



4 January 2019

Caroline Pidgeon MBE AM  
Chair, London Assembly Transport Committee  
City Hall  
The Queen's Walk  
London  
SE1 2AA

Crossrail Limited  
5 Endeavour Square  
London E20 1JN  
T: 0343 222 0000  
Helpdesk  
T: 0345 602 3813  
[www.crossrail.co.uk](http://www.crossrail.co.uk)

Dear Caroline,

I am pleased to report good progress in many key areas of the project during my first month as CEO of Crossrail Ltd. Most significantly on securing a funding package and forming a revised schedule of works. Progress at stations, in the tunnels and on the trains has also moved forward.

The scale and complexity of the programme is not something the UK has taken on for many years and while I have inherited a project that for the best part of its ten years has made commendable progress, the current phase of the project is very complex indeed.

Following further analysis of readiness, it is now clear that more work is required than had been envisaged to complete the infrastructure, followed by the extensive testing that will be necessary to open a safe and reliable railway. As such, I cannot confirm a revised date for the opening; but rest assured that the team and I are working on a robust and deliverable schedule to get the Elizabeth line opened as quickly and safely as possible.

You will be aware that TfL has published many documents relating to the project this month. I am committed to full transparency and I am pleased to confirm that the Crossrail Board minutes have been published on the TfL website.

Please find below the rest of this month's update on the Crossrail project for the Transport Committee of the Assembly.

### **Safety**

All sites have continued with their "Finish Safe" campaigns to ensure that all teams are reminded of the paramount importance of conducting all work safely. Sites focussed on safe shut down and start-up procedures over the Christmas and New Year period. In addition, the increase in high potential near misses particularly those relating to

**MOVING LONDON FORWARD**

Registered office 5 Endeavour Square, London E20 1JN. Crossrail Limited, registered in England and Wales No. 4212657. VAT Registration No. 756 2770 08  
Crossrail Limited is a company controlled by a local authority within the meaning of Part V Local Government and Housing Act 1989. The controlling authority is Transport for London.



electrical safety and permit procedures has been the focus of a special health and safety meeting with contractors.

### **Programme and Funding**

As you will be aware, on 10 December 2018 the Government and the Mayor of London agreed a financial package to cover the additional capital investment required to complete the Crossrail project. The Greater London Authority (GLA) will borrow up to £1.3bn from the DfT. The GLA will repay this loan from the existing Business Rate Supplement (BRS) and Mayoral Community Infrastructure Levy (MCIL). The GLA will also provide a £100m cash contribution, taking its total contribution to £1.4bn which it will provide as a grant to TfL for the Crossrail project. Because the final costs of the Crossrail project are yet to be confirmed, a contingency arrangement has also been agreed between TfL and the Government. This will be in the form of a loan facility from the DfT of up to £750m, should the higher end of the estimate be realised. This combined financing deal replaced the need for the £350 million interim financing package offered by the Government in October. This financial package provides the project with the certainty it needs to complete the works.

Progress has been made on developing a revised delivery plan. This confirms two critical paths to Stage 3 Elizabeth line opening.

Firstly, we must complete the installation of railway systems along the route, start and finish dynamic testing on time and carry out trial running and trial operations.

The second critical path is the completion and integration of all works and associated safety assurance documentation in the stations, shafts and portals.

We are currently carrying out a review to determine the priority tasks needed to get a Stage three opening date as soon as possible with Stages 4 and 5 to follow as soon as practicable after that. We are also developing an additional Stage to run services from Paddington mainline to Maidenhead and Reading.

### **Central Section Progress**

The principal focus of our planning for the completion of stations, shafts and portals has been to determine dates for Tier 1 Substantial Demobilisation (TOSD).

The TOSD date defines when the Tier 1 contractors will have finished the vast majority of the physical works to the extent that the workforce can be demobilised (the principal driver of cost). Dates have been achieved for Farringdon (21 December 2018), Woolwich (19 December 2018) and Custom House (21 December) stations, as well as Pudding Mill Lane (31 October 2018), Connaught Tunnel (15 October

**MOVING LONDON FORWARD**

2018), North Woolwich (9 November 2018), Victoria Dock (30 November 2018) and Mile End (7 December 2018) shafts and portals.

Once TOSD dates have been achieved, the focus switches to the integration, testing and commissioning of stations systems.

### **Systems Integration**

Since the last update, dynamic test window 14 took place from 7 to 10 December, identifying and thereby facilitating a software fix to be undertaken before Main Dynamic Testing (MDT) commences.

This has provided confidence that the complex rail software systems now have much greater stability than before. This is a good sign of progress, however, lots of detailed and complex work lies ahead to develop and maintain the level of reliability needed to get to trial running and trial operations.

The start of MDT has been set for this month (January 2019). The rolling stock, signalling software and rail infrastructure have all been assessed as ready for dynamic testing.

Completion of the rail systems infrastructure in the tunnels remains a key issue and productivity has been disappointing for the completion of the fire mains, Low Voltage distribution, walkways and tunnel pumped drainage. Any outstanding work remaining after the start of MDT will have to be undertaken when time can be made available around the testing programme and the delivery plan being adopted reserves some time for this.

Clearly, the main risk to the MDT programme remains the productivity, quality, and integration of Siemens and Bombardier software, and the agility of all parties in fixing the issues which will inevitably emerge. A clearer picture will become apparent in the first few weeks of testing from mid-January. Although it is very positive progress that full dynamic testing will start in January.

### **Network Rail works**

There continue to be cost pressures on the six western station enhancement works. In addition, there are deliverability concerns for the approved canopy at Ealing Broadway, which are being discussed with relevant parties.

██████████ NR has not yet issued a letter of intent to the successful bidder for Package 3 (Southall, Hayes, and West Drayton). The standstill letters for Package 2 (Acton, Ealing Broadway and West Ealing) have also not been issued.

**MOVING LONDON FORWARD**

Registered office 5 Endeavour Square, London E20 1JN. Crossrail Limited, registered in England and Wales No. 4212657. VAT Registration No. 756 2770 08  
Crossrail Limited is a company controlled by a local authority within the meaning of Part V Local Government and Housing Act 1989. The controlling authority is Transport for London.

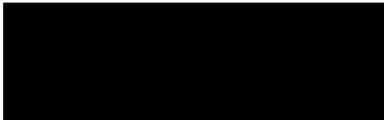


NR is continuing its enabling works on western stations and maximised use of the Christmas period by contractors.

Ilford and Romford station upgrades are fully funded and enabling works were undertaken at Christmas. Detailed design is complete, and the early contractor involvement process has been carried out. The contractor for Ilford has been requested by NR to revise the baseline schedule to deliver the works due to the previous use of inaccurate possession information.

I look forward to working with you in 2019.

Kind regards,



Mark Wild  
CEO

**MOVING LONDON FORWARD**

Registered office 5 Endeavour Square, London E20 1JN. Crossrail Limited, registered in England and Wales No. 4212657. VAT Registration No. 756 2770 08  
Crossrail Limited is a company controlled by a local authority within the meaning of Part V Local Government and Housing Act 1989. The controlling authority is Transport for London.

