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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#); [Adams Simon](#)
Subject: Draft BT Chairman Mayors Weekly
Date: 03 May 2018 20:23:26
Attachments: [Mayor BT Chairman Weekly 070518.docx](#)

This week's draft, on Thursday as promised. Takes into account discussion on Thursday BT/TfL Director's call this evening and has more change than in recent weeks namely:

1. Signalling Commissioning of Old Oak section A back from 7 to 17 May
2. Bringing Into Use of Old Oak Section C (Key Milestone date) back from 30 May to 11 June
3. Blocking issue with release 7.2 puts testing at Melton back by up to 2 weeks (4 May to 18 May).

Explanation for all of these in the brief as well as a degree of reassurance that they will or should not affect testing, services or subsequent dates.

Comments by 12.00 tomorrow if poss, Sylvia you may have to help incorporate as I'm out (at Old Oak) tomorrow morning.

Kind regards

Howard

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#); [Adams Simon](#)
Subject: Draft BT Chairman Mayors Weekly
Date: 03 May 2018 20:24:15
Attachments: [Mayor BT Chairman Weekly 070518.docx](#)

This week's draft, on Thursday as promised. Takes into account discussion on Thursday BT/TfL Director's call this evening and has more change than in recent weeks namely:

1. Signalling Commissioning of Old Oak section A back from 7 to 17 May
2. Bringing Into Use of Old Oak Section C (Key Milestone date) back from 30 May to 11 June
3. Blocking issue with release 7.2 puts testing at Melton back by up to 2 weeks (4 May to 18 May).

Explanation for all of these in the brief as well as a degree of reassurance that they will or should not affect testing, services or subsequent dates.

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Kind regards

Howard

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To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Adams Simon](#); [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#)
Subject: Draft BT Weekly
Date: 18 May 2018 11:27:06
Attachments: [Weekly Mayor Update 210518.docx](#)

Draft for BT Weekly attached, slightly odd as written for Monday as if Stage 2 had already happened! Comments please asap. Will get back on main report after next meeting.

Kind regards

Howard

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To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Adams Simon](#); [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#)
Subject: Draft BT Weekly
Date: 18 May 2018 11:27:21
Attachments: [Weekly Mayor Update 210518.docx](#)

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Kind regards

Howard

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#)
Subject: EL weekly update
Date: 15 May 2018 10:21:06

Hi Steph

I want to try to get the EL weekly note signed off asap after this 121

I think the answer to my RAG status issue is to put a Key at the top of the table - which says:

Green - on track

Amber - behind target but not impacting on critical path to Stage 3 services

Red - behind target and at risk of impacting critical path to Stage 3 services

Could you add that to the paper and recirculate to the group, as a clean copy, to check they don't have any objection?

Thanks

Andy

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From: [Mannah Sylvia](#)
To: [external howard Smith](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Tucker John](#); [Price Amanda](#)
Subject: Final version of this week"s briefing
Date: 21 May 2018 17:59:08
Attachments: [Weekly Mayor Update 210518 - Final.docx](#)

Thanks for all your help as always!

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)
www.tfl.gov.uk

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Date: 16 May 2018 10:54:02
Attachments: [image001.png](#)
[Weekly Mayor Update 150518 - Final11.docx](#)

Hi Sylvia,
See attached comments. Can we get these answered asap please?
Kind regards
Stephanie

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 16 May 2018 09:24
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: Re: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie,
David Bellamy has come back with a few queries on this week's update. See his comments in the attached. Could I please have answers to his questions?
Many thanks,
Erica

From: Erica Walker
Date: Tuesday, 15 May 2018 at 17:54
To: Stephanie Doyne
Cc: Keane Kate , Andy Brown , Tim Steer , Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
It certainly has been! Thanks, I've circulated at this end.
Erica

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 15 May 2018 17:01
To: Erica Walker
Cc: Keane Kate ; Andrew J. Brown ; Tim Steer ; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Erica,
Apologies for the delay – its been a hectic day!
Please see attached.
Kind regards
Stephanie

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 15 May 2018 16:57
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie,
Can I check that we will be getting the weekly update shortly?
Many thanks
Erica

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 08 May 2018 11:15
To: Erica Walker < [REDACTED]@london.gov.uk>; Tim Steer < [REDACTED]@london.gov.uk>; Claire

NOTE: Links to attachments can be double-clicked to be accessed

Hamilton <[REDACTED]@london.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Thanks Erica.

Kind regards

Stephanie

From: Erica Walker [mailto:[REDACTED]@london.gov.uk]

Sent: 08 May 2018 11:14

To: Doyne Stephanie; Steer Tim; Claire Hamilton

Cc: Keane Kate; Brown Andy (Corporate Affairs)

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Thanks for this – I'll circulate now and come back with any questions

From: Doyne Stephanie [mailto:[REDACTED]@tfl.gov.uk]

Sent: 08 May 2018 11:13

To: Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>;

Erica Walker <[REDACTED]@london.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>

Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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To: [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
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Date: 16 May 2018 10:54:02
Attachments: [image001.png](#)
[Weekly Mayor Update 150518 - Final11.docx](#)

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See attached comments. Can we get these answered asap please?
Kind regards
Stephanie

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Sent: 16 May 2018 09:24
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Many thanks,
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Sent: 15 May 2018 17:01
To: Erica Walker
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Subject: RE: TfL Restricted - Weekly progress update on Crossrail

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Apologies for the delay – its been a hectic day!
Please see attached.
Kind regards
Stephanie

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 15 May 2018 16:57
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie,
Can I check that we will be getting the weekly update shortly?
Many thanks
Erica

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 08 May 2018 11:15
To: Erica Walker < [REDACTED]@london.gov.uk>; Tim Steer < [REDACTED]@london.gov.uk>; Claire

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Hamilton <[REDACTED]@london.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Thanks Erica.

Kind regards

Stephanie

From: Erica Walker [mailto:[REDACTED]@london.gov.uk]

Sent: 08 May 2018 11:14

To: Doyne Stephanie; Steer Tim; Claire Hamilton

Cc: Keane Kate; Brown Andy (Corporate Affairs)

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Thanks for this – I'll circulate now and come back with any questions

From: Doyne Stephanie [mailto:[REDACTED]@tfl.gov.uk]

Sent: 08 May 2018 11:13

To: Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>;

Erica Walker <[REDACTED]@london.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>

Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Gasson Sarah](#)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Date: 15 May 2018 14:39:29
Attachments: [Weekly Mayor Update 080518 - Final.docx](#)
[image001.png](#)
[Weekly Mayor Update 140518 v1.4 clean.docx](#)

Most recent one of these attached

Just finalising the latest one, for this week - also attached (but note it hasn't officially gone over yet, so City Hall haven't seen it)

Andy

[REDACTED] | [REDACTED]

From: Doyne Stephanie
Sent: 08 May 2018 11:13
To: Steer Tim; Claire Hamilton; Erica Walker
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Date: 21 May 2018 17:57:09
Attachments: [Weekly Mayor Update 210518 - Final.docx](#)
[image001.png](#)

Can you pass onto the relevant parties please.

Thanks!

Kind regards

Stephanie

From: Doyne Stephanie
Sent: 21 May 2018 17:57
To: Steer Tim; Claire Hamilton; Erica Walker
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: FW: This weeks draft BT Report
Date: 11 May 2018 16:40:37
Attachments: [Weekly Mavor Update 140518.docx](#)

I haven't read yet....

[REDACTED]

From: Mannah Sylvia
Sent: 11 May 2018 09:38
To: external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy; Clarke Phil (ELLP); Wild Mark (MD); Zavitz Richard; Adams Simon
Subject: RE: This weeks draft BT Report

Hi Howard,

Thanks for this. Attached is the note with some tweaks from me.

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 11 May 2018 07:58
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Clarke Phil (ELLP); Wild Mark (MD); Zavitz Richard; Adams Simon
Subject: This weeks draft BT Report
Please find attached. Comments asap but 10.00 Monday latest please.
Kind regards
Howard

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: FW: Weekly Mayor Update 210518
Date: 18 May 2018 17:10:49
Attachments: [Weekly Mayor Update 210518.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 18 May 2018 17:08
To: Doyne Stephanie
Subject: Weekly Mayor Update 210518
Current version. I've sent it to the usual crew to answer my questions.

NOTE: Links to attachments can be double-clicked to be accessed

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#)
Cc: [Zavitz Richard](#)
Subject: FW: Weekly Mayor Update 21051843316
Date: 21 May 2018 12:09:49
Attachments: [Weekly Mayor Update 210518 - SD comments.docx](#)

[Please see below](#)

From: Doyne Stephanie
Sent: 21 May 2018 12:09
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 21051843316

Please see attached comments.

In last weeks note David had a comment on whether we have the capacity for additional testing. Andy mentioned that the most important thing about David's first comment, was that we hadn't emphasised the benefits of the new 'blockading' way of working that Crossrail have adopted. By having defined windows of work followed by testing (and then back to working again), they waste far less time with handovers between the working and testing teams. It also makes for a safer working environment - hand over times are when risks tend to be higher.

Is this your understanding too?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 21 May 2018 11:00
To: Doyne Stephanie
Subject: Weekly Mayor Update 21051843316
Weekly note 😊

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#); [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Draft BT Chairman Mayors Weekly
Date: 04 May 2018 16:29:09
Attachments: [Weekly Mayor Update 080518 Final.docx](#)

Changes included – final version subject to any further comments before I issue to BT on Tuesday.
Copy to Richard as this is Appendix C of the wider report.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 04 May 2018 09:44
To: Howard Smith; Brown Andy (Corporate Affairs); Wild Mark (MD); Phil Clarke - TFL; Lucy Findlay; Adams Simon
Subject: RE: Draft BT Chairman Mayors Weekly

Howard,

Thanks for this. Attached with some amends and comments.

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 03 May 2018 20:23
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Wild Mark (MD); Clarke Phil (ELLP); Findlay Lucy; Adams Simon
Subject: Draft BT Chairman Mayors Weekly

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Explanation for all of these in the brief as well as a degree of reassurance that they will or should not affect testing, services or subsequent dates.

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Kind regards

Howard

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Brown Andy \(Corporate Affairs\)](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#); [Adams Simon](#)
Subject: RE: Draft BT Chairman Mayors Weekly
Date: 04 May 2018 09:44:28
Attachments: [Weekly Mayor Update 070518 WRZ update.docx](#)

Howard,
Thanks for this. Attached with some amends and comments.
Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 20:23

To: Mannah Sylvia; Brown Andy (Corporate Affairs); Wild Mark (MD); Clarke Phil (ELLP); Findlay Lucy; Adams Simon

Subject: Draft BT Chairman Mayors Weekly

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Sylvia

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Shaunadevin](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 16 May 2018 15:35:11
Attachments: [Weekly Mayor Update 150518 - comments.docx](#)

Hi Sylvia

I've provided comments for all points except for the testing window question. Howard may be best placed to provide a response on that one.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](#)

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 16 May 2018 10:59

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Shauna Devlin

Subject: RE: EL weekly briefing - Appendix A

Importance: High

Hi all,

Attached is the briefing note with some comments from David Bellamy. Can you please review and get back to me with the answers – asap as always.

Thanks,

Sylvia

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 14 May 2018 14:09

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

The "Critical path RAG" being used now is a judgement against critical path impact rather than a RAG purely based on variance from MOHS baseline date which is why several have changed RAG status

GSM-R milestone should be -21 days (the MOHS 18 baseline [REDACTED] date had been used in error in one of our tables).

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](#)

MOVING LONDON FORWARD

From: Brown Andy (Corporate Affairs) [mailto:[REDACTED]@tube.tfl.gov.uk]

Sent: 14 May 2018 13:41

To: Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia

Sent: 14 May 2018 10:42

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate

Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,

Sylvia

From: Zavitz Richard

Sent: 14 May 2018 10:38

To: Mannah Sylvia; external howard Smith

Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

NOTE: Links to attachments can be double-clicked to be accessed

Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A
Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,
Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk

www.tfl.gov.uk

From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 17:13
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

NOTE: Links to attachments can be double-clicked to be accessed

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:07
To: Lucy Findlay; Mannah Sylvia
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?
Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 16:56
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 16:47
To: Mannah Sylvia
Cc: Adams Simon; Lucy Findlay; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia
Sent: 11 May 2018 15:04
To: Findlay Lucy; external howard Smith; Zavitz Richard
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 10:30
To: external howard Smith; Zavitz Richard; Mannah Sylvia
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Howard Smith
Sent: 11 May 2018 09:53

NOTE: Links to attachments can be double-clicked to be accessed

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard ([mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk))

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation.

Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

NOTE: Links to attachments can be double-clicked to be accessed

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia ([mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk))

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay ([mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia ([mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk))

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith ([mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included

NOTE: Links to attachments can be double-clicked to be accessed

text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports. Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk
MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 03 May 2018 15:19
To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Howard Smith
Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]
Sent: 03 May 2018 14:24
To: Mannah Sylvia
Cc: external howard Smith; Zavitz Richard; Adams Simon
Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window

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between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May.

At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
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[REDACTED] crossrail.co.uk
MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 01 May 2018 16:58
To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: EL weekly briefing

All,
Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,
Sylvia
Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ
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www.tfl.gov.uk

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Shaunadevin](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 16 May 2018 10:59:24
Attachments: [Weekly Mayor Update 150518 - Final11.docx](#)
Importance: High

Hi all,

Attached is the briefing note with some comments from David Bellamy. Can you please review and get back to me with the answers – asap as always.

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 14 May 2018 14:09

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

The “Critical path RAG” being used now is a judgement against critical path impact rather than a RAG purely based on variance from MOHS baseline date which is why several have changed RAG status

GSM-R milestone should be -21 days (the MOHS 18 baseline [REDACTED] date had been used in error in one of our tables).

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tube.tfl.gov.uk]

Sent: 14 May 2018 13:41

To: Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia

Sent: 14 May 2018 10:42

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate

Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,

Sylvia

From: Zavitz Richard

Sent: 14 May 2018 10:38

To: Mannah Sylvia; external howard Smith

Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

Richard

From: Mannah Sylvia

Sent: 14 May 2018 08:58

To: external howard Smith

Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing - Appendix A

Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith < [REDACTED]@crossrail.co.uk > wrote:

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the

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weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.

3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:57

To: Zavitz Richard; Lucy Findlay

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk

www.tfl.gov.uk

From: Zavitz Richard

Sent: 11 May 2018 17:19

To: Findlay Lucy; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

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From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

NOTE: Links to attachments can be double-clicked to be accessed

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))
MOVING LONDON FORWARD

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 11 May 2018 16:47
To: Mannah Sylvia
Cc: Adams Simon; Lucy Findlay; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia
Sent: 11 May 2018 15:04
To: Findlay Lucy; external howard Smith; Zavitz Richard
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 11 May 2018 10:30
To: external howard Smith; Zavitz Richard; Mannah Sylvia
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))
MOVING LONDON FORWARD

From: Howard Smith
Sent: 11 May 2018 09:53
To: Zavitz Richard; Mannah Sylvia; Lucy Findlay
Cc: Adams Simon
Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 11 May 2018 09:11
To: Mannah Sylvia; Lucy Findlay
Cc: Howard Smith; Adams Simon
Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

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Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

NOTE: Links to attachments can be double-clicked to be accessed

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 04 May 2018 09:37
To: Zavitz Richard
Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
 2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
 3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we wont have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but thats saying we have a good system as an IM not how things are going in terms of taking things over).
- Hope that helps, I'm back in the office PM.
Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard < [REDACTED]@tfl.gov.uk > wrote:

Hi Sylvia, Lucy,
I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.
I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?
Echoing Howard's comments last week we should aim to reduce any surprises in the reports.
Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay < [REDACTED]@crossrail.co.uk > wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |
[REDACTED]@crossrail.co.uk
MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 03 May 2018 15:19
To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Howard Smith
Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,
Sylvia

We'd like some more information on the reporting of funding, specifically about

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key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.
First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?
Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this?
And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 03 May 2018 14:24
To: Mannah Sylvia
Cc: external howard Smith; Zavitz Richard; Adams Simon
Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.
I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it
I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....
Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation
Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 01 May 2018 16:58
To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: EL weekly briefing

All,
Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,
Sylvia

Sylvia Mannah
Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ
Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
www.tfl.gov.uk

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 16 May 2018 10:21:24

He did in his original note and then when you changed the second sentence he approved it.....

Kind regards

Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 15 May 2018 18:32
To: Doyne Stephanie
Subject: RE: EL weekly briefing - Appendix A

I think he's right that the sentences in 2.2 are the wrong way round...

Did Mike specifically swap them?

From: Doyne Stephanie
Sent: 15 May 2018 17:57
To: external howard Smith
Cc: Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia; Keane Kate; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard
Subject: RE: EL weekly briefing - Appendix A

Hi Howard,

The wording was amended by Mike so that the setbacks appeared less serious. Reading it back it does appear to make sense so hopefully City Hall agrees.

Kind regards

Stephanie

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 15 May 2018 17:36
To: Doyne Stephanie
Cc: Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia; Keane Kate; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard
Subject: Re: EL weekly briefing - Appendix A

Stephanie,

Thanks. Maybe too late to correct but looks to me like the sentences in 2.2 are the wrong way round.

Kind regards

Howard

Sent from my iPad

On 15 May 2018, at 17:12, Doyne Stephanie < [REDACTED]@tfl.gov.uk > wrote:

Hi all,

Please see final paper that has gone to City Hall.

Kind regards

Stephanie

From: Doyne Stephanie
Sent: 15 May 2018 10:38
To: Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia; Keane Kate
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Please see attached final version of the note.

Andy will be sharing this version with Mike at 11:30 so please shout if you have any concerns.

Kind regards

Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 14 May 2018 17:08
To: Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

OK, but that wasn't my understanding of Amber RAG (even based on the sentence in last week's note which, I accept, we took out but maybe should have left in).

That omitted sentence said Amber meant 'on track but we have concerns', but I think you're saying it means 'not on track but we're not worried'?

Either way I think we need to state what Amber means, in the Appendix.

Andy

[REDACTED] | [REDACTED]
From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 14 May 2018 14:09

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Doyne Stephanie; Keane Kate
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

The "Critical path RAG" being used now is a judgement against critical path impact rather than a RAG purely based on variance from MOHS baseline date which is why several have changed RAG status
GSM-R milestone should be -21 days (the MOHS 18 baseline [REDACTED] date had been used in error in one of our tables).

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

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MOVING LONDON FORWARD

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tfl.gov.uk]

Sent: 14 May 2018 13:41

To: Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia

Sent: 14 May 2018 10:42

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate

Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,

Sylvia

From: Zavitz Richard

Sent: 14 May 2018 10:38

To: Mannah Sylvia; external howard Smith

Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

Richard

From: Mannah Sylvia

Sent: 14 May 2018 08:58

To: external howard Smith

Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing - Appendix A

Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith < [REDACTED]@crossrail.co.uk > wrote:

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:57

To: Zavitz Richard; Lucy Findlay

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk

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From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 11 May 2018 17:13
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Zavitz Richard [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 11 May 2018 17:07
To: Lucy Findlay; Mannah Sylvia
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 11 May 2018 16:56
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Zavitz Richard [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 11 May 2018 16:47
To: Mannah Sylvia
Cc: Adams Simon; Lucy Findlay; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period.

The latest available dates are from Period 01 (up to 28 April 2018).

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia
Sent: 11 May 2018 15:04
To: Findlay Lucy; external howard Smith; Zavitz Richard
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

NOTE: Links to attachments can be double-clicked to be accessed

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext: [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation.

Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- ? The installation of mechanical and electrical equipment at Paddington
- ? At Bond Street, lift installation on the western ticket hall
- ? At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- ? At Farringdon, completing platform tiling
- ? At Liverpool Street, installation of an incline lift
- ? At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use

NOTE: Links to attachments can be double-clicked to be accessed

of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RFL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

NOTE: Links to attachments can be double-clicked to be accessed

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf

NOTE: Links to attachments can be double-clicked to be accessed

and Woolwich will take place 10-14 May.
At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail:

[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)

www.tfl.gov.uk

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Keane Kate](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 15 May 2018 17:12:27
Attachments: [Weekly Mayor Update 150518 - Final.docx](#)

Hi all,
Please see final paper that has gone to City Hall.
Kind regards
Stephanie

From: Doyne Stephanie
Sent: 15 May 2018 10:38
To: Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia; Keane Kate
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,
Please see attached final version of the note.
Andy will be sharing this version with Mike at 11:30 so please shout if you have any concerns.

Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 14 May 2018 17:08
To: Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

OK, but that wasn't my understanding of Amber RAG (even based on the sentence in last week's note which, I accept, we took out but maybe should have left in).

That omitted sentence said Amber meant 'on track but we have concerns', but I think you're saying it means 'not on track but we're not worried'?

Either way I think we need to state what Amber means, in the Appendix.

Andy

From: Lucy Findlay [mailto:██████████@crossrail.co.uk]
Sent: 14 May 2018 14:09

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Doyne Stephanie; Keane Kate
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

The "Critical path RAG" being used now is a judgement against critical path impact rather than a RAG purely based on variance from MOHS baseline date which is why several have changed RAG status
GSM-R milestone should be -21 days (the MOHS 18 baseline ██████ date had been used in error in one of our tables).

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: ██████████ (Internal: Ext ██████ M: ██████████ | CS28GM01 | ██████████ [crossrail.co.uk](mailto:██████████@crossrail.co.uk))

MOVING LONDON FORWARD

From: Brown Andy (Corporate Affairs) [mailto:██████████@tube.tfl.gov.uk]

Sent: 14 May 2018 13:41

To: Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia
Sent: 14 May 2018 10:42

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate

Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,

Sylvia

From: Zavitz Richard

Sent: 14 May 2018 10:38

To: Mannah Sylvia; external howard Smith

Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks
Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A
Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,
Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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www.tfl.gov.uk

From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 17:13
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:07
To: Lucy Findlay; Mannah Sylvia
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

NOTE: Links to attachments can be double-clicked to be accessed

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:51

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

NOTE: Links to attachments can be double-clicked to be accessed

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments

NOTE: Links to attachments can be double-clicked to be accessed

[back asap.](#)

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 04 May 2018 13:16
To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk
MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 04 May 2018 12:42
To: Howard Smith; Zavitz Richard
Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 04 May 2018 09:37
To: Zavitz Richard
Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)> wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is

NOTE: Links to attachments can be double-clicked to be accessed

6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this?

And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write..... I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

NOTE: Links to attachments can be double-clicked to be accessed

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail:

[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)

www.tfl.gov.uk

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Keane Kate](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 15 May 2018 11:36:58
Attachments: [Weekly Mayor Update 140518 v1.3.docx](#)

Apologies – see most recent version of the note.

Kind regards

Stephanie

From: Doyne Stephanie
Sent: 15 May 2018 10:38
To: Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia; Keane Kate
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Please see attached final version of the note.

Andy will be sharing this version with Mike at 11:30 so please shout if you have any concerns.

Kind regards

Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 14 May 2018 17:08
To: Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

OK, but that wasn't my understanding of Amber RAG (even based on the sentence in last week's note which, I accept, we took out but maybe should have left in).

That omitted sentence said Amber meant 'on track but we have concerns', but I think you're saying it means 'not on track but we're not worried'?

Either way I think we need to state what Amber means, in the Appendix.

Andy

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 14 May 2018 14:09

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

The "Critical path RAG" being used now is a judgement against critical path impact rather than a RAG purely based on variance from MOHS baseline date which is why several have changed RAG status
GSM-R milestone should be -21 days (the MOHS 18 baseline [REDACTED] date had been used in error in one of our tables).

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tfl.gov.uk]

Sent: 14 May 2018 13:41

To: Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia

Sent: 14 May 2018 10:42

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate

Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,

Sylvia

From: Zavitz Richard

Sent: 14 May 2018 10:38

To: Mannah Sylvia; external howard Smith

Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

NOTE: Links to attachments can be double-clicked to be accessed

Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A
Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,
Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
www.tfl.gov.uk

From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 17:13
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED]) | CS28GM01 | [REDACTED]@crossrail.co.uk
MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:07
To: Lucy Findlay; Mannah Sylvia
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

NOTE: Links to attachments can be double-clicked to be accessed

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

NOTE: Links to attachments can be double-clicked to be accessed

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

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From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 04 May 2018 13:16
To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia

Sent: 03 May 2018 18:02

To: Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith

Subject: Re: EL weekly briefing

Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors by 6 June but our intention is to send to Sponsors close of 25 May subject to

NOTE: Links to attachments can be double-clicked to be accessed

our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED] crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this?

And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

NOTE: Links to attachments can be double-clicked to be accessed

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Keane Kate](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 15 May 2018 10:37:59
Attachments: [Weekly Mayor Update 140518 v1.2.docx](#)
[Weekly Mayor Update 140518 v1.2.clean.docx](#)

Hi all,

Please see attached final version of the note.

Andy will be sharing this version with Mike at 11:30 so please shout if you have any concerns.

Kind regards

Stephanie

From: Brown Andy (Corporate Affairs)

Sent: 14 May 2018 17:08

To: Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

OK, but that wasn't my understanding of Amber RAG (even based on the sentence in last week's note which, I accept, we took out but maybe should have left in).

That omitted sentence said Amber meant 'on track but we have concerns', but I think you're saying it means 'not on track but we're not worried'?

Either way I think we need to state what Amber means, in the Appendix.

Andy

From: Lucy Findlay [mailto:[\[REDACTED\]](mailto:)@crossrail.co.uk]

Sent: 14 May 2018 14:09

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

The "Critical path RAG" being used now is a judgement against critical path impact rather than a RAG purely based on variance from MOHS baseline date which is why several have changed RAG status

GSM-R milestone should be -21 days (the MOHS 18 baseline [REDACTED] date had been used in error in one of our tables).

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Brown Andy (Corporate Affairs) [mailto:[\[REDACTED\]](mailto:)@tfl.gov.uk]

Sent: 14 May 2018 13:41

To: Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia

Sent: 14 May 2018 10:42

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate

Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,

Sylvia

From: Zavitz Richard

Sent: 14 May 2018 10:38

To: Mannah Sylvia; external howard Smith

Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

Richard

From: Mannah Sylvia

Sent: 14 May 2018 08:58

To: external howard Smith

Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing - Appendix A

NOTE: Links to attachments can be double-clicked to be accessed

Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:57

To: Zavitz Richard; Lucy Findlay

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
www.tfl.gov.uk

From: Zavitz Richard

Sent: 11 May 2018 17:19

To: Findlay Lucy; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

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MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

NOTE: Links to attachments can be double-clicked to be accessed

Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A
Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.
Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.
In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.
Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?
Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

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MOVING LONDON FORWARD

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
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MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

NOTE: Links to attachments can be double-clicked to be accessed

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common. Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they

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remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we wont have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but thats saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia

Sent: 03 May 2018 18:02

To: Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith

Subject: Re: EL weekly briefing

Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors by 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 03 May 2018 15:19
To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Howard Smith
Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this?

And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24
To: Mannah Sylvia
Cc: external howard Smith; Zavitz Richard; Adams Simon
Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write..... I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 01 May 2018 16:58
To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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To: [Findlay Lucy](#); [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 17:07:50

OK, but that wasn't my understanding of Amber RAG (even based on the sentence in last week's note which, I accept, we took out but maybe should have left in).

That omitted sentence said Amber meant 'on track but we have concerns', but I think you're saying it means 'not on track but we're not worried'?

Either way I think we need to state what Amber means, in the Appendix.

Andy

From: Lucy Findlay [mailto:[\[REDACTED\]](mailto:)@crossrail.co.uk]

Sent: 14 May 2018 14:09

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

The "Critical path RAG" being used now is a judgement against critical path impact rather than a RAG purely based on variance from MOHS baseline date which is why several have changed RAG status

GSM-R milestone should be -21 days (the MOHS 18 baseline [\[REDACTED\]](#) date had been used in error in one of our tables).

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [\[REDACTED\]](mailto:) (Internal: Ext [\[REDACTED\]](tel:) M: [\[REDACTED\]](tel:) | CS28GM01 | [\[REDACTED\]](mailto:)@crossrail.co.uk

MOVING LONDON FORWARD

From: Brown Andy (Corporate Affairs) [mailto:[\[REDACTED\]](mailto:)@tube.tfl.gov.uk]

Sent: 14 May 2018 13:41

To: Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia

Sent: 14 May 2018 10:42

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate

Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,

Sylvia

From: Zavitz Richard

Sent: 14 May 2018 10:38

To: Mannah Sylvia; external howard Smith

Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

Richard

From: Mannah Sylvia

Sent: 14 May 2018 08:58

To: external howard Smith

Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing - Appendix A

Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <[\[REDACTED\]](mailto:)@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could

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be read as implying we are comfortable/on plan in terms of testing and we are not.

2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:57

To: Zavitz Richard; Lucy Findlay

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
www.tfl.gov.uk

From: Zavitz Richard

Sent: 11 May 2018 17:19

To: Findlay Lucy; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

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From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

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Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things

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to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

NOTE: Links to attachments can be double-clicked to be accessed

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we wont have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but thats saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard < [REDACTED]@tfl.gov.uk > wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia

Sent: 03 May 2018 18:02

To: Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development);

external howard Smith

Subject: Re: EL weekly briefing

Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay < [REDACTED]@crossrail.co.uk > wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED]@crossrail.co.uk

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From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

NOTE: Links to attachments can be double-clicked to be accessed

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this?

And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train instesting phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail:

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To: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Cc: [Findlay Lucy](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 13:40:54
Attachments: [Weekly Mayor Update 140518_ab.docx](#)

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia
Sent: 14 May 2018 10:42
To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,
Sylvia

From: Zavitz Richard
Sent: 14 May 2018 10:38
To: Mannah Sylvia; external howard Smith
Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A

Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <Howard.Smith@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [<mailto:Mannah.Sylvia@tfl.gov.uk>]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,
Sylvia

Sylvia Mannah

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Transport for London | Advisor to the Managing Director, London Underground
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www.tfl.gov.uk

From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] crossrail.co.uk)

MOVING LONDON FORWARD

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

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MOVING LONDON FORWARD

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

NOTE: Links to attachments can be double-clicked to be accessed

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 10:30
To: external howard Smith; Zavitz Richard; Mannah Sylvia
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Howard Smith
Sent: 11 May 2018 09:53
To: Zavitz Richard; Mannah Sylvia; Lucy Findlay
Cc: Adams Simon
Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

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Cc: Howard Smith; Adams Simon
Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power

NOTE: Links to attachments can be double-clicked to be accessed

- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we wont have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but thats saying we have a good system as an IM not how things are going in terms of taking things over).

NOTE: Links to attachments can be double-clicked to be accessed

Hope that helps, I'm back in the office PM.
Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Sylvia, Lucy,
I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.
I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?
Echoing Howard's comments last week we should aim to reduce any surprises in the reports.
Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 03 May 2018 15:19
To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Howard Smith
Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again

NOTE: Links to attachments can be double-clicked to be accessed

at this point I'm having to guess a bit....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation
Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED] crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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www.tfl.gov.uk

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Cc: [Findlay Lucy](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 13:40:53
Attachments: [Weekly Mayor Update 140518_ab.docx](#)

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia
Sent: 14 May 2018 10:42
To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,
Sylvia

From: Zavitz Richard
Sent: 14 May 2018 10:38
To: Mannah Sylvia; external howard Smith
Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A

Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <howard.smith@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [<mailto:mannah.sylvia@tfl.gov.uk>]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

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Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

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I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

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In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

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Hope you can make sense of it.

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Lucy Findlay | Chief of Staff

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MOVING LONDON FORWARD

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Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

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Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

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Thank you

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Sent: 11 May 2018 15:04

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Sent: 11 May 2018 10:30
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The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

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Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

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Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

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At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power

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- At Liverpool Street, installation of an incline lift
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The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

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Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

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Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we wont have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but thats saying we have a good system as an IM not how things are going in terms of taking things over).

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Hope that helps, I'm back in the office PM.
Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Sylvia, Lucy,
I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.
I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?
Echoing Howard's comments last week we should aim to reduce any surprises in the reports.
Thank you

Richard

From: Mannah Sylvia
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Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
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On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

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[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 03 May 2018 15:19
To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Howard Smith
Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again

NOTE: Links to attachments can be double-clicked to be accessed

at this point I'm having to guess a bit....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation
Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail:

[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)

www.tfl.gov.uk

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Shaunadevlin](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 12:08:32

Q What sort of equipment failure?

A There were issues at different times over the weekend with signalling, radio communications, platform screen doors and train software.

Q What tests were deferred

A Some of the platform screen door tests, signalling tests using certain routes and functions and some CCTV tests.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 14 May 2018 11:47
To: Howard Smith
Cc: Shauna Devlin
Subject: RE: EL weekly briefing - Appendix A

Hi Howard,

Please see below two comments from Andy's team. Can you please provide the answers.

Thanks,

Sylvia

1.1 Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, Driver Only Operation CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Several tests were successfully completed, including further full speed automatic operation, however due to equipment failures[s1], a number of tests were deferred [s2] or will need to be repeated in the next testing window which is in two weeks.

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 14 May 2018 08:52
To: Mannah Sylvia; Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing - Appendix A

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
www.tfl.gov.uk

From: Zavitz Richard

Sent: 11 May 2018 17:19

NOTE: Links to attachments can be double-clicked to be accessed

To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

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From: Mannah Sylvia
Sent: 11 May 2018 15:04
To: Findlay Lucy; external howard Smith; Zavitz Richard
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 10:30
To: external howard Smith; Zavitz Richard; Mannah Sylvia
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

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MOVING LONDON FORWARD

From: Howard Smith
Sent: 11 May 2018 09:53
To: Zavitz Richard; Mannah Sylvia; Lucy Findlay
Cc: Adams Simon
Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 09:11
To: Mannah Sylvia; Lucy Findlay
Cc: Howard Smith; Adams Simon
Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

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Sent: 04 May 2018 12:42

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Subject: RE: EL weekly briefing

All,

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Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

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All,

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Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May.

At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk

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What kind of equipment failure?
What tests were deferred?

NOTE: Links to attachments can be double-clicked to be accessed

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 11:43:47
Attachments: [Weekly Mayor Update 140518_SD comments.docx](#)

Few minor comments from me.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 14 May 2018 10:42
To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

Thanks,

Sylvia

From: Zavitz Richard
Sent: 14 May 2018 10:38
To: Mannah Sylvia; external howard Smith
Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A

Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <██████████@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
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3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [<mailto:██████████@tfl.gov.uk>]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: ██████████ Ext: ██████████ Mob: ██████████ | E-mail: ██████████@tfl.gov.uk
www.tfl.gov.uk

From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia

NOTE: Links to attachments can be double-clicked to be accessed

Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

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From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

NOTE: Links to attachments can be double-clicked to be accessed

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway.

NOTE: Links to attachments can be double-clicked to be accessed

Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

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Hi Sylvia, Lucy,
I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.
I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?
Echoing Howard's comments last week we should aim to reduce any surprises in the reports.
Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors by 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |
[REDACTED]@crossrail.co.uk

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Sent: 03 May 2018 15:19
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Cc: Howard Smith
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At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

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Sent: 01 May 2018 16:58

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Subject: EL weekly briefing

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Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Cc: [Findlay Lucy](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 10:41:58
Attachments: [Weekly Mayor Update 140518.docx](#)

Thanks Richard.
Andy, Steph and Kate,
Attached is the clean version which incorporates all the changes.

Thanks,
Sylvia

From: Zavitz Richard
Sent: 14 May 2018 10:38
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Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
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To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A
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Sylvia, Andy and colleagues,
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Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [\[REDACTED\]](tel:[REDACTED]) Ext: [\[REDACTED\]](tel:[REDACTED]) Mob: [\[REDACTED\]](tel:[REDACTED]) | E-mail: [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)
www.tfl.gov.uk

From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

th th

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For some reasons I thought the CRL Board was on the 24 . If on the 18 , does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

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From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

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To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

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Thanks,

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Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

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The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

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MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

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Sent: 11 May 2018 09:11

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No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

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On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured

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additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting

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more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.
Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors by 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 03 May 2018 15:19
To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Howard Smith
Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,
Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

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Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David
(Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail:

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 10:37:59
Attachments: [Weekly Mayor Update 140518 \(HS Comments\)_WRZ.docx](#)

Hi Sylvia,
Find attached the updated table in Appendix A to show the P01 forecast dates.
Thanks
Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A
Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <Howard.Smith@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,
Quick Monday morning update to Friday's draft (all in track changes).
1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.
Howard

From: Mannah Sylvia [<mailto:mannah.sylvia@tfl.gov.uk>]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
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Tel: [02032038000](tel:02032038000) Ext: [02032038000](tel:02032038000) Mob: [02032038000](tel:02032038000) | E-mail: mannah.sylvia@tfl.gov.uk
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For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

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Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

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Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

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Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

NOTE: Links to attachments can be double-clicked to be accessed

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 04 May 2018 13:20
To: Lucy Findlay; Howard Smith; Zavitz Richard
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

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I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

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Sent: 04 May 2018 12:42
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Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)
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All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 04 May 2018 09:37
To: Zavitz Richard
Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
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Hope that helps, I'm back in the office PM.

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Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

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Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

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I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors by 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

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[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

MOVING LONDON FORWARD

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Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED]) | CS28GM01 |

[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David

NOTE: Links to attachments can be double-clicked to be accessed

(Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail:

[REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)

www.tfl.gov.uk

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 10:37:58
Attachments: [Weekly Mayor Update 140518 \(HS Comments\)_WRZ.docx](#)

Hi Sylvia,

Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks

Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A
Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <Howard.Smith@crossrail.co.uk> wrote:

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [<mailto:Howard.Smith@crossrail.co.uk>]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [02030093000](tel:02030093000) Ext: [02030093000](tel:02030093000) Mob: [02030093000](tel:02030093000) | E-mail: Howard.Smith@crossrail.co.uk www.tfl.gov.uk

From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [<mailto:Howard.Smith@crossrail.co.uk>]
Sent: 11 May 2018 17:13
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

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Lucy

Lucy Findlay | Chief of Staff

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MOVING LONDON FORWARD

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

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MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't

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mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" < [REDACTED]@tfl.gov.uk > wrote:

Thanks Lucy.

Sent from my iPhone

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Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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Cc: Howard Smith

Subject: RE: EL weekly briefing

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Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David

NOTE: Links to attachments can be double-clicked to be accessed

(Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail:

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 08:52:02
Attachments: [Weekly Mayor Update 140518 \(HS Comments\).docx](#)

Sylvia, Andy and colleagues,

Quick Monday morning update to Friday's draft (all in track changes).

1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
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Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto:[\[REDACTED\]@tfl.gov.uk](#)]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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[www.tfl.gov.uk](#)

From: Zavitz Richard

Sent: 11 May 2018 17:19

To: Findlay Lucy; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto:[\[REDACTED\]@crossrail.co.uk](#)]
Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[\[REDACTED\]@tfl.gov.uk](#)]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

NOTE: Links to attachments can be double-clicked to be accessed

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

NOTE: Links to attachments can be double-clicked to be accessed

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" < [REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay < [REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation.

Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

NOTE: Links to attachments can be double-clicked to be accessed

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

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Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia

Sent: 03 May 2018 18:02

To: Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith

Subject: Re: EL weekly briefing

Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

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From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

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Subject: RE: EL weekly briefing - Appendix A
Date: 14 May 2018 08:52:01
Attachments: [Weekly Mayor Update 140518 \(HS Comments\).docx](#)

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Sent: 11 May 2018 17:57
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Subject: RE: EL weekly briefing - Appendix A

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Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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[www.tfl.gov.uk](#)

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Sent: 11 May 2018 17:19

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Cc: Adams Simon; external howard Smith

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Sent: 11 May 2018 17:13

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Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

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Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

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Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

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MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

NOTE: Links to attachments can be double-clicked to be accessed

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

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Cc: Howard Smith; Adams Simon

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Thanks Lucy.

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

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From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

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Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia

Sent: 03 May 2018 18:02

To: Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith

Subject: Re: EL weekly briefing

Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half".

I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point

I'm having to guess a bit.....

NOTE: Links to attachments can be double-clicked to be accessed

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May.

At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED] tfl.gov.uk

www.tfl.gov.uk

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NOTE: Links to attachments can be double-clicked to be accessed

From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#); [Findlay Lucy](#)
Cc: [Adams Simon](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 11 May 2018 19:23:05

Sorry not to have commented earlier. From a quick look through I've no comments – looks much more nuanced than the previous R/G. Will read more carefully over the weekend and feed in anything critical although recognise this is already with Mike.

Good weekend to all

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
www.tfl.gov.uk

From: Zavitz Richard

Sent: 11 May 2018 17:19

To: Findlay Lucy; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED]) | CS28GM01 | [REDACTED]@crossrail.co.uk

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1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

NOTE: Links to attachments can be double-clicked to be accessed

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

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From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half".

I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

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Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED] tfl.gov.uk

www.tfl.gov.uk

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From: [Mannah Sylvia](#)
To: [Zavitz Richard](#); [Findlay Lucy](#)
Cc: [Adams Simon](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 11 May 2018 17:56:47
Attachments: [Weekly Mayor Update 140518.docx](#)

Hi all,

Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)
www.tfl.gov.uk

From: Zavitz Richard

Sent: 11 May 2018 17:19

To: Findlay Lucy; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,

If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

[Crossrail](#) | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))
MOVING LONDON FORWARD

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

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From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 16:47

To: Mannah Sylvia

NOTE: Links to attachments can be double-clicked to be accessed

Cc: Adams Simon; Lucy Findlay; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A.

Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over

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the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation. Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common. Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables. CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

NOTE: Links to attachments can be double-clicked to be accessed

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
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Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

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Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

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Sylvia

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Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

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[REDACTED]@crossrail.co.uk

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Sent: 01 May 2018 16:58

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Subject: EL weekly briefing

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Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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From: [Lucy Findlay](#)
To: [Zavitz Richard](#); [Mannah Sylvia](#)
Cc: [Adams Simon](#); [external howard Smith](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 11 May 2018 16:56:24
Attachments: [Weekly Mayor Update 140518.docx](#)

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Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

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Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

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From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 11 May 2018 10:30

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Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

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The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](#)

MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

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Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

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On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" < [REDACTED]@tfl.gov.uk> wrote:

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Sent from my iPhone

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and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

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Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

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Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
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Hope that helps, I'm back in the office PM.

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Sent from my iPad

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Hi Sylvia, Lucy,

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I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week? Echoing Howard's comments last week we should aim to reduce any surprises in the reports.
Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
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Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

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I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk
MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 03 May 2018 15:19
To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Howard Smith
Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]
Sent: 03 May 2018 14:24

To: Mannah Sylvia
Cc: external howard Smith; Zavitz Richard; Adams Simon
Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

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At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

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Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Zavitz Richard](#)
Cc: [Adams Simon](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 11 May 2018 15:04:10
Attachments: [Weekly Mayor Update 140518.docx](#)

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 10:30
To: external howard Smith; Zavitz Richard; Mannah Sylvia
Cc: Adams Simon
Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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Sylvia Mannah

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11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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From: [Lucy Findlay](#)
To: [external.howard.smith](#); [Zavitz.Richard](#); [Mannah.Sylvia](#)
Cc: [Adams.Simon](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 11 May 2018 10:30:24
Attachments: [Elizabeth Line Key Milestones_P01.xlsm](#)

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Lucy Findlay | Chief of Staff

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Subject: RE: EL weekly briefing

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Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation.

Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall

NOTE: Links to attachments can be double-clicked to be accessed

- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

NOTE: Links to attachments can be double-clicked to be accessed

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia

Sent: 03 May 2018 18:02

To: Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith

Subject: Re: EL weekly briefing

Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will

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not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May.

At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk

www.tfl.gov.uk

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From: [Howard Smith](#)
To: [Findlay Lucy](#); [Mannah Sylvia](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Shaunadevlin](#)
Subject: RE: EL weekly briefing - Appendix A
Date: 16 May 2018 16:51:58

Test window question:

Short answer is yes the window does have enough time to accommodate the deferred tests.

More complicated answer, that's because other tests planned for window 3 (next window) won't be ready so its actually being cut from two days to one for lack of work.

Suggest stick with short answer for now.

Howard

From: Lucy Findlay
Sent: 16 May 2018 15:35
To: Mannah Sylvia; Howard Smith; Zavitz Richard
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Shauna Devlin
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

I've provided comments for all points except for the testing window question. Howard may be best placed to provide a response on that one.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 16 May 2018 10:59

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Shauna Devlin

Subject: RE: EL weekly briefing - Appendix A

Importance: High

Hi all,

Attached is the briefing note with some comments from David Bellamy. Can you please review and get back to me with the answers – asap as always.

Thanks,

Sylvia

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 14 May 2018 14:09

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

The "Critical path RAG" being used now is a judgement against critical path impact rather than a RAG purely based on variance from MOHS baseline date which is why several have changed RAG status

GSM-R milestone should be -21 days (the MOHS 18 baseline [REDACTED] date had been used in error in one of our tables).

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Brown Andy (Corporate Affairs) [mailto:[REDACTED]@tfl.gov.uk]

Sent: 14 May 2018 13:41

To: Mannah Sylvia; Doyne Stephanie; Keane Kate

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Sylvia

Sorry to be a pain but before I run this past Mike - some minor tweaks on the attached but also a number of comments about the RAG status we're giving to some items in the Appendix, which don't seem justifiable compared to last week's RAG statuses?

Andy

From: Mannah Sylvia

Sent: 14 May 2018 10:42

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate

Cc: Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development); Zavitz Richard; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Thanks Richard.

Andy, Steph and Kate,

Attached is the clean version which incorporates all the changes.

NOTE: Links to attachments can be double-clicked to be accessed

Thanks,
Sylvia

From: Zavitz Richard
Sent: 14 May 2018 10:38
To: Mannah Sylvia; external howard Smith
Cc: Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,
Find attached the updated table in Appendix A to show the P01 forecast dates.

Thanks
Richard

From: Mannah Sylvia
Sent: 14 May 2018 08:58
To: external howard Smith
Cc: Zavitz Richard; Findlay Lucy; Brown Andy (Corporate Affairs); Doyne Stephanie; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Re: EL weekly briefing - Appendix A
Thanks Howard, I'll update the briefing to include this.

Sent from my iPhone

On 14 May 2018, at 08:52, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

- Sylvia, Andy and colleagues,
Quick Monday morning update to Friday's draft (all in track changes).
1. I've added some cautious words about the testing last Thursday-Sunday. There were a number of issues, so, as I've noted several tests will need to be repeated in two weeks time. In themselves they are not huge but add to a backlog so I think we have to nuance the wording as the Friday version could be read as implying we are comfortable/on plan in terms of testing and we are not.
 2. I haven't changed the next para re Stage 2 Phase 1. I've had a roundup this morning of works over the weekend as well as the MTR catch up on Friday and I think the wording stands. Everyone expecting to go ahead on Sunday as planned – outstanding activities are clearing minor outstanding items with safety bodies and exchanging paperwork (gauging certificates, final versions of track access contract) between the various parties involved.
 3. Having queried the next BT milestone (ISA Approval for the ETCS element necessary for Stage 3 ie CBTC) BT have come back this morning saying 'sorry, were actually approving the updated version (2.1 not 2.0) so date is 11 June not 22 May'. Not clever but they assure me it has no knock on elsewhere in the programme. I've included a new bullet 8 and changed the date in the forecast.

Felt these are important and do need to go in this week, apologies for timing.

Howard

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 17:57
To: Zavitz Richard; Lucy Findlay
Cc: Adams Simon; Howard Smith
Subject: RE: EL weekly briefing - Appendix A

Hi all,
Attached is the current version of the briefing I've sent over to Andy and his team. Richard, if the note with the P1 figures isn't going to Board members until next Friday, should we not wait to include the update in next week's version?

Thanks,
Sylvia

Sylvia Mannah
Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
www.tfl.gov.uk

From: Zavitz Richard
Sent: 11 May 2018 17:19
To: Findlay Lucy; Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: RE: EL weekly briefing - Appendix A

Thanks Lucy,
If we're ready to report, then my feeling is that we should include them. I understand we're not ready to report the P01 cost numbers.

Sylvia, I'm happy to transfer the numbers over the weekend so they are ready first thing on Monday if that helps.

For some reasons I thought the CRL Board was on the 24th. If on the 18th, does that mean the CRL Board report was circulated today to board members?

Richard

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

NOTE: Links to attachments can be double-clicked to be accessed

Sent: 11 May 2018 17:13

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

I don't mind. Whichever option is easiest for Sylvia.

My hesitation on updating the dates now would be then we're reporting Period 1 for milestones but won't report period 1 for costs until after CRL Board 18 May.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Zavitz Richard ([mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk))

Sent: 11 May 2018 17:07

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Lucy,

If we have the P01 dates as per the spreadsheet shared this morning, shouldn't we put them in Appendix A?

Let me know your thoughts.

Richard

From: Lucy Findlay ([mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

Sent: 11 May 2018 16:56

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; external howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia

Sorry for radio silence. Been finalising a bunch of documents over here.

Thing is Appendix A in the briefing note from you earlier hasn't had the actual/forecast dates updated for Period 1 so shouldn't have the header changed yet.

In the attached, I've left the dates alone for now but added commentary in the critical path risk/RAG items where they're now red or amber.

Looks a bit of a mess though as track changes on colour fill cells goes a bit weird – if you put it on original show mark up that might help?

Hope you can make sense of it.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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From: Zavitz Richard ([mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk))

Sent: 11 May 2018 16:47

To: Mannah Sylvia

Cc: Adams Simon; Lucy Findlay; Howard Smith

Subject: RE: EL weekly briefing - Appendix A

Hi Sylvia,

Minor catch from me – update to introductory text for Appendix A:

Appendix A: Key milestones from MOHS 2018 schedule by Stage and key issues including change since last period. **The latest available dates are from Period 01 (up to 28 April 2018).**

Also – can you swap in this text for paragraph 3.3?

3.3 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

From: Mannah Sylvia

Sent: 11 May 2018 15:04

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: EL weekly briefing - Appendix A

Hi all,

Sorry for the delay today but attached is the briefing note which includes the RAG updates to Appendix A. Can you please review this and inform me of any comments asap before I get it to Mike's office.

Thanks,

Sylvia

From: Lucy Findlay ([mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

Sent: 11 May 2018 10:30

To: external howard Smith; Zavitz Richard; Mannah Sylvia

Cc: Adams Simon

NOTE: Links to attachments can be double-clicked to be accessed

Subject: RE: EL weekly briefing - Appendix A

Here's the proposed Appendix A.

The RAG status column is entitled Critical path risk ie judgement has been applied to whether the variance to MOHS18 baseline date is a risk to critical paths.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Howard Smith

Sent: 11 May 2018 09:53

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon

Subject: RE: EL weekly briefing

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Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)> wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation.

Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window. At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
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- At Farringdon, completing platform tiling
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- At Woolwich, the completion of escalator and lift installation

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The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

From: Mannah Sylvia ([mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk))

Sent: 04 May 2018 13:20

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay ([mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

Sent: 04 May 2018 13:16

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

MOVING LONDON FORWARD

From: Mannah Sylvia ([mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk))

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith ([mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure

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although the RfLi approval will likely come though on time or even early (but thats saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports. Thank you

Richard

From: Mannah Sylvia

Sent: 03 May 2018 18:02

To: Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith

Subject: Re: EL weekly briefing

Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this?

And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a

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half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May.

At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED] crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk

www.tfl.gov.uk

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From: [Howard Smith](#)
To: [Zavitz Richard](#); [Mannah Sylvia](#); [Findlay Lucy](#)
Cc: [Adams Simon](#)
Subject: RE: EL weekly briefing
Date: 11 May 2018 09:53:17

Have I missed Appendix A (the RAG status)? I think Lucy said this was to follow and my comments will probably be based largely on this – specifically where we are showing dates at risk what they mean or don't mean in terms of risks going forward and what is being done about them.

Will provide some further wording re Stage 2 but much better once I've completed meetings in the next 4 hours or so – all about Stage 2. Richard - to set expectations the risks will not have been closed out 100% there are still activities and documents to complete next week – as always with these things.

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 11 May 2018 09:11

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith; Adams Simon

Subject: Re: EL weekly briefing

No update from me this week on the cost section.

On stage 2, could we add a bit more detail to reflect that risks previously reported have been cleared and high confidence for remaining work and approvals for the coming week will be completed to start service on the 20th.

Richard

On Fri, May 11, 2018 at 8:04 AM +0100, "Mannah Sylvia" < [REDACTED]@tfl.gov.uk > wrote:

Thanks Lucy.

Sent from my iPhone

On 10 May 2018, at 16:28, Lucy Findlay < [REDACTED]@crossrail.co.uk > wrote:

Here you go Sylvia. I should receive a revised Appendix A close of business tonight which will include ambers...

Howard I've included a para on Stage 2 readiness and reincluded some verbage about checkpoints in the last para – I'd be grateful if you could review. Very happy to receive suggestions of other things to include

Testing in the tunnels between Canary Wharf and Woolwich recommenced on 11 May. Specific tests over the three testing days included platform screen door/train interfaces, DOO CCTV images from the platforms to the trains, radio coverage as well as mileage accumulation and line speed operation.

Final preparations are being made in advance of TfL Rail services commencing on 20 May between Paddington and Heathrow. Work includes minor gauge clearance activity at Paddington by Network Rail and signalling commissioning at Old Oak Common.

Tunnel fit-out activities including overhead conducting rail and cabling installation continued last week. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7 and 12 June. There has been a small delay to the power on sequence from Westbourne Park but it still supports the start of testing in that June testing window.

At stations, a range of work continues including:

- The installation of mechanical and electrical equipment at Paddington
- At Bond Street, lift installation on the western ticket hall
- At Tottenham Court Road and Whitechapel, readiness for tunnel ventilation fan and overhead line power
- At Farringdon, completing platform tiling
- At Liverpool Street, installation of an incline lift
- At Woolwich, the completion of escalator and lift installation

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway. Crossrail Ltd is applying pressure on contractors to provide materials to meet training

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and handover plans. CRL is also working with LU and RfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

CRL, working with the future Infrastructure Managers (IMS), maintainers and operators has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service in December 2018. A detailed tracker containing all the activities needed for these three major milestones has been agreed as well as three formal checkpoints in June, July and October to assess readiness.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

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Sent: 04 May 2018 13:20

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Cc: Adams Simon; Hughes David (Director of Strategy and Network Development)

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Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

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Subject: RE: EL weekly briefing

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Sylvia

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Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

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Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
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Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly

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call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

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Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] crossrail.co.uk

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From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Mannah Sylvia](#); [Findlay Lucy](#); [Keane Kate](#)
Subject: RE: EL weekly briefing
Date: 08 May 2018 11:10:09
Attachments: [Weekly Mayor Update 080518 - Final tracked.docx](#)
[Weekly Mayor Update 080518 - Final clean.docx](#)

Hi all,
Please see attached final note approved by Mike.
Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 08 May 2018 09:59
To: Zavitz Richard; external howard Smith
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Mannah Sylvia; Findlay Lucy; Keane Kate; Doyne Stephanie
Subject: RE: EL weekly briefing
Thanks Richard and Howard
Combined version (with Howard's new joint update at the back) attached
I will run past Mike - and in future please can you keep Steph in the loop on these because it's much more likely to get picked up if she's on it too!
Andy

From: Zavitz Richard
Sent: 08 May 2018 09:48
To: external howard Smith; Brown Andy (Corporate Affairs)
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Mannah Sylvia; Findlay Lucy
Subject: RE: EL weekly briefing
Thank you Howard,
Andy – let me know if there are any changes/comments from Mike's review and I'll combine with Howard's comments before it's circulated.
Richard

From: Howard Smith [<mailto:> [crossrail.co.uk](#)]
Sent: 08 May 2018 08:25
To: Zavitz Richard; Mannah Sylvia; Findlay Lucy
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Brown Andy (Corporate Affairs)
Subject: RE: EL weekly briefing
Richard,

1. Final-Final BT Report attached (only change from BT over weekend is 45 units completed rather than 44).
2. Good to note 'Amber' process (thanks Lucy) – suspect there will be a number of these next week (or week after) so good to flag it.
3. Just thinking ahead for the next report (not this one) we should note the T minus and checkpoint process – particularly the checkpoint dates as these may be useful to have in City Hall's mind.
4. Pedantry but suggest we remove the sentence in red under Dynamic Testing re Door Testing to commence on 26/4. As it's red but 26/4 is ahead of 9/5 it's likely this will be questioned by City Hall and the testing on 26/4 was 'static' ie measuring the gap to the doors rather than any movement of doors (and it's not completely clear what the results were) so suggest delate that part of the comment to avoid confusion/suggestion of over-claiming.

Kind regards
Howard

From: Zavitz Richard [<mailto:> [tfl.gov.uk](#)]
Sent: 04 May 2018 17:10
To: Howard Smith; Mannah Sylvia; Lucy Findlay
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Brown Andy (Corporate Affairs)
Subject: RE: EL weekly briefing
Find attached the updated report incorporating Howard's update and some finessing from Lucy including a note on the development of an amber status.
Let me know if you have any questions. I can pick up on Tuesday.
Have a great weekend.
Richard

From: Howard Smith [<mailto:> [crossrail.co.uk](#)]
Sent: 04 May 2018 16:43
To: Mannah Sylvia; Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Brown Andy (Corporate Affairs)
Subject: RE: EL weekly briefing
Sylvia and colleagues,
Have returned the updated BT Report separately.
No comments for/from me on rest other than to support the idea that we might note that an 'Amber' categorisation is being developed to show items reporting as on time but where there are known pressures. I think that if we cant actually do this (and I fully understand the dilemma for Lucy) then we need to recognise the need, otherwise we do risk sudden bad news with a trail of apparent 'greens' to date.

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Am away for the weekend so it's unlikely I'll be able to respond to anything further this evening.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 04 May 2018 14:02

To: Howard Smith; Lucy Findlay

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Ok – I've included the two points in the latest version.

I'm am now on leave until Wednesday so Richard has kindly agreed to pick up the process from this point.

I've asked Andy to try and get some initial views from Mike on the attached clean version, but Howard please include Richard in the email when you respond to my BT briefing questions.

Many thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 13:55

To: Findlay Lucy

Cc: Mannah Sylvia; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Lucy,

Thanks, we can tweak words to update and keep things fresh but I think its wrong if we feel we can only mention things once and then have to drop them. Danger is the story than becomes pretty fragmented/random as we all search for 'novelty'. That's also not not how weve done the RSD report which evolves and I think works OK.

Howard

Sent from my iPad

On 4 May 2018, at 13:15, Lucy Findlay < [REDACTED]@crossrail.co.uk > wrote:

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again? Your call.

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Sent: 04 May 2018 12:42

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Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
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Lucy

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Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

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Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

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From: Mannah Sylvia [[mailto:\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

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Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

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Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [redacted] Ext: [redacted] Mob: [redacted] | E-mail: [redacted]@tfl.gov.uk

www.tfl.gov.uk

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Zavitz Richard; external howard Smith](#)
Cc: [Adams Simon; Hughes David \(Director of Strategy and Network Development\); Mannah Sylvia; Findlay Lucy; Keane Kate; Doyne Stephanie](#)
Subject: RE: EL weekly briefing
Date: 08 May 2018 09:58:43
Attachments: [Weekly Mayor Update 080518 for Commissioner review v2.docx](#)

Thanks Richard and Howard

Combined version (with Howard's new joint update at the back) attached

I will run past Mike - and in future please can you keep Steph in the loop on these because it's much more likely to get picked up if she's on it too!

Andy

[REDACTED]

From: Zavitz Richard
Sent: 08 May 2018 09:48
To: external howard Smith; Brown Andy (Corporate Affairs)
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Mannah Sylvia; Findlay Lucy
Subject: RE: EL weekly briefing

Thank you Howard,

Andy - let me know if there are any changes/comments from Mike's review and I'll combine with Howard's comments before it's circulated.

Richard

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 08 May 2018 08:25
To: Zavitz Richard; Mannah Sylvia; Findlay Lucy
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Brown Andy (Corporate Affairs)
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I've asked Andy to try and get some initial views from Mike on the attached clean version, but Howard please include Richard in the email when you respond to my BT briefing questions.

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Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

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Thanks,

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Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: EL weekly briefing
Date: 08 May 2018 08:25:10
Attachments: [Weekly Mayor Update 080518 Final-Final.docx](#)

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Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

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Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and

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Subject: EL weekly briefing

All,

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Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
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From: [Zavitz Richard](#)
To: [external howard Smith](#); [Mannah Sylvia](#); [Findlay Lucy](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: EL weekly briefing
Date: 04 May 2018 17:10:10
Attachments: [Weekly Mayor Update_080518_for Commissioner review.docx](#)

Find attached the updated report incorporating Howard's update and some finessing from Lucy including a note on the development of an amber status.

Let me know if you have any questions. I can pick up on Tuesday.

Have a great weekend.

Richard

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 04 May 2018 16:43
To: Mannah Sylvia; Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Brown Andy (Corporate Affairs)
Subject: RE: EL weekly briefing

Sylvia and colleagues,

Have returned the updated BT Report separately.

No comments for/from me on rest other than to support the idea that we might note that an 'Amber' categorisation is being developed to show items reporting as on time but where there are known pressures. I think that if we can't actually do this (and I fully understand the dilemma for Lucy) then we need to recognise the need, otherwise we do risk sudden bad news with a trail of apparent 'greens' to date.

Am away for the weekend so it's unlikely I'll be able to respond to anything further this evening.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 04 May 2018 14:02
To: Howard Smith; Lucy Findlay
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: EL weekly briefing

Ok – I've included the two points in the latest version.

I'm am now on leave until Wednesday so Richard has kindly agreed to pick up the process from this point.

I've asked Andy to try and get some initial views from Mike on the attached clean version, but Howard please include Richard in the email when you respond to my BT briefing questions.

Many thanks,

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MOVING LONDON FORWARD

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Sent: 04 May 2018 12:42

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Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

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Thanks,

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From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

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Sent: 04 May 2018 09:37

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Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

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Cc: [Zavitz Richard](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: EL weekly briefing
Date: 04 May 2018 14:02:28
Attachments: [Weekly Mayor Update_080518.docx](#)

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Subject: RE: EL weekly briefing
Date: 04 May 2018 13:57:17

Understood, Lucy – and thanks.

Think it would be good to try and get the “amberisation” done for next iteration.

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Cc: Mannah Sylvia; Adams Simon

Subject: RE: EL weekly briefing

I take your point completely and I added in more to 4.1 to try and assist with this. Pretty much all of the dates are under pressure but they may still be within the [REDACTED] date baseline or mitigated to reduce impact and knock ons.

I'm not confident that I can go through the milestone list today and attribute ambers to them in a consistent way and then add text to explain why (e.g. BOS date being green - yes it's under pressure but it's for the Phase 3 testing to be complete and for familiarisation and trial ops to start from end of October not completion of the station...).

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Sent: 04 May 2018 13:24

To: Howard Smith; Zavitz Richard

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From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

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From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

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Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext: [REDACTED] M: [REDACTED] | CS28GM01 |

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Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: EL weekly briefing
Date: 04 May 2018 13:19:34

Thanks Lucy – I think because the update you provided are quite different, we should leave them without including the points from last week.

Did you have any thoughts on Richard's comments for appendix A?

Andy has an opportunity to show the note to Mike at 2pm so I'm keen to have all comments back asap.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
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Attachments: [Weekly Mayor Update 070518 SD Changes.docx](#)

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [external howard Smith](#)
Subject: RE: EL weekly briefing
Date: 03 May 2018 18:14:09
Attachments: [Weekly Mayor Update 070518 WRZ update.docx](#)

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia
Sent: 03 May 2018 18:02
To: Findlay Lucy
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith
Subject: Re: EL weekly briefing
Thanks Lucy.

Sent from my iPhone

On 3 May 2018, at 15:57, Lucy Findlay <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [\[REDACTED\]](#) (Internal: Ext [\[REDACTED\]](#) M: [\[REDACTED\]](#) | CS28GM01 | [\[REDACTED\]@crossrail.co.uk](#)

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

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Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

I suggest you also pull forward a para from Howard's BT briefing – I can't specify which without seeing it

I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May.

At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [redacted] (Internal: Ext [redacted] M: [redacted] | CS28GM01 | [redacted] crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [redacted] Ext: [redacted] Mob: [redacted] | E-mail: [redacted] tfl.gov.uk

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external.howard.smith](#)
Cc: [Doyne Stephanie](#); [Zavitz Richard](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Mannah Sylvia](#); [Findlay Lucy](#); [Keane Kate](#)
Subject: Re: EL weekly briefing
Date: 08 May 2018 23:15:13

Thanks Howard

Let's have another go for next week's note on the best way to phrase that point - I know what you mean but there is a difficult balance to be struck between getting that caution across, and just sounding like a description of MOHS and what Amber means now that we've added one to the schedule. I fear the drafting that got cut may not have leant heavily enough on the former.

Andy

On 8 May 2018, at 22:53, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Stephanie and Andy,

Thanks very much. Obviously Mike's the boss so his call but I think that one of the delations is the reference to the imminent MOHS review and the high likelihood that several of the CRL dates will go amber and/or red.

Obviously this week is now done but both David H and I thought that we do need to flag the areas under pressure - and the imminent change to ambers - as you know we have, in the past, sometimes been thought not to have flagged risks sufficiently clearly in advance.

When we produce next weeks report can we please give this some thought. I'm happy to provide further explanation if necessary - and or work with others to simplify whilst keeping the message clear.

Kind regards

Howard

Sent from my iPhone

On 8 May 2018, at 12:10, Doyne Stephanie <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Hi all,
Please see attached final note approved by Mike.
Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 08 May 2018 09:59
To: Zavitz Richard; external.howard.smith
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Mannah Sylvia; Findlay Lucy; Keane Kate; Doyne Stephanie
Subject: RE: EL weekly briefing
Thanks Richard and Howard

Combined version (with Howard's new joint update at the back) attached
I will run past Mike - and in future please can you keep Steph in the loop on these because it's much more likely to get picked up if she's on it too!

Andy

[\[REDACTED\]](#) | [\[REDACTED\]](#)

From: Zavitz Richard
Sent: 08 May 2018 09:48
To: external.howard.smith; Brown Andy (Corporate Affairs)
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Mannah Sylvia; Findlay Lucy
Subject: RE: EL weekly briefing

Thank you Howard,
Andy - let me know if there are any changes/comments from Mike's review and I'll combine with Howard's comments before it's circulated.
Richard

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](#)]
Sent: 08 May 2018 08:25
To: Zavitz Richard; Mannah Sylvia; Findlay Lucy
Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Brown Andy (Corporate Affairs)
Subject: RE: EL weekly briefing

Richard,
<!--[if !supportLists]-->1. <!--[endif]-->Final-Final BT Report attached (only change from BT over weekend is 45 units completed rather than 44).
<!--[if !supportLists]-->2. <!--[endif]-->Good to note 'Amber' process (thanks Lucy) - suspect there will be a number of these next week (or week after) so good to flag it.
<!--[if !supportLists]-->3. <!--[endif]-->Just thinking ahead for the next report (not this one) we should note the

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T minus and checkpoint process – particularly the checkpoint dates as these may be useful to have in City Hall's mind.

<!--[if SupportLists]-->4. <!--[endif]--> Pedantry but suggest we remove the sentence in red under Dynamic Testing re Door Testing to commence on 26/4. As it's red but 26/4 is ahead of 9/5 it's likely this will be questioned by City Hall and the testing on 26/4 was 'static' ie measuring the gap to the doors rather than any movement of doors (and it's not completely clear what the results were) so suggest delete that part of the comment to avoid confusion/suggestion of over-claiming.

Kind regards

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 04 May 2018 17:10

To: Howard Smith; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Brown Andy (Corporate Affairs)

Subject: RE: EL weekly briefing

Find attached the updated report incorporating Howard's update and some finessing from Lucy including a note on the development of an amber status.

Let me know if you have any questions. I can pick up on Tuesday.

Have a great weekend.

Richard

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 16:43

To: Mannah Sylvia; Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Brown Andy (Corporate Affairs)

Subject: RE: EL weekly briefing

Sylvia and colleagues,

Have returned the updated BT Report separately.

No comments for/from me on rest other than to support the idea that we might note that an 'Amber' categorisation is being developed to show items reporting as on time but where there are known pressures. I think thart if we cant actually do this (and I fully understand the dilemma for Lucy) then we need to recognise the need, otherwise we do risk sudden bad news with a trail of apparent 'greens' to date.

Am away for the weekend so it's unlikely I'll be able to respond to anything further this evening.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 04 May 2018 14:02

To: Howard Smith; Lucy Findlay

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: RE: EL weekly briefing

Ok – I've included the two points in the latest version.

I'm am now on leave until Wednesday so Richard has kindly agreed to pick up the process from this point.

I've asked Andy to try and get some initial views from Mike on the attached clean version, but Howard please include Richard in the email when you respond to my BT briefing questions.

Many thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 13:55

To: Findlay Lucy

Cc: Mannah Sylvia; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Lucy,

Thanks, we can tweak words to update and keep things fresh but I think its wrong if we feel we can only mention things once and then have to drop them. Danger is the story than becomes pretty fragmented/random as we all search for 'novelty'. That's also not not how weve done the RSD report which evolves and I think works OK.

Howard

Sent from my iPad

On 4 May 2018, at 13:15, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Thanks Sylvia

I think Howard was proposing you reinclude paras 2.4 and 2.5 from last week's briefing as they remain current? I'm not sure how you feel on reincluding stuff or whether you want new things each week or items that were in the week before that have changed and therefore should be mentioned again?

Your call.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

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From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 04 May 2018 12:42

To: Howard Smith; Zavitz Richard

Cc: Lucy Findlay; Adams Simon; Hughes David (Director of Strategy and Network Development)

NOTE: Links to attachments can be double-clicked to be accessed

Subject: RE: EL weekly briefing

All,

Attached is the updated briefing which includes comments from Andy's team. Can you please review and get back to me asap please?

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]

Sent: 04 May 2018 09:37

To: Zavitz Richard

Cc: Mannah Sylvia; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: Re: EL weekly briefing

Thanks, skimming through this whilst waiting at OOC for Perm Sec visit. Quick observations:

1. I issued updated RSD report yesterday evening
2. Para 2.4 and 2.5 of the Headlines section remain as valid as ever. Some progress on asset data in the week, training mixed and CRL assurance submissions to RAB-C looms as large as ever. Actions in place but right to keep these front and centre.
3. Good - in terms of avoiding surprises - if some of the greens could be Ambered (easier once we have the full countdown metrics in place next week) certainly the trains ones for trial running and trial ops I'd say are amber (we won't have staff trained on shafts and portals for instance - we are focused on routeway) and I would have thought the assurance ones (not many when you look down the list) are under pressure although the RfLi approval will likely come though on time or even early (but that's saying we have a good system as an IM not how things are going in terms of taking things over).

Hope that helps, I'm back in the office PM.

Howard

Sent from my iPad

On 3 May 2018, at 18:14, Zavitz Richard < [REDACTED]@tfl.gov.uk > wrote:

Hi Sylvia, Lucy,

I have tracked my changes on the attached document for the cost section and have included text to respond to Val's questions below.

I have also included some comments within Appendix A where we may consider adding some text to explain potential pressures where the status is Green in advance of potentially getting more amber ratings within the P1 update. Are we on track for this following the CRL internal review last week?

Echoing Howard's comments last week we should aim to reduce any surprises in the reports.

Thank you

Richard

From: Mannah Sylvia

Sent: 03 May 2018 18:02

To: Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); external howard Smith

Subject: Re: EL weekly briefing

Thanks Lucy.

Sent from my iPhone

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I'll leave others to answer these questions but in terms of semi-annual construction report I believe the latest CRL could submit it to Sponsors is 6 June but our intention is to send to Sponsors close of 25 May subject to our board approving it on 24 May. CRL does not place the document in the public domain.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 03 May 2018 15:19

To: Lucy Findlay; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Howard Smith

Subject: RE: EL weekly briefing

All,

NOTE: Links to attachments can be double-clicked to be accessed

Please see below the comment from City Hall – are we in a position to include them in the next version of the note?

Thanks,

Sylvia

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 03 May 2018 14:24

To: Mannah Sylvia

Cc: external howard Smith; Zavitz Richard; Adams Simon

Subject: RE: EL weekly briefing

Here you go Sylvia – I'd say "starter for ten" but more like "starter for one and a half". I'm struggling to find much to write.....I may get some more prompts from our weekly call with JST tomorrow morning but in advance of that please see below. Happy for anyone to volunteer ideas.

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I've included a sentence on NR activity over this coming weekend – again at this point I'm having to guess a bit.....

Tunnel fit-out activities including overhead conducting rail and cabling installation recommenced on 30 April after the train testing phase. The tunnel fit-out activities between Paddington and Whitechapel are being prioritised to ensure those needed for train testing in that section can start in the testing window between 7-12 June. The next set of train testing activities between Canary Wharf and Woolwich will take place 10-14 May. At stations a range of work continues including: Paddington installation of mechanical and electrical equipment; Bond Street western ticket hall lift installation; Tottenham Court Road and Whitechapel readiness for tunnel ventilation fan and overhead line power-ons; Farringdon completing platform tiling; Liverpool Street installation of incline lift; and Woolwich completion of escalator and lift installation

Network Rail undertook important Crossrail work over the bank holiday weekend including further enabling station works at Ealing Broadway, Southall, Acton Main Line and Hayes & Harlington.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 |

[REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]

Sent: 01 May 2018 16:58

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Subject: EL weekly briefing

All,

Attached is the final version of the briefing note. Please can you follow the same format and language for the next version. I'm on A/L on Friday afternoon and Tuesday so my aim is to have it with Andy's team by midday on Friday.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Advisor to the Managing Director, London Underground

11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail:

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Zavitz Richard](#)
Subject: RE: Mayor weekly report
Date: 20 May 2018 23:01:56
Attachments: [Weekly Mayor Update 210518\[43316\].docx](#)

Hi Sylvia

Attached with responses to comments. Also there are a couple of milestones in Appendix A now met I'm not sure about status of 11kv ssps – which should have been 19 May. I'll check tomorrow.

Lucy Findlay
Chief of Staff
Crossrail Ltd

T: [REDACTED]

From: [Mannah Sylvia](#)
Sent: 18 May 2018 14:52
To: [Lucy Findlay](#); [Howard Smith](#)
Cc: [Adams Simon](#); [Shauna Devlin](#); [Zavitz Richard](#)
Subject: RE: Mayor weekly report

All,

Attached is the combined briefing note which includes some comments from me. Can you please review it and get back to me. Howard, I'll send you BT section on its own to you as well.

Thanks,

Sylvia

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]
Sent: 18 May 2018 13:49
To: external howard Smith; Mannah Sylvia
Cc: Adams Simon; Shaunadevlin; Zavitz Richard
Subject: RE: Mayor weekly report

Thanks Howard – happy with your addition.

Ah yes on the test window – I see the actual testing has been reduced to 25 May.

Sylvia please can you adjust that para to “Tunnel fit-out activities are continuing in advance of the next train testing window on 25 May. Station fit-out and testing activities remain ongoing. The “power on” of the western tunnel section (Paddington to Whitechapel) remains on schedule for 11 June.”

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Howard Smith
Sent: 18 May 2018 13:42
To: Lucy Findlay; Mannah Sylvia
Cc: Adams Simon; Shauna Devlin; Zavitz Richard
Subject: RE: Mayor weekly report

Lucy,

Thanks, looks good.

Not sure I've any better words for para 3, only thing I've highlighted to Jeremy Bates is that the amount of signal testing looms large so referring to that might be sensible to note specifically perhaps ‘.....sufficient fit-out and testing activity, particularly signalling testing, as well as trial running and operational readiness.....’ Secondly – I thought the next testing window had been reduced to 1 day as there is little new to test – worth checking.

Kind regards

Howard

From: Lucy Findlay
Sent: 18 May 2018 10:38
To: Howard Smith; Mannah Sylvia

Cc: Adams Simon; Shauna Devlin; Zavitz Richard
Subject: RE: Mayor weekly report
Howard

Please can you have a careful look at my points below. Particularly para 3
TfL Rail services between Paddington and Heathrow commenced on 20 May 2018. These services use the existing (former Heathrow connect) rolling stock to the airport (two trains per hour) and the new Class 345 trains between Paddington and Hayes & Harlington (two trains per hour).

Tunnel fit-out activities are continuing in advance of the next train testing window 25 – 28 May. Station fit-out and testing activities remain ongoing. The “power on” of the western tunnel section (Paddington to Whitechapel) remains on schedule for 11 June.

There remain challenges in completing some critical activities including testing required by the dates established in CRL’s master operational handover schedule. A revised plan is under development with input from all involved parties that will continue to allow sufficient fit-out and testing activity, trial running and operational readiness prior to commencement of Elizabeth line services in December 2018. Further details will be provided once finalised.

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway for Paddington to Abbey Wood services. Crossrail Ltd (CRL) is applying pressure on contractors at senior level to provide materials to meet training and handover plans, and working with TfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics, a daily focus on required deliverables and escalation with contractors at a senior level.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] crossrail.co.uk)

MOVING LONDON FORWARD

From: Howard Smith

Sent: 18 May 2018 09:02

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon; Shauna Devlin

Subject: RE: Mayor weekly report

BT Weekly to follow mid-morning latest.

Howard

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 18 May 2018 08:49

To: Mannah Sylvia; Howard Smith; Lucy Findlay

Cc: Adams Simon; Shauna Devlin

Subject: Mayor weekly report

Hi Sylvia,

Cost section below.

3 Costs

3.1 CRL’s costs are reported on a periodic basis and are available up to the end of Period 13 (up to 31 March 2018). The forecast for the delivery of the central section has increased at the end of Period 13 to £12,723m, from £12,467m in Period 12. This follows a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.

3.2 At the end of Period 13, the forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m. A breach in funding will be reported formally in the Crossrail semi-annual construction report that will be made available to TfL and DfT officials (Sponsors) following the CRL Board meeting on 24 May.

3.3 The forecast cost for Network Rail’s delivery of the On Network Works (ONW) remains unchanged at

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£2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

3.4 We are working with the DfT to agree how to jointly resolve the funding shortfall. The Sponsors anticipate the increase in costs above currently agreed funding will be made public in the annual Written Ministerial Statement (WMS) that is being prepared for Parliament. The DfT has brought forward the date of the WMS to the week commencing 11 June in response to the media speculation regarding the increase in costs.

3.5 In addition, TfL, DfT, and CRL will coordinate the release of press statements to accompany the WMS. This is an opportunity to explain the context of the cost increase, promote the successes of the project and share the challenges remaining ahead of opening the central section in December 2018.

Thanks
Richard

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Zavitz Richard](#)
Subject: RE: Mayor weekly report
Date: 18 May 2018 14:52:25
Attachments: [Weekly Mayor Update 210518.docx](#)

All,

Attached is the combined briefing note which includes some comments from me.

Can you please review it and get back to me. Howard, I'll send you BT section on its own to you as well.

Thanks,
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]

Sent: 18 May 2018 13:49

To: external howard Smith; Mannah Sylvia

Cc: Adams Simon; Shaunadevlin; Zavitz Richard

Subject: RE: Mayor weekly report

Thanks Howard – happy with your addition.

Ah yes on the test window – I see the actual testing has been reduced to 25 May.

Sylvia please can you adjust that para to “Tunnel fit-out activities are continuing in advance of the next train testing window on 25 May. Station fit-out and testing activities remain ongoing. The “power on” of the western tunnel section (Paddington to Whitechapel) remains on schedule for 11 June.”

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk

MOVING LONDON FORWARD

From: Howard Smith

Sent: 18 May 2018 13:42

To: Lucy Findlay; Mannah Sylvia

Cc: Adams Simon; Shauna Devlin; Zavitz Richard

Subject: RE: Mayor weekly report

Lucy,

Thanks, looks good.

Not sure I've any better words for para 3, only thing I've highlighted to Jeremy Bates is that the amount of signal testing looms large so referring to that might be sensible to note specifically perhaps ‘.....sufficient fit-out and testing activity, particularly signalling testing, as well as trial running and operational readiness.....’

Secondly – I thought the next testing window had been reduced to 1 day as there is little new to test – worth checking.

Kind regards

Howard

From: Lucy Findlay

Sent: 18 May 2018 10:38

To: Howard Smith; Mannah Sylvia

Cc: Adams Simon; Shauna Devlin; Zavitz Richard

Subject: RE: Mayor weekly report

Howard

Please can you have a careful look at my points below. Particularly para 3

TfL Rail services between Paddington and Heathrow commenced on 20 May 2018. These services use the existing (former Heathrow connect) rolling stock to the airport (two trains per hour) and the new Class 345 trains between Paddington and Hayes & Harlington (two trains per hour).

Tunnel fit-out activities are continuing in advance of the next train testing window 25 – 28 May.

Station fit-out and testing activities remain ongoing. The “power on” of the western tunnel section (Paddington to Whitechapel) remains on schedule for 11 June. There remain challenges in completing some critical activities including testing required by the dates established in CRL’s master operational handover schedule. A revised plan is under development with input from all involved parties that will continue to allow sufficient fit-out and testing activity, trial running and operational readiness prior to commencement of Elizabeth line services in December 2018. Further details will be provided once finalised.

The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. This is needed to support the handover and bringing into use of the railway for Paddington to Abbey Wood services. Crossrail Ltd (CRL) is applying pressure on contractors at senior level to provide materials to meet training and handover plans, and working with TfL to prioritise the production schedule.

There is a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of dynamic testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies needs to increase and CRL has secured additional resource to assist with this as well as establishing new weekly metrics, a daily focus on required deliverables and escalation with contractors at a senior level.

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] crossrail.co.uk

MOVING LONDON FORWARD

From: Howard Smith

Sent: 18 May 2018 09:02

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon; Shauna Devlin

Subject: RE: Mayor weekly report

BT Weekly to follow mid-morning latest.

Howard

From: Zavitz Richard [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 18 May 2018 08:49

To: Mannah Sylvia; Howard Smith; Lucy Findlay

Cc: Adams Simon; Shauna Devlin

Subject: Mayor weekly report

Hi Sylvia,

Cost section below.

3 Costs

3.1 CRL’s costs are reported on a periodic basis and are available up to the end of Period 13 (up to 31 March 2018). The forecast for the delivery of the central section has increased at the end of Period 13 to £12,723m, from £12,467m in Period 12. This follows a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.

3.2 At the end of Period 13, the forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m. A breach in funding will be reported formally in the Crossrail semi-annual construction report that will be made available to TfL and DfT officials (Sponsors) following the CRL Board meeting on 24 May.

3.3 The forecast cost for Network Rail’s delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

3.4 We are working with the DfT to agree how to jointly resolve the funding shortfall. The

NOTE: Links to attachments can be double-clicked to be accessed

Sponsors anticipate the increase in costs above currently agreed funding will be made public in the annual Written Ministerial Statement (WMS) that is being prepared for Parliament. The DfT has brought forward the date of the WMS to the week commencing 11 June in response to the media speculation regarding the increase in costs.

3.5 In addition, TfL, DfT, and CRL will coordinate the release of press statements to accompany the WMS. This is an opportunity to explain the context of the cost increase, promote the successes of the project and share the challenges remaining ahead of opening the central section in December 2018.

Thanks

Richard

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#)
Subject: Re: Mayor weekly report
Date: 18 May 2018 12:11:15

Hi Sylvia,

Just to note that there may be an update to include following the sponsor board this afternoon. I'll aim to speak with Simon on Monday morning and revert as needed.

Thanks

Richard

On Fri, May 18, 2018 at 10:41 AM +0100, "Mannah Sylvia" <██████████@tfl.gov.uk> wrote:

Thanks Lucy.

From: Lucy Findlay [mailto:██████████@crossrail.co.uk]

Sent: 18 May 2018 10:38

To: external howard Smith; Mannah Sylvia

Cc: Adams Simon; Shaunadevlin; Zavitz Richard

Subject: RE: Mayor weekly report

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Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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MOVING LONDON FORWARD

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Sent: 18 May 2018 09:02

To: Zavitz Richard; Mannah Sylvia; Lucy Findlay

Cc: Adams Simon; Shauna Devlin

Subject: RE: Mayor weekly report

BT Weekly to follow mid-morning latest.

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Sent: 18 May 2018 08:49

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Cc: Adams Simon; Shauna Devlin

Subject: Mayor weekly report

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Thanks

Richard

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From: [Erica Walker](#)
To: [Doyne Stephanie](#); [Steer Tim](#); [Claire Hamilton](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 22 May 2018 11:26:09
Attachments: [image001.png](#)

Hi Stephanie,
Nick B has come back and asked if it can be made clearer where a change has been made in Appendix A, from the previous week? He has suggested that an asterix could be added to each row where a change has been made.
No need to amend for this week's update – from next week onwards would be fine.
Many thanks
Erica

From: Erica Walker
Sent: 21 May 2018 18:03
To: Doyne Stephanie ; Tim Steer ; Claire Hamilton
Cc: Keane Kate ; Andrew J. Brown
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Thanks for this – I'll circulate now and come back to you if there are any questions.
Erica

From: Doyne Stephanie <[REDACTED]@tfl.gov.uk>
Date: Monday, 21 May 2018 at 17:58
To: Tim Steer <[REDACTED]@london.gov.uk>, Claire Hamilton <[REDACTED]@london.gov.uk>, Erica Walker <[REDACTED]@london.gov.uk>
Cc: Keane Kate <[REDACTED]@tfl.gov.uk>, Andy Brown <[REDACTED]@tube.tfl.gov.uk>
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,
Please see attached the weekly progress update for the Mayor.
Kind Regards
Stephanie

Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Erica Walker](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Cc: [Keane Kate](#); [Steer Tim](#); [Claire Hamilton](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 16 May 2018 19:32:12
Attachments: [image001.png](#)

That's helpful, thanks. I've already sent on to David – but perhaps it would be beneficial to bring this point out more clearly in next week's note?

Erica

From: Brown Andy (Corporate Affairs) [mailto:██████████@tube.tfl.gov.uk]
Sent: 16 May 2018 19:28
To: Doyne Stephanie ; Erica Walker
Cc: Keane Kate ; Tim Steer ; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Erica

The important thing about David's first comment, I think, is also to emphasise the benefits of the new 'blockading' way of working that Crossrail have adopted. By having defined windows of work followed by testing (and then back to working again), they waste far less time with handovers between the working and testing teams. It also makes for a safer working environment - hand over times are when risks tend to be higher.

So if you accept that better way of working then yes, the next question is whether they've got the balance right between the 'working' and 'testing' time periods. I think Crossrail would fairly robustly defend their current balance - but there should be the flexibility to amend that balance if it turns out to be necessary further down the line.

Hope that makes sense but please shout if not.

Andy

██████████ | ██████████

From: Doyne Stephanie
Sent: 16 May 2018 18:14
To: Erica Walker
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Erica,

Please see attached.

Let us know if you have any further questions.

Kind regards

Stephanie

From: Erica Walker [mailto:██████████@london.gov.uk]
Sent: 16 May 2018 09:24
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: Re: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie,

David Bellamy has come back with a few queries on this week's update. See his comments in the attached. Could I please have answers to his questions?

Many thanks,

Erica

NOTE: Links to attachments can be double-clicked to be accessed

From: Erica Walker <[REDACTED]@london.gov.uk>

Date: Tuesday, 15 May 2018 at 17:54

To: Stephanie Doyne <[REDACTED]@tfl.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>, Andy Brown <[REDACTED]@tube.tfl.gov.uk>, Tim Steer <[REDACTED]@london.gov.uk>, Claire Hamilton <[REDACTED]@london.gov.uk>

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

It certainly has been! Thanks, I've circulated at this end.

Erica

From: Doyne Stephanie [mailto:[REDACTED]@tfl.gov.uk]

Sent: 15 May 2018 17:01

To: Erica Walker <[REDACTED]@london.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>; Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Erica,

Apologies for the delay – its been a hectic day!

Please see attached.

Kind regards

Stephanie

From: Erica Walker [mailto:[REDACTED]@london.gov.uk]

Sent: 15 May 2018 16:57

To: Doyne Stephanie

Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie,

Can I check that we will be getting the weekly update shortly?

Many thanks

Erica

From: Doyne Stephanie [mailto:[REDACTED]@tfl.gov.uk]

Sent: 08 May 2018 11:15

To: Erica Walker <[REDACTED]@london.gov.uk>; Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Thanks Erica.

Kind regards

Stephanie

From: Erica Walker [mailto:[REDACTED]@london.gov.uk]

Sent: 08 May 2018 11:14

To: Doyne Stephanie; Steer Tim; Claire Hamilton

Cc: Keane Kate; Brown Andy (Corporate Affairs)

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Thanks for this – I'll circulate now and come back with any questions

From: Doyne Stephanie [mailto:[REDACTED]@tfl.gov.uk]

Sent: 08 May 2018 11:13

To: Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>; Erica Walker <[REDACTED]@london.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>

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Kind Regards

Stephanie

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Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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To: [Doyne Stephanie](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Date: 16 May 2018 09:24:24
Attachments: [image001.png](#)
[Weekly Mayor Update 150518 - Final11.docx](#)

Hi Stephanie,
David Bellamy has come back with a few queries on this week's update. See his comments in the attached. Could I please have answers to his questions?
Many thanks,
Erica

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Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 16 May 2018 18:14:16
Attachments: [Weekly Mayor Update 150518 - comments.docx](#)
[image001.png](#)

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Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Doyne Stephanie](#)
To: [Erica Walker](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 15 May 2018 17:00:34
Attachments: [Weekly Mayor Update 150518 - Final.docx](#)
[image001.png](#)

Hi Erica,
Apologies for the delay – its been a hectic day!
Please see attached.
Kind regards
Stephanie

From: Erica Walker [mailto:[\[REDACTED\]](#)@london.gov.uk]
Sent: 15 May 2018 16:57
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Hi Stephanie,
Can I check that we will be getting the weekly update shortly?
Many thanks
Erica

From: Doyne Stephanie [mailto:[\[REDACTED\]](#)@tfl.gov.uk]
Sent: 08 May 2018 11:15
To: Erica Walker ; Tim Steer ; Claire Hamilton
Cc: Keane Kate ; Andrew J. Brown
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks Erica.
Kind regards
Stephanie

From: Erica Walker [mailto:[\[REDACTED\]](#)@london.gov.uk]
Sent: 08 May 2018 11:14
To: Doyne Stephanie; Steer Tim; Claire Hamilton
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks for this – I'll circulate now and come back with any questions

From: Doyne Stephanie [mailto:[\[REDACTED\]](#)@tfl.gov.uk]
Sent: 08 May 2018 11:13
To: Tim Steer <[\[REDACTED\]](#)@london.gov.uk>; Claire Hamilton <[\[REDACTED\]](#)@london.gov.uk>;
Erica Walker <[\[REDACTED\]](#)@london.gov.uk>
Cc: Keane Kate <[\[REDACTED\]](#)@tfl.gov.uk>; Andrew J. Brown <[\[REDACTED\]](#)@tube.tfl.gov.uk>
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,
Please see attached the weekly progress update for the Mayor.
Kind Regards
Stephanie

Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: [\[REDACTED\]](#) | Auto: [\[REDACTED\]](#) | Mobile: [\[REDACTED\]](#)

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From: [Mannah Sylvia](#)
To: [Keane Kate](#)
Cc: [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 03 May 2018 15:14:43
Attachments: [image001.png](#)

Kate,

Thanks. We've been including the funding info we have but for the next version, I'll ask if there are specific dates – the ones I am aware of are not confirmed which is why we've not included them.

Thanks,
Sylvia

From: Keane Kate
Sent: 03 May 2018 14:51
To: Mannah Sylvia
Cc: Doyne Stephanie; Brown Andy (Corporate Affairs)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Hi Sylvia

See below from Erica – I know we discussed the highlighted point a few weeks ago. Do we have any further update on this? (as well as the other points raised)

Thanks
Kate

From: Erica Walker [[mailto: \[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)]
Sent: 03 May 2018 14:42
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Hi Stephanie,

We'd like some more information on the reporting of funding, specifically about key upcoming dates we need to be aware of. I raised this a couple of weeks ago and I'm hoping that there is more certainty now.

First, do we have a confirmed date yet for when the semi-annual construction report will be submitted? Also, I know I've asked this before, but can I double check that this will not be published in the public domain at this stage?

Secondly, in the recent Mayor's meeting with the SoS it was agreed that there would be a joint public statement ahead of the SoS's statement to Parliament in June. Have there been any further discussions about agreeing a date for this? And do we have a confirmed date for the SoS's statement to Parliament?

Many thanks,
Erica

From: Erica Walker
Sent: 03 May 2018 11:39
To: 'Doyne Stephanie' <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>
Cc: Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>; Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto: [REDACTED]@tube.tfl.gov.uk)>; Tim Steer <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks very much – I've circulated at this end.

From: Doyne Stephanie [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 03 May 2018 11:17
To: Erica Walker <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>

NOTE: Links to attachments can be double-clicked to be accessed

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>;
Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Erica,

Please see attached.

Apologies for the delay in sending.

Kind regards

Stephanie

From: Erica Walker [mailto:[REDACTED]@london.gov.uk]

Sent: 03 May 2018 07:23

To: Doyne Stephanie

Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton

Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie

Can I check if we will receive the weekly update shortly?

Many thanks

Erica

From: Erica Walker

Sent: 24 April 2018 15:16

To: Doyne Stephanie <[REDACTED]@tfl.gov.uk>; Tim Steer <[REDACTED]@london.gov.uk>;

Claire Hamilton <[REDACTED]@london.gov.uk>

Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>

Subject: Re: TfL Restricted - Weekly progress update on Crossrail

Many thanks - I'll circulate at this end and come back if there are any questions.

Erica Walker

[REDACTED]

From: Doyne Stephanie

Sent: Tuesday, 24 April 2018 15:13

To: Tim Steer; Claire Hamilton; Erica Walker

Cc: Keane Kate; Andrew J. Brown

Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Doyne Stephanie](#)
To: [Erica Walker](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 03 May 2018 11:16:45
Attachments: [Weekly Mayor Update 300418 - Final.docx](#)
[image001.png](#)

Hi Erica,
Please see attached.
Apologies for the delay in sending.
Kind regards
Stephanie

From: Erica Walker [mailto:[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 03 May 2018 07:23
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie
Can I check if we will receive the weekly update shortly?
Many thanks
Erica

From: Erica Walker
Sent: 24 April 2018 15:16
To: Doyne Stephanie <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Tim Steer <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>;
Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Cc: Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Many thanks - I'll circulate at this end and come back if there are any questions.
Erica Walker
[\[REDACTED\]](#)

From: Doyne Stephanie
Sent: Tuesday, 24 April 2018 15:13
To: Tim Steer; Claire Hamilton; Erica Walker
Cc: Keane Kate; Andrew J. Brown
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,
Please see attached the weekly progress update for the Mayor.
Kind Regards
Stephanie
Stephanie Doyne

Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: [\[REDACTED\]](tel:[REDACTED]) | Auto: [\[REDACTED\]](tel:[REDACTED]) | Mobile: [\[REDACTED\]](tel:[REDACTED])



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From: [Erica Walker](#)
To: [Doyne Stephanie](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Date: 16 May 2018 10:50:12
Attachments: [image001.png](#)

Asap please.

From: Stephanie Doyle
Date: Wednesday, 16 May 2018 at 10:31
To: Erica Walker
Cc: Keane Kate , Andy Brown , Tim Steer , Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Of course.

Are you happy for us to answer his questions in next weeks notes or asap?

Kind regards

Stephanie

From: Erica Walker [mailto:[\[REDACTED\]](#)@london.gov.uk]
Sent: 16 May 2018 09:24
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: Re: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie,

David Bellamy has come back with a few queries on this week's update. See his comments in the attached. Could I please have answers to his questions?

Many thanks,

Erica

From: Erica Walker
Date: Tuesday, 15 May 2018 at 17:54
To: Stephanie Doyle
Cc: Keane Kate , Andy Brown , Tim Steer , Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
It certainly has been! Thanks, I've circulated at this end.
Erica

From: Doyne Stephanie [mailto:[\[REDACTED\]](#)@tfl.gov.uk]
Sent: 15 May 2018 17:01
To: Erica Walker
Cc: Keane Kate ; Andrew J. Brown ; Tim Steer ; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Erica,

Apologies for the delay – its been a hectic day!

Please see attached.

Kind regards

Stephanie

From: Erica Walker [mailto:[\[REDACTED\]](#)@london.gov.uk]
Sent: 15 May 2018 16:57
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie,
Can I check that we will be getting the weekly update shortly?
Many thanks
Erica

From: Doyne Stephanie [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 08 May 2018 11:15
To: Erica Walker <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Tim Steer <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Cc: Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks Erica.
Kind regards
Stephanie

From: Erica Walker [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 08 May 2018 11:14
To: Doyne Stephanie; Steer Tim; Claire Hamilton
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks for this – I'll circulate now and come back with any questions

From: Doyne Stephanie [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 08 May 2018 11:13
To: Tim Steer <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Erica Walker <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Cc: Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,
Please see attached the weekly progress update for the Mayor.
Kind Regards
Stephanie

Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: This weeks draft BT Report
Date: 11 May 2018 18:09:53
Attachments: [Weekly Mayor Update 140518FINAL.docx](#)

Sylvia,
Returned as 'final' with your comments incorporated as well as BT's (just changed wording re fault free days and confirmed 45 units built).
Will look out for latest version of wider Mayor's Report and comment shortly.
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 09:38
To: Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Phil Clarke - Tfl; Wild Mark (MD); Zavitz Richard; Adams Simon
Subject: RE: This weeks draft BT Report

Hi Howard,
Thanks for this. Attached is the note with some tweaks from me.
Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 07:58
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Clarke Phil (ELLP); Wild Mark (MD); Zavitz Richard; Adams Simon
Subject: This weeks draft BT Report

Please find attached. Comments asap but 10.00 Monday latest please.
Kind regards
Howard

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: This weeks draft BT Report
Date: 11 May 2018 09:37:52
Attachments: [Weekly Mavor Update 140518.docx](#)

Hi Howard,
Thanks for this. Attached is the note with some tweaks from me.
Thanks,
Sylvia

From: Howard Smith [mailto:██████████@crossrail.co.uk]
Sent: 11 May 2018 07:58
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Clarke Phil (ELLP); Wild Mark (MD); Zavitz Richard; Adams Simon
Subject: This weeks draft BT Report
Please find attached. Comments asap but 10.00 Monday latest please.
Kind regards
Howard

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: This weeks draft BT Report
Date: 11 May 2018 18:09:58
Attachments: [Weekly Mayor Update 140518FINAL.docx](#)

Sylvia,
Returned as 'final' with your comments incorporated as well as BT's (just changed wording re fault free days and confirmed 45 units built).
Will look out for latest version of wider Mayor's Report and comment shortly.
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 11 May 2018 09:38
To: Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Phil Clarke - Tfl; Wild Mark (MD); Zavitz Richard; Adams Simon
Subject: RE: This weeks draft BT Report

Hi Howard,
Thanks for this. Attached is the note with some tweaks from me.
Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 11 May 2018 07:58
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Clarke Phil (ELLP); Wild Mark (MD); Zavitz Richard; Adams Simon
Subject: This weeks draft BT Report

Please find attached. Comments asap but 10.00 Monday latest please.
Kind regards
Howard

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 010518
Date: 01 May 2018 16:54:24
Attachments: [Weekly Mayor Update 300418 v1.3.docx](#)

Final version with some minor formatting changes to the table in the appendices.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 01 May 2018 16:43
To: Doyne Stephanie; Brown Andy (Corporate Affairs); Keane Kate
Subject: Weekly Mayor Update 010518
Hopefully the final version!
Please can you copy me in when you send it to City Hall.
Thanks,
SM

NOTE: Links to attachments can be double-clicked to be accessed

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Cc: [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 070518_WRZ update
Date: 04 May 2018 12:09:27
Attachments: [Weekly Mayor Update 070518_SD Changes.docx](#)

Hi Sylvia,

See attached.

Quick question – do we have a confirmed date on when the semi-annual construction report will be submitted? Also can I double check that this will not be published in the public domain at this stage? Erica has specifically asked these questions in her email this week.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 04 May 2018 11:40
To: Doyne Stephanie
Cc: Zavitz Richard
Subject: Weekly Mayor Update 070518_WRZ update

Steph,

As discussed, I'd be grateful if you could review this version for me asap before I send it back to the team.

Thanks,
Sylvia

From: [Zavitz Richard](#)
To: [Doyne Stephanie](#); [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 070518_WRZ update
Date: 04 May 2018 12:23:54

Hi Stephanie,

The WMS will be finalised for routing through the DfT on 4 June. We'll get some clarity through that process which day during the week it will land.

As for the CRL report, we should have clarity after the Board meeting on the 24th.

Richard

From: Doyne Stephanie
Sent: 04 May 2018 12:22
To: Zavitz Richard; Mannah Sylvia
Subject: RE: Weekly Mayor Update 070518_WRZ update

Hi Richard,

That does help, although do you know when we might start finding out dates?

Kind regards

Stephanie

From: Zavitz Richard
Sent: 04 May 2018 12:16
To: Doyne Stephanie; Mannah Sylvia
Subject: RE: Weekly Mayor Update 070518_WRZ update

Hi Stephanie,

We can confirm that the semi-annual construction report will only be made available to TfL and DfT Sponsors and will not be made public at any point. It will be made available after the CRL Board meeting, but we do not have a specific date.

We do not have specific dates for the WMS (though we know it will be during the week of 25 June). The press statements will be made at the same time as the WMS. The funding arrangement will be shared in the WMS as appropriate – though at this time we do not have the details of what they are.

We will include updated dates in the Weekly Report when available.

Hope this helps.

Richard

From: Doyne Stephanie
Sent: 04 May 2018 12:09
To: Mannah Sylvia
Cc: Zavitz Richard
Subject: RE: Weekly Mayor Update 070518_WRZ update

Hi Sylvia,

See attached.

Quick question – do we have a confirmed date on when the semi-annual construction report will be submitted? Also can I double check that this will not be published in the public domain at this stage? Erica has specifically asked these questions in her email this week.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 04 May 2018 11:40
To: Doyne Stephanie
Cc: Zavitz Richard
Subject: Weekly Mayor Update 070518_WRZ update

Steph,

As discussed, I'd be grateful if you could review this version for me asap before I send it back to the team.

NOTE: Links to attachments can be double-clicked to be accessed

Thanks,
Sylvia

NOTE: Links to attachments can be double-clicked to be accessed

From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Doyne Stephanie](#); [Keane Kate](#); [Tucker John](#)
Subject: RE: Weekly Mayor Update 080518
Date: 04 May 2018 17:12:00
Attachments: [Weekly Mayor Update 080518 \[for Commissioner review\].docx](#)

Hi Andy,

Please find attached the latest version for Mike's review following an update from Howard.

Have a great weekend

Richard

From: Mannah Sylvia
Sent: 04 May 2018 14:00
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie; Keane Kate; Zavitz Richard; Tucker John
Subject: Weekly Mayor Update 080518

Andy,

Attached are two versions of the briefing note. The first one includes my comments that I'm waiting for Howard to address (he will after 15:30). The second is just a clean version for you to take Mike through and share any comments.

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I am now on annual leave until Wednesday so Richard cc'd has kindly agreed to pick up any comments with the team.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)
www.tfl.gov.uk

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 150518 - comments
Date: 16 May 2018 17:21:19

Thanks Sylvia.

For confirmation – what is the window of time for the testing that is taking place in two weeks time? Also in terms of the second question do we meet with the senior management of the contractor organisation regularly?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 16 May 2018 17:17
To: Doyne Stephanie
Subject: Weekly Mayor Update 150518 - comments
Attached with the answers.

NOTE: Links to attachments can be double-clicked to be accessed

From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 210518
Date: 18 May 2018 19:27:21

Sylvia,

Thanks – the target is set out a couple of lines above 10000 miles by 26 June. Will see if I can make it any clearer but suggest you re-read.

Kind regards and good weekend

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 18 May 2018 14:53
To: Howard Smith
Cc: Shauna Devlin
Subject: Weekly Mayor Update 210518

Howard,

Thanks for this. Attached with a comment from me.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@[tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)
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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 210518
Date: 19 May 2018 10:46:51
Attachments: [Weekly Mayor Update 210518.docx](#)

Thanks Steph.

My thoughts, for what they're worth, on this draft:

- We need some more detail about the benefits of the 'blockading' approach for testing, as in our email exchange with Erica earlier this week
- Para 2.5 needs a rewrite because they keep saying the same thing but never coming up with an answer - City Hall has cottoned onto this, so just repeating ourselves about the risk isn't good enough any more
- How can "All 11 kV S,S&P locations energized" be green in the tracker, when it is behind target?

Thanks

Andy

 | 

From: Doyne Stephanie
Sent: 18 May 2018 17:11
To: Brown Andy (Corporate Affairs); Keane Kate
Subject: FW: Weekly Mayor Update 210518
FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 18 May 2018 17:08
To: Doyne Stephanie
Subject: Weekly Mayor Update 210518

Current version. I've sent it to the usual crew to answer my questions.

NOTE: Links to attachments can be double-clicked to be accessed

From: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: Weekly Mayor Update 21051843316
Date: 21 May 2018 12:41:48
Attachments: [Weekly Mayor Update 210518 - SD LF comments.docx](#)

Lucy

Lucy Findlay | Chief of Staff

Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](#)

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]

Sent: 21 May 2018 12:10

To: Lucy Findlay

Cc: Zavitz Richard

Subject: FW: Weekly Mayor Update 21051843316

Please see below

From: Doyne Stephanie

Sent: 21 May 2018 12:09

To: Mannah Sylvia

Subject: RE: Weekly Mayor Update 21051843316

Please see attached comments.

In last weeks note David had a comment on whether we have the capacity for additional testing. Andy mentioned that the most important thing about David's first comment, was that we hadn't emphasised the benefits of the new 'blockading' way of working that Crossrail have adopted. By having defined windows of work followed by testing (and then back to working again), they waste far less time with handovers between the working and testing teams. It also makes for a safer working environment - hand over times are when risks tend to be higher.

Is this your understanding too?

Kind regards

Stephanie

From: Mannah Sylvia

Sent: 21 May 2018 11:00

To: Doyne Stephanie

Subject: Weekly Mayor Update 21051843316

Weekly note 😊

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 21051843316
Date: 21 May 2018 12:08:43
Attachments: [Weekly Mayor Update 210518 - SD comments.docx](#)

Please see attached comments.

In last weeks note David had a comment on whether we have the capacity for additional testing. Andy mentioned that the most important thing about David's first comment, was that we hadn't emphasised the benefits of the new 'blockading' way of working that Crossrail have adopted. By having defined windows of work followed by testing (and then back to working again), they waste far less time with handovers between the working and testing teams. It also makes for a safer working environment - hand over times are when risks tend to be higher.

Is this your understanding to?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 21 May 2018 11:00
To: Doyne Stephanie
Subject: Weekly Mayor Update 21051843316
Weekly note 😊

NOTE: Links to attachments can be double-clicked to be accessed

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 21051843316
Date: 21 May 2018 14:09:43
Attachments: [Weekly Mayor Update 210518 - SD LF comments.docx](#)

From: Doyne Stephanie
Sent: 21 May 2018 14:07
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 21051843316
Mike wants to take an updated note with him to his meeting with the Mayor at 16:00. Do you think we will have something back by 15:00?
Kind regards
Stephanie

From: Doyne Stephanie
Sent: 21 May 2018 12:09
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 21051843316
Please see attached comments.
In last weeks note David had a comment on whether we have the capacity for additional testing. Andy mentioned that the most important thing about David's first comment, was that we hadn't emphasised the benefits of the new 'blockading' way of working that Crossrail have adopted. By having defined windows of work followed by testing (and then back to working again), they waste far less time with handovers between the working and testing teams. It also makes for a safer working environment - hand over times are when risks tend to be higher.
Is this your understanding to?
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 21 May 2018 11:00
To: Doyne Stephanie
Subject: Weekly Mayor Update 21051843316
Weekly note 😊

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From: [REDACTED]
To: [Zavitz Richard](mailto:Richard.Zavitz@tfl.gov.uk)
Cc: [REDACTED]
Subject: RE: Weely Mayor Report - ONW
Date: 11 May 2018 16:44:40

Thanks Richard, some minor changes. I deleted the bit after DfT held risk as I didn't think this was needed. And I've clarified that currently it's the [REDACTED] which is being funded. Thanks for checking with me.

H

----- Original message -----

From: Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Date: 11/05/2018 16:39 (GMT+00:00)
To: [REDACTED] <[\[REDACTED\]@df.gov.uk](mailto:[REDACTED]@df.gov.uk)>
Subject: Weely Mayor Report - ONW

Hi [REDACTED],

Do you suggest any changes to the section on ONW – see below?

The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency.

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)



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From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 08 May 2018 11:12:49
Attachments: [Weekly Mayor Update 080518 - Final.docx](#)
[image001.png](#)

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 21 May 2018 17:56:37
Attachments: [Weekly Mayor Update 210518 - Final.docx](#)
[image001.png](#)

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ

Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: This weeks draft BT Report
Date: 11 May 2018 07:57:47
Attachments: [Weekly Mavor Update 140518.docx](#)

Please find attached. Comments asap but 10.00 Monday latest please.

Kind regards

Howard

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Cc: [Zavitz Richard](#)
Subject: Weekly Mayor Update 070518_WRZ update
Date: 04 May 2018 11:39:54
Attachments: [Weekly Mayor Update 070518_WRZ update.docx](#)

Steph,

As discussed, I'd be grateful if you could review this version for me asap before I send it back to the team.

Thanks,
Sylvia

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Doyne Stephanie](#); [Keane Kate](#); [Zavitz Richard](#); [Tucker John](#)
Subject: Weekly Mayor Update 080518
Date: 04 May 2018 13:59:39
Attachments: [Weekly Mayor Update 080518.docx](#)
[Weekly Mayor Update 080518.docx](#)

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Thanks,

Sylvia

Sylvia Mannah

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: Weekly Mayor Update 140518
Date: 11 May 2018 17:54:35
Attachments: [Weekly Mayor Update 140518.docx](#)

All,

Attached is the current version of weekly briefing note.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 140518
Date: 14 May 2018 13:10:22
Attachments: [Weekly Mayor Update 140518.docx](#)

Questions answered! 😊

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 150518 - comments
Date: 16 May 2018 17:17:11
Attachments: [Weekly Mayor Update 150518 - comments.docx](#)

Attached with the answers.

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From: [Mannah Sylvia](#)
To: [external_howard_Smith](#)
Cc: [Shaunadevlin](#)
Subject: Weekly Mayor Update 210518
Date: 18 May 2018 14:53:10
Attachments: [Weekly Mayor Update 210518.docx](#)

Howard,
Thanks for this. Attached with a comment from me.
Thanks,
Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Senior Adviser to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 210518
Date: 18 May 2018 17:07:56
Attachments: [Weekly Mayor Update 210518.docx](#)

Current version. I've sent it to the usual crew to answer my questions.

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 21051843316
Date: 21 May 2018 11:00:03
Attachments: [Weekly Mayor Update 21051843316.docx](#)

Weekly note 😊