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Dear Alison,

I am writing to you with my last update of the year, in what has been an extremely challenging year for everybody. Notwithstanding the significance of those that have lost loved ones, there is reason to be hopeful that the year ahead will be brighter.

Reflecting on the project in 2020, yes it has been testing, but we are ending this calendar year in very good shape. Since I last wrote a funding agreement has been reached between TfL, City Hall and the government, securing the future of the project and ensuring that we keep the momentum driving forward. All of our shafts and portals have now been handed over to TfL, the last one (Stepney Green) was handed over to TfL yesterday (17 December). We have commenced the twelve-week process before handover for the first of our central London stations, Farringdon. The eleven-day routeway blockade in November achieved a strong productivity rate of 92 per cent, which cleared the path for us to start Systems Integration Dynamic Testing (SIDT) on schedule on 3 December. A great deal has been achieved but we are not resting on our laurels as we all strive to deliver Trial Running at the earliest opportunity in 2021.

There is growing confidence in our Delivery Control Schedule (DCS) and we know exactly what is left to be achieved to enter Trial Running. The journey between now and commencing Trial Running involves the completion of the complex and numerous safety critical assurance documentation. The Elizabeth line is being delivered to the highest safety standards and it is incumbent on us to ensure that this detailed assurance process involving the integration of 500,000 individual railway assets is completed diligently. There is also a small amount of work left to complete on the routeway that will be undertaken between Christmas and the New Year. Following completion of the routeway and vital assurance work we will then apply to the Office of Rail and Road to gain regulatory approval to start Trial Running, a vital milestone to unlocking the opening of the railway.

### **Safety**

We currently have around 2,500 people now working on our sites to deliver the Elizabeth line and the success of this programme is, and always has been, dependent on our ability to ensure zero harm to all those working on the project.

In early December we were able to mark 5 years without a single reportable incident (RIDDOR) at our Woolwich site. A tremendous achievement for all those involved and is testament to our collaborative approach in keeping our workforce safe.

**MOVING LONDON FORWARD**





Since my last update, there have been two incidents on the programme that have demonstrated the importance of our health and safety focus. The first was on 18 November, an operative at Bond Street incurred injury to two fingers while using a concrete planer. The second was on 24 November, an operative at Paddington accidentally cut a cable which tripped the circuit breaker, luckily no one was injured. In response, all accidents are being thoroughly investigated and the learning will be shared by the Principal Contractors through the Safety and Health Leadership Team (SHELT) and the Crossrail Learning Forum.

There is a high standard of compliance to the measures we have introduced to mitigate the spread of COVID-19 on our sites and our Gold Response Team structure remains operational to ensure we meet the challenge this pandemic poses to the delivery of the project. We monitor the number of infections and isolations on a daily basis. We continue to work with our partners to ensure that the levels remain low and that our measures provide adequate control.

### **Central Section Progress**

The November construction blockade followed the success of the August-September blockade and achieved a strong productivity rate of 92 per cent. This equates to completing 1,479 of the 1,601 planned activities, with remaining tasks scheduled for completion between now and the end of the year.

SIDT commenced as planned on 3 December, which is a form of system testing with trains emulating timetabled passenger service. This is a major step towards Trial Running and will involve us operating to a timetable 16 hours a day, seven days a week. SIDT also allows us to increase the number of trains operating in the central section to eight, up from the six I mentioned in my previous letter. Trains are controlled with the signalling system and, where localised, running against a timetable, at line speed and in close headway. This is an important step in demonstrating performance of our systems.

The SIDT milestone also marks the incorporation of our Romford Control Centre (RCC), where all signalling and control of the railway will take place, into the testing process which is another clear sign that we are moving closer to an operational railway.

We continue to focus on closing out the work on Shafts and Portals, and, as I've already mentioned, we have handed over our final shaft (Stepney Green) to TfL. This follows the handover of Limmo Shaft, which was achieved on 8 December.

Farringdon is our most advanced central London station and has reached an important milestone with the construction works being sufficiently finished for testing and commissioning activities to start. It is the first of the central London stations to reach this milestone and means the station is now considered to be 12 weeks away from being ready for handover to TfL. A reduced principal contractor team will remain at Farringdon until early next year to continue to meet their duties, carry out testing and commissioning activities, complete remaining works, as well as providing care, custody and maintenance for the station assets and systems and supporting the final handover process to TfL.

Paddington is expected to be the next station to start the testing and commissioning phase and will then be followed by a number of the central London station sites over the coming months.



### **Focus and Challenges**

The focus of the programme is on achieving the assured state of readiness for our infrastructure to enter into Trial Running which will be a key step of operational testing in preparation for passenger service. In order to assure our readiness, Safety Justification (SJ) documents need to be completed for each of the assets, alongside an overarching SJ for the central operating section of the railway. The closure of the outstanding assurance works is required before these documents can be accepted by the independent assurance body (RAB-C). These works are subject to intensive management intervention to ensure the schedule for closure is correctly aligned to the overall schedule for Trial Running.

The interaction between construction and operations has increased in intensity following the commencement of SIDT. The completion of outstanding dynamic testing of our systems prior to entering into Trial Running is a priority that needs to be managed in close coordination with the need to complete any residual construction works and the need to collect sufficient data from SIDT to inform the software build for the Trial Operations phase. I am confident we have the right team and processes in place to manage this in the most appropriate way, but we must remain focused.

### **Operational Readiness**

TfL Rail services continue to operate with high levels of reliability with 94.1 per cent of trains meeting the Public Performance Measure (PPM) in the last four-weekly period (ending on 12 December). Following a software update, nine car trains (Full Length Units) have been re-introduced on services between Paddington and Hayes & Harlington. This has allowed for an increase in service to Hanwell station, which is now receiving four trains per hour.

TfL are continuing with the training of maintenance and operations staff and it currently remains on schedule. Additional training is being provided including distanced learning, classroom and simulator facilities. Operational processes are being tested remotely in workshops to identify and resolve any issues, ensuring the processes are robust for when we go live.

A benefit of SIDT is that it allows TfL as the operator to gain, pre-Trial Running, experience with the signalling of trains and familiarity in a trials environment. There are TfL Traffic Managers working in the Route Control Centre signalling trains – a first for this project. SIDT is also being supported by TfL's maintenance team who continue to maintain the track on behalf of Crossrail and are starting to deploy technicians for familiarisation in other disciplines such as signalling, communications and high-voltage traction. Being able to use this period to build up knowledge and familiarisation will put the project in a good place for Trial Running, Trial Operations and the opening of the Elizabeth line.

### **Network Rail**

Work has continued at pace at the Elizabeth line stations in the east and west with completion expected as soon as reasonably practicable in 2021.

Ealing Broadway station works have progressed with the installation of the new passenger lifts and this work will continue into the new year. The last of the steelwork for the footbridge at Southall station has been installed connecting it with the new station building, which is currently being clad. Acton Main Line works to install cladding to the platform stairs and lift



shafts is near completion. The structural steel frame for the station building extension at West Drayton was completed in November and Network Rail have been cladding the roof, installing glazing and curtain walling, and have started on the brickwork, blockwork and partition walls within the building. The steelwork for the new station building at Hayes & Harlington is starting to be installed following the completion of the reinforced concrete work. Cladding work to the east and west sides of West Ealing station has now been completely installed.

We are ending this year strongly, but the challenge ahead remains complex and difficult. However, we still are confident that this railway will open in the first half of 2022. Next year will be an extremely big year for the project and we have a highly motivated team to get the job done and deliver this railway for the country.

Kind regards,



**Mark Wild**  
**CEO**