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Dear Alison

I was delighted to meet with you at Tottenham Court Road station earlier this month in order to show you the progress being made on site as well as to bring you up to speed regarding the wider project.

Delivery of the Elizabeth line is in its complex final stages with a comprehensive plan to complete the railway focused on the remaining construction and systems integration, followed by intensive operational testing. Crossrail Ltd is working to complete the remaining infrastructure so it can fully test the railway and successfully transition the project as an operational railway to Transport for London (TfL).

The process to handover the completed rail infrastructure to TfL is underway with Crossrail Ltd planning to start intensive operational testing, known as Trial Running, at the earliest opportunity in 2021. This marks the project's key transition from construction to an operational railway.

To align with this next phase of the programme, discussions are underway regarding responsibility for the governance of the Crossrail programme moving to TfL. The joint sponsors of Crossrail, TfL and the Department for Transport (DfT), are working closely with Crossrail Ltd to finalise the governance transition plan. The plans will ensure that decision making between Crossrail Ltd and TfL is seamless and fully aligned during the critical final phases of the programme as the operational testing is undertaken and the remaining parts of the railway are completed and transferred to TfL.

Over time further phases of the transition will take place as Crossrail becomes a fully integrated part of TfL, as originally planned. In the meantime, everyone involved with Crossrail continues to be focussed on completing the outstanding works to commence intensive operational testing at the earliest opportunity in 2021.

Safety

The construction blockade, which came to an end on 17 September, was a fantastic demonstration of what is possible when it comes to safely undertaking intensive works during a global pandemic. It is testament to the planning and programme-wide focus on our Golden Rules as well as having a dedicated safety stand down across all sites prior to the blockade commencing.

MOVING LONDON FORWARD





We have identified a number of 'watch points' through the Safety and Health Leadership Team that build on themes in reported safety events. These are electrical safety, working at height and safe systems of work, controlling access to equipment rooms, isolation sequencing, and Dynamic Testing. These form the basis of project-wide and Tier 1 contract targeted assurance over the next four weeks and will ensure that the success of the blockade is continued.

Central Section Progress

Our construction blockade has been very successful with a high level of productivity achieved and a major programme of works delivered across the central section routeway by the supply chain. The blockade achieved 96% productivity against plan, as of 17 September. Whilst final statistics on progress will not be available via the reporting and assurance process for a few weeks, the blockade has demonstrated strong performance and has helped to recover significant time lost due to the temporary pause in construction works as a result of COVID-19 earlier this year. In addition to these final statistics, a completion report will also be produced to identify successes, any residual works and lessons learned.

All of our shafts and portals have now reached either full handover to the Infrastructure Manager (six assets) or are under Staged Completion for Familiarisation (four assets). The final handover dates for the remaining shafts and portals are subject to finalisation following the identification of a potential issue with lighting circuitry which we are working to rectify with the supply chain.

Dynamic Testing was restarted in windows during the construction blockade with a high percentage of tests being completed during this period. We plan to commence intensive software testing shortly, including for the next evolution of the signalling software, known as TR2, helping to further build operational reliability. Once TR2 software testing completes, Crossrail will then commence an enabling phase for Trial Running in late 2020, known as Systems Integration Dynamic Testing (SIDT), with testing in the tunnels undertaken with an increased number of trains. This will be undertaken as the extensive safety case to the Office of Rail and Road to commence Trial Running is finalised.

Since my last update, we have also increased the percentage of routeway integration tests completed from 74% to 79.6%, which meets our plan for completing necessary site testing in time for the Trial Running assurance case requirements of our new schedule. Planning for SIDT is well underway and progressing with good momentum, adopting the T-Minus planning approach used for the blockade and with peer reviews planned for October and November. SIDT provides us with a valuable opportunity to test our complex systems in operation-like scenarios and to begin to understand the reliability performance of the railway.



Focus and Challenges

Last month, I provided an update on the development of the Plateau 2 team which sought to bring the same level of integrated planning and management to the station systems works as it has for the signalling and train software. The building of the team, which aims to remove the barriers associated with contract partitioning and multi-stakeholder interfaces, is progressing alongside the implementation of a 'blockade mentality' to reporting on the stations programme. The 'blockade mentality' involves knowing the scope of works remaining, measuring performance against this in a detailed and simple way, and having frequent intervention-based management meetings to resolve issues and replan works as soon as deviation from targets occur. Together, the improved performance reporting and dedicated integration management will provide greater control over the systems works remaining and will ensure there is alignment between all stakeholders.

There are some emerging risk areas under close management. There is a potential of delay in the production of assurance documentation and safety evidence; this is mitigable, and our programme governance, particularly through the weekly Trial Running Mobilisation Board, is providing scrutiny of this. Approvals of documentation have also been staggered to reduce the burden on key resources.

We remain prudently cautious of the COVID-19 pandemic context we are operating in. Our business resilience processes have proved highly effective in protecting our people and our programme operations, but we must not lose sight of the potential for a second wave of disruption. Our Gold Response Team continue to meet on a weekly basis with the ability to immediately increase the frequency of meetings if required. Scenario testing regarding potential impacts of increased social distancing, enhanced lockdowns, and compromised sites, is ongoing.

Across the programme, the majority of office-based staff continue to work remotely in order to limit the spread of COVID-19.

Operational Readiness

TfL Rail services between Shenfield and Liverpool St and Paddington to Heathrow and Reading continue to operate with high reliability. In the four weeks ending 19 September, 96.9% of trains met the Public Performance Measure (PPM), exceeding the target of 95%.

From 14 September, TfL Rail services between Paddington and Heathrow have been operated entirely by the Class 345 Elizabeth line trains. The units inherited from the previous Heathrow Connect service have been withdrawn with customers benefiting from much longer and more spacious trains with full air conditioning and modern customer information.

As noted above, the majority of shafts and portals have been fully handed over to TfL with the remainder approaching that milestone. In preparation for taking on the remaining assets, further recruitment and training, particularly of maintenance staff, is underway. This training is being undertaken in full compliance with the safe systems of work in place in response to



COVID-19. The risk remains, however, that further restrictions, if introduced, may impact training.

Another key area of focus includes agreeing the detailed configuration that will be taken into Trial Running and any associated operational restrictions.

Network Rail

Network Rail's major upgrade works to surface stations on the eastern and western sections of the railway continue to progress, with step-free access being prioritised where possible.

Recent achievements include the completion of a new lift shaft at Romford along with the installation of new lift motor rooms at West Drayton. Lift installation works also continue at Ealing Broadway and Hayes & Harlington. As a result of the temporary pause of Network Rail works due to COVID-19, it is likely that these enhanced stations, along with Ilford, Southall, Acton Main Line and West Ealing, will be completed as soon as possible in 2021.

Network Rail are also working hard to complete the power supply upgrade on the Great Eastern Route. This involves reinforcing power supplies between Liverpool Street and Gidea Park. Final work is due to take place from November through to January with the system commissioned by April 2021.

Completing the outstanding works and commencing intensive operational testing in early 2021 remain our top priorities. We will continue to work tirelessly to finish this railway as soon as possible and ensure the smooth transition to TfL.

Kind regards,



Mark Wild
CEO