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Dear Navin,

In our December update we restated our commitment to providing increased certainty on the opening of the Elizabeth line early in 2020. You will be aware that we announced on 10 January that we would now be entering the period of Trial Running to fully test the railway and shake down any bugs from autumn this year. The opening of the central section of the Elizabeth line is then planned to follow in summer 2021.

Safety and reliability will of course be the real focus and we are making good progress, with tunnel and track works finished and most stations now nearing completion.

As you heard from Tony Meggs and I at the London Assembly Transport Committee's session on 17 December, we are making good progress with software integration, assurance and handover to ensure that the Elizabeth line opens as soon as is practically possible.

TfL Rail services between Reading and London Paddington (known as Stage 5A) also officially commenced on 15 December 2019. This was a fantastic achievement for the team and a proud moment for us all.

Safety

Improvement to our safety performance is still needed, with three high potential near miss incidents in Period 10. Two of these incidents occurred at Bond Street station, with the first concerning an operative coming in close proximity to a falling bracket and the second regarding the incorrect authorisation process being undertaken for the use of a crane. The third incident occurred at Fisher Street shaft, where two operatives opened doors onto the tracks contrary to the construction railway rules. As part of the standard Crossrail response Serious Incident Executive Reviews (SIERs) for these incidents have been undertaken and learnings applied.

The need to ensure that our supply chain is effectively managing health and safety on its sites is of paramount importance. We record our contractors' capability to do so through the Health and Safety Performance Index (HSPI) which is made up of several leading indicators that contractors self-assess against. A review of the quality of HSPI reporting by contractors recently took place, resulting in a tightening up of the overall accuracy of the data submitted. Contractors recording poor HSPI scores will have to explain their improvement plans at

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Crossrail Safety and Health Executive Leadership Team meetings, which will also be an opportunity for them to share and explain positive interventions across the programme.

As we enter 2020, we do so with renewed focus on the Target Zero Improvement Plan ensuring no-one is injured on the project. In particular, we are carrying on the embedding of our Health and Mental Wellbeing Action Plan; instigating a new, organisational-wide Behaviours Campaign; and ensuring that the 'Safety Migration' to an operational environment is proactively managed. We will also be inspiring greater performance from our supply chain by rewarding excellent demonstrations of Crossrail's Safety Values through the introduction of TfL's Beacon Award.

Central Section Progress

The PD+11 signalling software configuration is now being used in the Central Operating Section, paving the way for the next waves of signalling testing. PD+11 is now safety approved for testing all areas of the railway including using single train, multi-train and close-headway, as well as with multiple trains running across the transition boundaries.

There are also four 'point releases' of software updates planned for PD+11, providing the opportunity to bring forward any necessary bug fixes to enter Trial Running on the best footing.

Work continues to progress the works to a stage that supports Trial Running and best sets the programme up to deliver central section passenger services in Summer 2021, and there is increasing confidence that Bond Street station will be ready to open with the rest of the central section

Positively, there has been an increase in the level of productivity at Bond Street station for activities leading to Staged Completion 1 (the required state for Trial Running). A review is underway to see what lessons can be captured from this increase in productivity to be applied elsewhere on the programme.

Focus and Challenges

Focus remains on productivity of physical works and assurance evidence, emphasising 'Right First Time'. In support of this, multidisciplinary and empowered Integrated Delivery Teams have been introduced at each individual project to speed up decision making.

Defining works that are required to be completed before Trial Running, and those that can be completed after, continues. This will enable us to plan and undertake the works required to enter this critical phase as quickly and as safely as possible, and to utilise the most appropriate delivery model.



Assurance

We are at the stage now where we are delivering the 'paper railway' of assurance as well as the physical railway. Assurance documentation, particularly that which is required for entry into the Trial Running stage in autumn, remains a priority. The programme has made substantial progress in transforming its metrics for assurance documentation to focusing on a 'burn down to zero' with the minimum requirements for Trial Running, and realistic forecast rates based on actual production.

Operational Readiness

TfL Rail stopping services between Reading and Paddington commenced in December last year using the new Elizabeth line class 345 trains. The service is currently operating with 7-car trains and will be extended to 9-car trains later this year.

TfL is preparing for the handover of Mile End shaft with the last few outstanding items being worked through. Preparations for them to take on a maintenance support role on the track element ahead of full handover are also continuing.

Discussions are progressing well towards having the Infrastructure Managers involved in managing the 'care and custody' period of our assets, allowing an earlier demobilisation of our Tier 1 supply chain.

Network Rail

We continue to successfully work towards securing enough access onto Network Rail infrastructure for dynamic testing to continue across the Great Eastern Main Line and Great Western Main Line interfaces.

Network Rail continues its station enhancement works to improve customer service, and a new ticket office has opened at Harold Wood. Construction works took place over Christmas including the installation of a footbridge at Hayes & Harlington and completing subway improvements at West Drayton.

Kind regards



Mark Wild
CEO