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Dear Navin,

As I am sure you will appreciate, in recent weeks our energy and focus has been on meeting the immediate challenge posed by COVID-19.

Following the Prime Minister's announcement of measures to halt the spread of COVID-19, we immediately asked everyone who could work from home to do so and put in place measures to limit movement across the programme. As a further measure, on 24 March, we took the decision with our Tier 1 contractors to temporarily pause physical works on all our sites.

We are doing everything we can to support our principal contractors during this difficult and challenging time. Our arrangements remain under constant review and we are liaising closely with our Tier 1 contractors and their supply chains to ensure that the Crossrail programme continues to be delivered safely.

Despite the extraordinary measures we have taken, we have still been able to continue with essential and business critical work across the programme. With much of the central section now being substantially complete, the focus has been on completing software development for the signalling and train systems along with the safety assurance certification for the railway. This can, in the main, be undertaken remotely by our supply chain and is a key component to ensuring that intensive operational testing (Trial Running) can commence.

There is no denying that COVID-19 will have an impact on the programme, although it is too early to tell what that will be. That being said, everybody involved with the project is focused on doing everything they can to deliver the programme and I would like to pay tribute to them for all their hard work during these extraordinary times.

Safety

It is unfortunate that we have not seen a continuation of our achievement in Period 11 (5 January to 1 February) of 'Target Zero'. A rise in slips, trips and falls reminds us of the necessity for a relentless focus on the basics. There also needs to be an even more scrupulous approach to managing the safe transition to an operational railway, with incidents of operatives gaining unauthorised access to the track. All the incidents that have occurred over the last period are being analysed and corrective measures being put in place.

MOVING LONDON FORWARD





In positive news, however, the period between 1 March and 31 March (Period 13) the programme achieved zero-harm.

In my update last month, I referenced three incidents that had occurred in February at the point of writing. We have seen a further six incidents at our sites. Three of these have been at Bond Street station, two at Connaught Tunnel and one at Liverpool Street station site offices.

The first at Bond Street was a reportable lost time case (RIDDOR) where an operative slipped while descending a staircase, landing on their lower back and elbow, and was escorted to hospital as a precaution. The second was a reportable dangerous occurrence (RIDDOR), resulting from an operative accidentally damaging UK Power Network infrastructure; thankfully there were no injuries. The third was a high potential near miss where an operative gained unauthorised access to the track; fortunately, this incident did not result in any injuries.

At Connaught Tunnel, the first incident was a lost time case where the operative slipped and fell on their back. The second incident was a high potential near miss, where an engineering train came in contact with an open signalling equipment cabinet door but luckily resulted in no injuries.

The final incident was a lost time case at Liverpool Street station site offices, where an operative stood on a floor box that gave way causing the individual to roll their ankle.

Central Section Progress

On 25 March, two great successes have been achieved through Crossrail's Railway Assurance Board (RAB-C) endorsing Paddington and Canary Wharf stations' Staged Completion 1 status; an essential requirement for entering Trial Running. I am even more proud of this considering that this meeting of RAB-C was held entirely digitally, and it is a demonstration of what we can achieve in the difficult times we find ourselves in.

Custom House station has been awarded a Building Research Establishment Environmental Assessment Method (BREEAM) rating of Very Good. Significantly, it is the first of our stations to receive this certification, which assesses the sustainability performance of new developments.

Both Royal Oak Portal and Custom House have cleared their final assurance milestones and we still expect them to be handed over in the next few weeks.

Since my last update, we have seen 12 Engineering Safety Justifications (ESJs) submitted by our contractors for parts of the routeway. These ESJs are a crucial milestone that, once approved, will allow subsequent assurance required to enter Trial Running to be started.

All software builds that make up the assurance baseline configuration for Trial Running are available, and have been tested, in the central operating section. A further minor update to this configuration is on plan through a series of software point releases. This means there is a train and signalling configuration available that can be assured within the required



timescales to support the minimum functionality requirements for entry into Trial Running with agreed operational workarounds.

Focus and Challenges

Our focus over the next few weeks is the finalisation of the exercise to agree and freeze the essential assurance documentation requirements for entering Trial Running. By enabling stability in the requirements of works to go and assurance documentation, our teams can completely focus on the work required for entering Trial Running as early and as safely as possible.

A particular challenge is the assurance process logic, which is the period of activity after the contractors have submitted their ESJs during which Crossrail progresses the overall safety case for the railway to gain authorisation to enter into Trial Running. The more efficient we can make this, the sooner we can enter into the operational testing of the railway. This process logic has been the subject of significant workshop activity between Crossrail and the Infrastructure Managers of the Elizabeth line over the past three months. A positive workshop was held on 24 March between Crossrail, the operators and the Chair of RAB-C to assess options for a different approach to assurance in anticipation of onward discussion with the Office of Road and Rail.

Operational Readiness

The first full-length trains began operating in passenger service to Hayes & Harlington on 9 March, with the full-length trains to Reading introduced at the end of March. The first full-length train to Heathrow is expected to commence during April.

Network Rail

Station enhancement work on both the eastern and western sections of the line is being kept under review by Network Rail following latest government guidance to halt the spread of COVID-19.

Kind regards



Mark Wild
CEO