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23 November 2020

Dear Alison,

In my last update to you in October I mentioned that we remain focused on achieving the vital milestones necessary to enter Trial Running at the earliest opportunity in 2021, whilst also keeping our workforce safe.

As you will be aware since I last wrote the Government announced new restrictions across England to mitigate the spread of COVID-19. The Government has advised that where people cannot work from home, such as those working in construction, manufacturing or critical infrastructure; they should continue to attend their workplace. As a result, we have not needed to pause works on the programme as we did earlier in the year.

Since the previous lockdown, we have introduced measures across all of our sites to ensure that we are compliant with Public Health England guidance. With the help of our supply chain, we have put in place strict social distancing measures, introduced temperature checks, introduced staggered working patterns, increased cleaning regimes and increased provision of welfare facilities to ensure our sites remain Covid safe.

The coronavirus pandemic is a challenge for all of us, but we are confident that we have the right measures in place to keep our people safe and continue work on this vital infrastructure project. Providing that the impacts from the second wave, or indeed any future waves, of COVID-19 can be mitigated there is belief that we can continue to achieve the milestones outlined in our revised Delivery Control Schedule (DCS).

Work is continuing across the project at a good pace and we are moving in the right direction towards commencing Trial Running at the earliest opportunity in 2021. We have handed over the latest shaft (Eleanor Street) to Transport for London (TfL) and the two remaining shafts (Limmo and Stepney Green) are expected to be handed over before the end of the year. Despite the good progress, challenges to the project remain as we reach the final, complex stages of the delivery. As we have previously mentioned assurance, station handover and reliability growth continue to be the areas requiring most attention. We continue to work with colleagues at TfL to ensure that these challenges are mitigated and that the central section is opened in the first half of 2022 or sooner.

Constructive discussions between Transport for London, the GLA and government around the additional funding needed to complete the Crossrail project are ongoing.

MOVING LONDON FORWARD





Safety

Safety is the top priority for the organisation and as we enter the final complex stages of the project we need to remain as vigilant as ever. Unfortunately, we have had two incidents with injuries that resulted in Lost Time Cases being recorded. The incidents occurred at Plumstead on 8 October where a security guard tripped resulting in a sprained knee, and at Whitechapel on 17 October where an operative was struck by scaffold tubing causing a fracture to his foot. All accidents have been investigated and the learnings have been shared through Safety and Health Executive Leadership Team (SHELT).

There has been increased visibility by the senior management team across our sites. There were 42 senior management engagement tours meeting with teams on the ground focusing on safety and wellbeing. As a leadership team we take safety seriously and it is essential that we remain fully engaged across our sites and offices.

Central Section Progress

For the first time, on 5 November, Crossrail saw the operation of six Class 345 trains in the central operating section (Abbey Wood – Paddington). These trains were controlled with the signalling system at line speed and in close headway. This is an important step in demonstrating performance of our systems and building the necessary reliability.

Crossrail plans to begin Systems Integration Dynamic Testing (SIDT) on 3 December after a review was held and passed on 5 November. Testing will take place in the central operating section with an increasing number of Class 345 trains, ramping up to eight trains. This will provide an opportunity to test how well the railway systems work in operational-like situations and will continue until the railway comes under The Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS).

Planning for Trial Running and the key dates to be achieved in advance of it are being managed through a weekly Trial Running Mobilisation Board. This is providing visibility across the organisation of what is needed to support Trial Running, by when and the status of each item.

The success of the summer blockade has provided a blueprint for the remaining works, which we will embed into the next blockade we have planned at the end of November. It will run for 11 days (21 November to 1 December) and it will take place across the central section routeway, shafts and portals. It will be focussed on completing the outstanding trace-dependent works that are a requirement for SIDT and will enable entry into Trial Running. Works include testing and commissioning, systems and signalling corrections and critical maintenance activities required to operate safely under the operations rule book.

Farringdon station is our most advanced central London station and is at a stage where construction works, and associated assurance are now substantially complete (known as SC3). It is the first of our large central stations to reach this milestone and allows the Tier 1 contractor to start demobilising from the site and enables Crossrail to commence the process to hand over the station to TfL. Final non-critical snagging works are currently underway before the station enters a 12-week countdown, leading to the formal handover of the station from Crossrail to TfL expected in spring 2021.



A reduced Tier 1 contractor team will remain at Farringdon to continue to meet their duties as the principal contractor, which include providing care and custody maintenance of the station assets and systems and support the final handover process to TfL.

Good progress continues to be made at Bond Street since we took over direct responsibility for the works. Bond Street has now been certified as ready for Trial Running (SC1) and means that all central section stations are able to support the start of intensive operational testing next year. We are continuing in our efforts to get Bond Street ready for the opening of the central section but there remains a considerable amount of work to do before it is ready to support the Trial Operations phase (SC2).

Focus and Challenges

Being able to demonstrate a safe and operable railway is the key component to acquiring permission from the Office of Rail and Road (ORR) to enter Trial Running. We have regularly described the abundant and complex assurance work that is necessary to evidence the safety case for the railway. Significant progress has been made in this regard with the safety argument for the central operating section now entering the formal review cycle, ahead of it being submitted to the independent assurance body (RAB-C) and then finally, submitted to the ORR.

The next challenge in this area is the plan for, and completion of, the workstreams supporting the safety cases that have been endorsed. These include minor physical works, assurance documentation, and impact on TfL's ability to complete their assurance process. Over the coming weeks Crossrail and TfL will work closely to ensure an optimal approach is taken forward.

Good progress is being made by the Plateau 2 team with the complex planning and management of the station systems works. With the Overall Stations Commissioning Strategy agreed, their focus is now on developing the detailed commissioning plan for Farringdon station and developing the high-level commissioning for the other central section stations.

We have been testing our software for Trial Running, TR2, since the end of August and these tests have now concluded. During the testing period we have taken a collaborative approach with the supply chain to address the required fixes to the software through mitigating measures and bug fixes. It is a good example of the intervention mindset that we have on the programme that we have worked together with the supply chain to resolve these issues and put in place mitigations to safeguard its use for Trial Running. We will continue with this mindset as further software releases are made in 2021.

We are working to resolve the single point failure issues at the shafts and portals. With all the required mitigative installations complete, the testing, commissioning and assurance works will continue up to the middle of December. There is ongoing work underway to understand the stations' exposure to this issue and potential remedies.

Operational Readiness

TfL Rail services continue to operate with high levels of reliability with 94.4% of trains meeting the Public Performance Measure (PPM) in the last 4 weekly period (to 14 November). Further software upgrades are being introduced in early December for the 9-Car



Class 345 trains that operate to Heathrow which should improve the reliability of this part of the fleet, with a further major software release due at the beginning of February 2021.

Training of signalling and maintenance staff continues with appropriate measures in place to meet Covid guidelines. The training programmes are on course to meet the dates required but would be vulnerable to any further lockdown or loss of staff to illness or isolation.

A huge amount of effort is going into completing the extensive safety assurance work necessary to take the infrastructure into use as a railway, with final work on hazards and documentation being completed to match the detailed configuration of the infrastructure.

Network Rail

Network Rail's major upgrade works to surface stations on the eastern and western sections of the railway continue to progress. Works at Ilford are now expected to be complete by May 2021 and works at Romford should conclude in late 2021.

On the western section, Network Rail works continue with the construction of the foundations and perimeter walls for the new station building at Hayes & Harlington. At Southall foundations have been installed for the elevated walkway that will link the footbridge to the new station building. The pre-cast flooring for the new station building has also been installed. Stone cladding has been added to the new station building at Acton Main Line station and fitout installation of the new ticket office has been completed. At Ealing Broadway the canopy is taking shape with the steelworks and roof installation progressing to plan. Work on the new station building at West Drayton has continued with the installation of steelwork and roofing. Glazed brick cladding has started to be installed at West Ealing station and cladding works has also continued on the platform stairs.

Network Rail continue to work to complete their power supply upgrade on the lines between Liverpool Street and Gidea Park. This is being carried out during weekends in November but is behind schedule and is receiving close attention. Mitigations are being put in place by Network Rail to avoid any effect on planned enhancements to passenger services.

Network Rail will continue to monitor the advice and guidance from Public Health England and the Government in relation to the pandemic and where necessary take the required action.

We continue to make progress against our revised Delivery Control Schedule and will look to build on this in the month ahead as we complete the November blockade and begin the handover process for our first central London station

Kind regards,



Mark Wild
CEO