



## Appendix 2

Caroline Pidgeon  
Chair  
London Assembly Transport Committee

(Sent by email)

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Dear Caroline,

Thank you for your letter dated 19 January 2022 detailing the areas of concern and the Committee's recommendations.

Crossrail is in the complex final stages of delivering the Elizabeth line and the project continues to make progress on completing the works necessary to commence passenger services between Paddington and Abbey Wood in the first half of 2022. The next couple of months will be important for the programme as we complete Trial Operations and continue to build the railway's reliability. There is a real desire from everyone involved in the project to continue to build on the strong performance and deliver this railway for passenger service in the first half of this year.

### COVID-19

The first phase of Trial Operations commenced on 20 November 2021, in line with the earliest forecast dates. A phased approach to Trial Operations has been adopted to build greater resilience into the railway.

The first phase of Trial Operations has begun with scenarios such as testing the response to an unwell passenger or an obstruction on the line. The second phase of Trial Operations will involve a series of more complex exercises, including evacuations of trains and stations, and will begin in the coming weeks. When complete, this will be followed by a period of shadow running, operating timetabled services ahead of the Elizabeth line opening.

We do not anticipate any adverse impact on Trial Operations as a result of the Omicron variant, and we are still planning for our mass evacuation exercises to go ahead as planned. The project teams remain vigilant to Covid-19 and are very mindful of protecting our staff and volunteers. Every attendee will be required to take a lateral flow test and face coverings will be required throughout exercises. Participants will not attend exercises if they feel unwell or have been instructed to isolate.

Trial operations will continue until it is clear that the highest levels of safety and reliability are in place before the railway can open to customers.

**MOVING LONDON FORWARD**



### **Governance review**

We note the Committee's recommendation that a review be carried out into the current governance arrangements. As set out to the Committee at its meeting in November 2021, TfL continues to keep our governance arrangements under consideration to align with business and programme needs and the overriding focus remains on bringing the Elizabeth line safely into passenger service as quickly as possible. TfL will write to the Committee within three months of the opening of the central section to provide an update.

### **Publication of reports**

Reports and responses are published in line with the TfL's well-established process for the publication of Board and Committee papers. The Elizabeth Line Committee consider the Project Representative (P-Rep) report and the Crossrail management response together and it is right that they are first considered at this forum.

These papers are published on TfL's website and meetings of the Elizabeth Line Committee are held in public. We have worked hard to decrease the time for the publication of P-Rep reports and Crossrail responses to roughly a month. The most recent P-Rep report (Period 8) was published on 19 January following its submission on 10 December. By comparison, the 2019/20 Period 11 P-Rep report was published on 2 June 2020, 3 months after its submission on 2 March 2020.

### **Finances**

TfL continues to regularly discuss with Government the status of cost to go and funding for the Crossrail project. There will be detailed discussions with Government on any further funding that may be required in advance of the funding being exhausted.

### **Learning lessons**

Offsite construction, sometimes known as DfMA (Design for Manufacture and Assembly), is a relatively new concept in civil engineering and construction projects. Manufacturing elements of a construction project in a factory environment and then transporting them to site can have significant advantages, including to worker safety, environmental impact, quality, time and cost, and the opportunity to test elements ahead of final installation.

The DfMA approach was in relative infancy when the main contracts for Crossrail were let, but some of our contractors used the approach as they understood the advantages for their elements of the work. Whilst we have some examples in Crossrail (platforms at Liverpool Street station and construction of Custom House station), it is certainly true that some of the challenges that we have had as a project would have been ameliorated by having a more modular design ethos, with more testing work undertaken in a factory environment rather than in situ.

We will be building our experience, ideas, and concepts of the DfMA approach into our learning legacy for future programmes.

Throughout the duration of the Crossrail project, the focus of the community relations activity has been to establish and maintain an outstanding reputation with local authorities,



neighbouring residents, businesses and other local stakeholders to enable the successful delivery of the railway. There have been several papers written, as part of our Learning Legacy activity, that have focused on the project's community relations activity during its lifetime. These are available on our Learning Legacy website and can be accessed by other infrastructure projects. The latest such paper, published in December 2021, can be found in full online here:

<https://learninglegacy.crossrail.co.uk/documents/implementing-project-community-relations/>

The Elizabeth line will help transform life and travel in London and the South East by dramatically improving transport links and accessibility, cutting journey times and providing additional capacity with spacious new stations and walk-through trains. The new railway will provide new journey options and support wider regeneration, creating jobs, business opportunities and providing a huge economic boost.

We are determined to get this job done and deliver this railway for both London and the UK as a whole.

Yours sincerely,

A handwritten signature in black ink that reads 'Mark Wild'.

**Mark Wild**  
**CEO**

cc Andy Byford, Heidi Alexander, Seb Dance