In the four weeks ending 17 October 95.9% of trains met the Public Performance Measure (PPM), exceeding the target of 95%.

Heathrow services continue to be operated by Class 345 trains, which were introduced to the route on 14 September. Further software updates are required from Bombardier as part of the further roll out and upgrading of the Class 345 fleet.

As noted above, good progress is being made in completing the Handover of Shafts and Portals to TfL, with Plumstead Portal completing the process on 16 October. Training of signalling and maintenance staff continues in full compliance with the safe systems of work introduced in response to COVID-19.

The configuration of the railway for Trial Running was signed off between the project team, maintainers and operators on 16 October, this will be used as the basis of final planning of trials, with further work underway on the subsequent stages through to opening.

### **Network Rail**

Despite the persistent presence of COVID-19, construction work is safely continuing on station upgrade work on the east and west of the route.

Substantial progress has been made at all sites including the installation of the steelwork for the new station building at Southall. The first phase of the canopy steelwork at Ealing



Broadway is now complete and roofing now underway. Cladding on the stairs to platform 2/3 at Acton Main Line is nearing completion and all the cladding to the lift shaft is finished. The steelwork that will link the new footbridge to the new station building at Hayes & Harlington has been installed.

Network Rail station works will be completed as soon as reasonably practicable in 2021.

We have demonstrated in the past few months our resilience as an organisation when faced with a global pandemic; in the coming months, we will continue to keep our people safe and achieve what is necessary to enter Trial Running at the earliest opportunity in 2021.

Kind regards,



**Mark Wild**  
**CEO**