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Dear Caroline,

Work on the high-level plan to complete the Elizabeth line and bring the railway into passenger service is ongoing. We anticipate that this work will be completed in late March/early April.

Once approved, the plan to complete and open the Elizabeth line will be submitted to the Sponsors of the Crossrail project, Transport for London and the Department for Transport, for final approval.

As I have previously reported, there is a huge amount of work to do before the Elizabeth line can open. Stations remain in varying stages of completion and we need to fully test the railway to ensure it is safe and reliable. Due to the extent of work still to be completed, Elizabeth line services in the central section will not commence during 2019.

Once complete, this plan will enable Elizabeth line services to commence through central London as early as possible, followed by a phased introduction of services across the entire route after that.

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

Safety

There has been an increase in the number of safety incidents across the Programme, with the highest number of High Potential Near Misses and RIDDOR accidents reported in the last 13 periods. There is no single reason for this increase. However, following the start of main dynamic testing in January, we are now working in both a construction and operational, energised environment and this has changed the risk profile. This changed safety environment is being carefully considered at all levels and a continued and dedicated focus on prevention of incidents is vital. Tony Meggs has taken lead Board responsibility for health and safety.

A serious near-miss in Period 12 involving a collision between an engineering train and mobile elevating work platform is being thoroughly investigated. Actions are being implemented to guard against a recurrence.

MOVING LONDON FORWARD





Programme

Three more Tier 1 Substantial Demobilisation dates (TOSD) have been achieved in the past month. These were at Limmo Peninsula shaft (15 February 2019), Fisher Street shaft (22 February 2019) and Tottenham Court Road (25 February 2019). Achieving the TOSD dates is critical in reducing CRL's periodic spend in the months ahead.

The installation of the fire main is now complete and ready for integration testing in all tunnel areas. In addition, the wireless communication system (GSM-R) is now ready for testing with the trains.

As the complexity around interfaces between contracts increases, better visibility of the impact of delays that occur on the programme is critical. An important intervention is the implementation of the visual management system of working. We now have 14 visual management centres across the project. This makes performance transparent at each worksite and also facilitates the escalation of issues quickly and the collaborative efforts required to remove constraints.

A Systems Integration team has now been established. The team's immediate remit is to help develop a migration plan as part of the work to define the opening window. Other key deliverables include leading on the systems integration of the train and signalling systems, understanding and communicating technical risks and providing support to ensure the programme's assurance plans are fully aligned.

Central Section Progress

Productivity remains below where we need it to be.

The focus across all stations is completing the fit-out followed by testing and commissioning so each station can be integrated with the rest of the railway. At Tottenham Court Road and Farringdon, two of the more advanced stations for example, the teams have started testing and commissioning and are completing the final fit-out. At Paddington and Bond Street, on the other hand, there is still mechanical and electrical installation fit-out work underway.

The other major challenge at stations is completing the extensive communications systems installation that we need to deliver an operational station. Each Elizabeth line station has over 50 km of comms cabling, 200 CCTV cameras, 66 information displays, 200 radio antennas, 750 loudspeakers and 50 help points. All this technology needs to be fully installed, tested and integrated.

Train Testing

Dynamic testing continued in the month with higher pass rates than baseline, although the number of tests performed is fewer than planned.

At a check point meeting on 13 February 2019, we reviewed the progress and identified constraints on why the full number of tests cannot be performed. The key constraints are the level and availability of Siemens resources and the quality and timing of Bombardier software. These constraints continue to be raised at high level with the contractors by CRL and Sponsors.

Operations progress

Round two of Operations training has commenced, to start the process of multiskilling the operators and to upskill the existing teams who completed training twelve months ago. A Memorandum of Understanding has been agreed with the project team to allow the trained operators to support dynamic testing.



To develop the competence and confidence of the operators, Simulated Desktop Exercises (SDEs) are being carried out to give a realistic experience of the Control Room environment. Trial Operations planning continues with exercise packs being produced in readiness for an announcement of new programme dates.

Network Rail

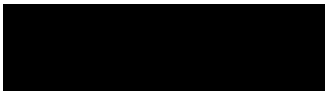
Network Rail has now appointed a contractor to install platform cameras required for implementation of a TfL Rail service between Paddington (high-level) and Reading at the end of this year. Focus is on improving the delivery schedule of these works as well as the platform extensions required for a 9-car train service.

Mobilisation by Hochtief for the stations enhancement works at (West Drayton, Hayes & Harlington, Southall) has commenced and preparatory documentation is in production prior to a start on-site; the exact start date has not yet been confirmed. The work to enhance West Ealing, Ealing Broadway and Acton is being re-priced with bidders to exclude scope undertaken as part of enabling works. Network Rail has extended the planned award to early April to select the preferred bidder and conclude the procurement process.

KPMG Reports

We have been working with Sponsors on a prioritised action plan, taking steps to implement further the recommendations from the two KPMG reports on governance and finance & commercial. We have worked to strengthen our internal project controls and risk functions as well as introducing visualisation management to strengthen oversight of delivery and progress. We have reinstated our Audit and Assurance Committee and will be forming an Investment Committee of the Board. We are also rebuilding our internal assurance process.

Kind regards



Mark Wild
CEO