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Dear Alison,

I would firstly like to formally welcome you to your role as Chair of the London Assembly Transport Committee and thank you for your time in meeting with the Crossrail Chair, Tony Meggs, and me last month. I hope it was useful and provided a good introduction to the Crossrail project.

As I mentioned, our focus continues to be on meeting the immediate challenges posed by COVID-19 and keeping the programme moving forward. I am proud of our people's capacity to continue delivering while planning the response and recovery to this extremely challenging delivery context. Our focus remains on delivering the opening of the Elizabeth line's central section between Paddington and Abbey Wood in summer 2021.

In line with the latest government guidance, physical works on sites have now resumed. All Crossrail sites continue to observe strict social distancing protocols with the numbers of people at each location strictly limited at all times and workers are required to avoid the use of public transport where possible.

The focus for everyone on Crossrail is progressing programme activity that supports our entry into intensive operational testing, known as Trial Running, at the earliest opportunity.

In response to the impacts of COVID-19, we are reviewing and re-structuring works that are essential to opening the railway and to ensure we complete the Elizabeth line in the most effective and efficient way. A plan has been developed to optimise works and recover the time lost to enable entry into Trial Running safely, reliably, and at the earliest opportunity.

To commence Trial Running, Crossrail needs to complete the remaining key steps:

- Complete handover of the shafts and portals to TfL
- Complete Dynamic Testing of the signalling and train systems
- All central section stations certified as ready to support Trial Running
- Handover the completed routeway to TfL
- Complete the safety and assurance process for the Elizabeth line and obtain regulatory approval from the Office of Rail and Road to commence Trial Running

Crossrail Ltd is working to ensure that the programme is ready to commence intensive operational testing at the earliest opportunity. Once we complete the remaining programme

MOVING LONDON FORWARD





of works for Trial Running we will seek regulatory approval from the Office of Rail and Road to commence intensive testing. This will see multiple trains operating in the tunnels to simulate the Elizabeth line timetable.

Good progress is being made across the programme to support our ambitions. Handover of the shafts and portals to TfL is underway, with North Woolwich Portal the latest to be handed over to TfL. Dynamic Testing of the signalling and train systems is advanced and will complete this summer. All central section stations, except Bond Street, have been certified and endorsed by RAB-C as ready to support Trial Running. With much of the central section infrastructure now substantially complete, many Crossrail Tier 1 contractors have started to demobilise their site teams.

Everyone working on the Crossrail project knows how important the Elizabeth line will be for Londoners and we are doing everything we can to deliver the railway in summer 2021 as safely and as quickly as we can.

Safety

The programme took the opportunity to reflect recently as part of Mental Health Awareness Week, which started on 18 May. Given the complexity of both our people's personal circumstances in the context of the global pandemic and of the programme, the imperative to protect the mental and physical safety and health is all the more important. We continue to monitor the wellbeing of the organisation through our Resource Hub and we are taking steps to free-up and protect people's time to reduce any risk of overworking.

While we have had an extremely positive record in the past few months from a physical safety perspective, on 19 May we had a Lost Time Case incident at Paddington. While lifting a grout bucket weighing 2-3kgs, an operative experienced discomfort to their lower back. This incident serves as a reminder that our health and safety reporting systems need to remain surveillant.

Central Section Progress, Focus and Challenges

Non-essential physical works at all our sites were temporarily paused when we implemented a safe stop on 24 March 2020. Assurance, validation and verification inspection work resumed under the title of 'niche works' on 20 April, these activities have principally been those that unlock assurance activity opportunities that can be undertaken remotely.

As part of this safe stop, we paused the testing of the technical railway systems following the safe stop of physical works with software development for the train and signalling systems continuing. Dynamic Testing in the central section has recommenced with a small number of tests left to complete for Trial Running.

We have had a number of successes this month with North Woolwich the latest portal to be handed over to TfL. All central section stations, except Bond Street, now have their Staged Completion 1 status endorsed by Crossrail's Rail Assurance Board (RAB-C) following the achievement of Tottenham Court Road and Farringdon stations' submissions. This certification is an essential requirement for Trial Running.

Our high voltage (HV) network is now fully operational. This follows 'Bismarck' testing which consists of isolating the HV network in sequence at its four source points and evaluating how the network recovers from this power outage on re-energisation. Six scenarios were



successfully tested at Custom House and Woolwich stations, Limmo Shaft and North Woolwich and Plumstead Portals.

A key focus for Crossrail is completing the handover of our shafts and portals. We are now working hard to handover the remaining four and complete these by the end of July. Fisher Street was handed over to TfL at the end of May. Our success at North Woolwich and Fisher Street provides us with valuable lessons for those that remain.

Farringdon station has achieved the highest Building Research Establishment Environmental Assessment Method (BREEAM) rating possible for a new Crossrail station.

Operational Readiness

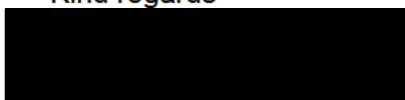
We have received the Approval to Place into Service (APIS) from the Office of Road and Rail to operate the full-length Class 345 stock for Stage 2B (Heathrow to Paddington). This allows TfL and Heathrow Airport Ltd to complete their safety-validation processes for the first passenger services to start in June.

Work continues in readiness for Trial Running, although in the short-term Elizabeth line staff training has been paused due to the current restrictions. Ways are being sought to resume training including building the operations control capability through virtual Incident Command exercises.

Network Rail

In line with Crossrail's safe stop and the general industry response to COVID-19, Network Rail temporarily paused station enhancement work on the east and west of the route. They have since restarted works on site following the putting in place of mitigation measures and additional welfare to ensure compliance with COVID-19 guidelines.

Kind regards



Mark Wild
CEO