

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

From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: BT Mayors Chairman's Weekly
Date: 15 June 2018 19:20:18
Attachments: [Mavors-Chairmans Weekly 180618.docx](#)

Draft BT RS Report - apologies for delay. Comments early Monday if poss.

Good weekend

Howard

-----Original Message-----

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 15 June 2018 14:26
To: Lucy Findlay; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Lucy,

Thanks. Attached is the note with some tweaks and a comment from me.

Thanks,

Sylvia

-----Original Message-----

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 15 June 2018 14:00
To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Apologies Sylvia - I'm struggling a bit today....I'm not convinced by my text - issues are right but grateful if someone could have a sense check of my drafting.

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

-----Original Message-----

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 15 June 2018 12:48
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi all,

When can I expect your updates please?

Thanks,

Sylvia

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

-----Original Message-----

From: Mannah Sylvia

Sent: 12 June 2018 16:54

To: external howard Smith; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Price Amanda; Tucker John

Subject: Weekly Mayor Update 110618 ab2 clean.docx

As always, thanks for all your help. Please find the final version attached.

Thanks,

Sylvia

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Tucker John](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#)
Subject: BT Mayors Weekly Report
Date: 01 June 2018 17:55:45
Attachments: [Mayor-Chairman"s Weekly 010618.docx](#)

After the week off from reports heres the latest draft. Nothing dramatic, yellow highlights are things I've asked BT to specifically confirm – not expecting any surprises.

Comments if poss early Monday.

Good weekend

Howard

Click [here](#) to report this email as SPAM.

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: FW: BT Mayors Weekly Report
Date: 04 June 2018 12:15:09
Attachments: [Mavor-Chairman"s Weekly 010618 \(2\).docx](#)

FYI only that this exists.

(Sylvia's tracked changes are so incoherent in places....!)

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 04 June 2018 10:19
To: external howard Smith; Tucker John; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard
Cc: Wild Mark (MD); Clarke Phil (ELLP); Wallace Andrew (London Rail)
Subject: RE: BT Mayors Weekly Report

Howard,

Thanks for this. Attached is the note with my amends and comments.

Thanks,

Sylvia

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 01 June 2018 17:56
To: Mannah Sylvia; Tucker John; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard
Cc: Wild Mark (MD); Clarke Phil (ELLP)
Subject: BT Mayors Weekly Report
After the week off from reports heres the latest draft. Nothing dramatic, yellow highlights are things I've asked BT to specifically confirm – not expecting any surprises.
Comments if poss early Monday.
Good weekend
Howard

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#)
Subject: FW: BT Mayors Weekly Report
Date: 04 June 2018 13:27:45
Attachments: [Mayor-Chairman"s Weekly 010618 \(2\).docx](#)

Hi Sylvia,
Hope you had a lovely week off.
Do you know when we might get the complete note today?
Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 04 June 2018 12:15
To: Doyne Stephanie; Keane Kate
Subject: FW: BT Mayors Weekly Report
FYI only that this exists.

(Sylvia's tracked changes are so incoherent in places....!)

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 04 June 2018 10:19
To: external howard Smith; Tucker John; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard
Cc: Wild Mark (MD); Clarke Phil (ELLP); Wallace Andrew (London Rail)
Subject: RE: BT Mayors Weekly Report

Howard,
Thanks for this. Attached is the note with my amends and comments.
Thanks,
Sylvia

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 01 June 2018 17:56
To: Mannah Sylvia; Tucker John; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard
Cc: Wild Mark (MD); Clarke Phil (ELLP)
Subject: BT Mayors Weekly Report
After the week off from reports heres the latest draft. Nothing dramatic, yellow highlights are things I've asked BT to specifically confirm – not expecting any surprises.
Comments if poss early Monday.
Good weekend
Howard

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

From: [Mannah Sylvia](#)
To: [external_howard_Smith](#)
Cc: [Shaunadevlin](#)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Date: 13 June 2018 16:51:35
Attachments: [Weekly Mayor Update 110618 - FINAL1 \(2\).docx](#)

Version that is back with David B – for consistency tomorrow – thanks again for your help this morning!

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Date: 27 June 2018 13:50:53
Attachments: [Weekly Mavor Update 270618 - FINAL.docx](#)

FYI.

Kind regards

Stephanie

From: Doyne Stephanie
Sent: 27 June 2018 13:50
To: Steer Tim; Claire Hamilton; Erica Walker
Cc: Brown Andy (Corporate Affairs); Keane Kate
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please find attached this week's update on the Elizabeth line.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager | Corporate Affairs

Phone: [REDACTED] (auto [REDACTED] | Mobile: [REDACTED])

11th floor (Y8), Palestra, 197 Blackfriars Road, London SE1 8NJ |

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

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: FW: Weekly Mayor Update 040618 - SD Comments
Date: 05 June 2018 15:52:11
Attachments: [Weekly Mayor Update 040618 - SD Comments.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 05 June 2018 15:46
To: Doyne Stephanie
Subject: Weekly Mayor Update 040618 - SD Comments
2.4 has been updated. For the punctuality – I'll have to look it up or we may just have to take it out.

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: FW: Weekly Mayor Update 040618 - SD Comments
Date: 05 June 2018 16:43:11
Attachments: [Weekly Mayor Update 040618 - SD Comments AB comments.docx](#)

FYI.

Kind regards

Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 05 June 2018 16:42
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 040618 - SD Comments

From: Doyne Stephanie
Sent: 05 June 2018 15:52
To: Brown Andy (Corporate Affairs)
Subject: FW: Weekly Mayor Update 040618 - SD Comments

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 05 June 2018 15:46
To: Doyne Stephanie
Subject: Weekly Mayor Update 040618 - SD Comments

2.4 has been updated. For the punctuality – I'll have to look it up or we may just have to take it out.

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: FW: Weekly Mayor Update 040618
Date: 05 June 2018 12:18:08
Attachments: [Weekly Mayor Update 040618.docx](#)

Any update on this?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 04 June 2018 16:07
To: Doyne Stephanie
Subject: Weekly Mayor Update 040618
Current draft.

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: FW: Weekly Mayor Update 040618
Date: 05 June 2018 17:48:41
Attachments: [Weekly Mayor Update 040618.docx](#)

Another update.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 05 June 2018 17:45
To: Doyne Stephanie
Subject: Weekly Mayor Update 040618
Updated.

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

From: [Mannah Sylvia](#)
To: [Wallace Andrew \(London Rail\)](#)
Subject: FW: Weekly Mayor Update 110618 ab
Date: 13 June 2018 12:37:54

All 11 kV S,S&P locations energized	15-Apr-18	02-Jun-18	-48	Consequences of delayed permanent power to stations, shafts and portals are being mitigated.
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NOTE: Links to attachments can be double-clicked to be accessed

From: [Keane Kate](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Doyne Stephanie](#)
Subject: FW: Weekly Mayor Update 110618
Date: 12 June 2018 14:29:50
Attachments: [Weekly Mayor Update 110618 ab.docx](#)

Andy

See below – not sure how you want to play it?

Kate

From: Mannah Sylvia
Sent: 11 June 2018 18:01
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618
[Lucy says the changes make it seem as if CRL wouldn't be doing anything if it wasn't for TfL – we need to try to meet in the middle. Let's pick up tomorrow.](#)

From: Doyne Stephanie
Sent: 11 June 2018 16:59
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
Few more comments from Andy.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 16:44
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

From: Doyne Stephanie
Sent: 11 June 2018 14:43
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
Few comments 😊

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 14:19
To: Doyne Stephanie
Subject: Weekly Mayor Update 110618

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

From: [Mannah Sylvia](#)
To: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 110618
Date: 12 June 2018 13:24:16
Attachments: [Weekly Mayor Update 110618 ab.docx](#)

From: Doyne Stephanie
Sent: 11 June 2018 16:59
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
[Few more comments from Andy.](#)
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 16:44
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

From: Doyne Stephanie
Sent: 11 June 2018 14:43
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
[Few comments 😊](#)
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 14:19
To: Doyne Stephanie
Subject: Weekly Mayor Update 110618

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: FW: Weekly Mayor Update 110618
Date: 11 June 2018 16:45:36
Attachments: [Weekly Mayor Update 110618.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 16:44
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#)
Subject: FW: Weekly Mayor Update 110618
Date: 12 June 2018 15:10:04
Attachments: [Weekly Mayor Update 110618 ab.docx](#)

Sylvia - we spoke about this one earlier

In the nicest possible way -- I don't see what Lucy is complaining about? All I've done is make it first person where it refers to TfL, and active voice rather than passive voice. At no point have I removed any reference to CRL's involvement.

I suppose in the middle of 2.3 we could say "CRL are working with us and Siemens to prioritise...", but that feels messy to me as it sounds so passive. If you're going to do that you may as well delete "with us and Siemens" altogether.

Andy

From: Keane Kate
Sent: 12 June 2018 14:30
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: FW: Weekly Mayor Update 110618

From: Mannah Sylvia
Sent: 11 June 2018 18:01
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

[Lucy says the changes make it seem as if CRL wouldn't be doing anything if it wasn't for TfL – we need to try to meet in the middle. Let's pick up tomorrow.](#)

From: Doyne Stephanie
Sent: 11 June 2018 16:59
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
[Few more comments from Andy.](#)

Kind regards
Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 16:44
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

From: Doyne Stephanie
Sent: 11 June 2018 14:43
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
[Few comments ☺](#)

Kind regards
Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 14:19
To: Doyne Stephanie
Subject: Weekly Mayor Update 110618

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: FW: Weekly Mayor Update 190618 v1.1 clean
Date: 19 June 2018 15:13:53
Attachments: [Weekly Mayor Update 190618 v1.1 clean AB.docx](#)
[image001.png](#)

Can you let me know if Howard and Lucy are happy with the attached please.

Kind regards

Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 19 June 2018 15:13
To: Doyne Stephanie
Cc: Keane Kate
Subject: RE: Weekly Mayor Update 190618 v1.1 clean

Steph

My thoughts tracked on the attached

Can you confirm with the team if the changes are OK before I run past Mike (which is now unlikely to be today...)

Andy

[REDACTED] | [REDACTED]

From: Doyne Stephanie
Sent: 19 June 2018 10:39
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate
Subject: Weekly Mayor Update 190618 v1.1 clean
Final note from Howard and Lucy.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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



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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 250618 If
Date: 26 June 2018 17:21:14
Attachments: [Weekly Mayor Update 250618 If.docx](#)

Hi Andy,

Are you happy with the attached now? It addresses the comment you made and Lucy is happy with our amendments.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 26 June 2018 14:34
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate; Doyne Stephanie
Subject: Weekly Mayor Update 250618 If

Andy,

Attached is the version which Lucy is happy with – it addresses the comments raised.

Thanks,

Sylvia

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 250618
Date: 25 June 2018 13:12:25
Attachments: [Weekly Mayor Update 250618.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia

Sent: 25 June 2018 13:08

To: Doyne Stephanie

Subject: Weekly Mayor Update 250618

Current version of the note – let me know if you have any comments (I'm sure you will) 😊

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Brown Mike \(Commissioner\)](#)
Cc: [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Thomson Linda](#); [Keane Kate](#); [Doyne Stephanie](#)
Subject: Mayoral update on Elizabeth line - TFL restricted
Date: 12 June 2018 15:38:52
Attachments: [Weekly Mayor Update 110618 ab2 clean.docx](#)
[image001.emz](#)
[image002.png](#)
[image003.emz](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

Hi Mike

Sorry to do this by email but please could you let me know if you are happy for us to send this weekly update (attached and below) to the Mayor's office?

Thanks

Andy

TRANSPORT FOR LONDON
BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 11 June 2018

1 Purpose

- 1.1 Weekly update to the Mayor outlining progress and challenges ahead of the launch of the Elizabeth line.
- 1.2 The Mayor is asked to NOTE this briefing.

2 Headlines

- 2.1 A significant train testing window was completed from 8 June to 11 June. It included, for the first time, the running (at low speeds) of a Class 345 unit through the full length of the tunnels from Pudding Mill Lane to Westbourne Park. This follows the successful powering and short circuit testing of the Paddington to Abbey Wood section of the tunnels.
- 2.2 Station fit-out and testing activities remain ongoing. Crossrail Ltd (CRL) are continuing to work with the Infrastructure Managers to refine the Handover Execution Plans, which define and agree the sequence of handing over station and system elements.
- 2.3 Together with CRL, we met with senior representatives from Siemens in Germany on 5 June, to review the Siemens Crossrail programme including its interface with Bombardier. We are working with them to prioritise the testing activities and ensure that there is sufficient time in the revised delivery plan both to complete the railway's construction and carry out the necessary testing. This remains an area of serious attention.
- 2.4 CRL has escalated, to the DfT through Sponsors, the railway access requests it needs from Network Rail (NR) this autumn for installation and testing of the signalling transitions to the east and west of the tunnel sections. These possessions are vital for completion of train testing and Stage 3 delivery.
- 2.5 In addition, NR has raised [REDACTED] they have received for the upgrades of western stations (Acton Mainline, Ealing Broadway, West Ealing, Southall, Hayes and West Drayton). These issues have the potential to delay the award of construction contracts, which then threatens effective use of the Christmas 2018 possession periods and delivery of the station upgrades in December 2019. CRL is supporting NR to overcome these issues.
- 2.6 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. CRL continues to apply pressure on contractors at senior level to provide materials to meet training and handover plans, and has worked with TfL to prioritise the production schedule.
- 2.7 There remains a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of train testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies still needs to increase but relies on the

information being available when required. CRL has established weekly metrics to monitor activity as well as continuing to escalate with contractors at a senior level.

3 Costs

- 3.1 CRL's costs are reported on a periodic basis and are available up to the end of Period 1 (up to 26 May 2018). The forecast for the delivery of the central section has remained at £12,723m at the end of Period 1.
- 3.2 At the end of Period 1, the forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m. A breach in funding has been reported formally in the Crossrail semi-annual construction report issued to TfL and DfT officials (Sponsors) following the CRL Board meeting on 24 May.
- 3.3 The forecast cost for Network Rail's (NR) 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 continuing to work with the DfT to agree how to jointly resolve the funding shortfall. The Sponsors anticipate the increase in costs above the currently agreed funding will be made public in the annual Written Ministerial Statement (WMS) that is being prepared for Parliament for publication before the end of June.
- 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.

4 Programme and Schedule

- 4.1 The key commitments and dates in Crossrail's Master Operational Handover Schedule (MOHS) 2018 with key issues are provided in the appendix A.

5 Appendix

- Appendix A: Key milestones from MOHS 2018 schedule with key issues
- Appendix B: List of Acronyms
- Appendix C: Joint TfL and Bombardier Weekly Report

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 02 (up to 26 May 2018).

Key: On track

Behind target but not impacting on critical path to Stage 3

Behind target and at risk of impacting critical path to Stage 3 services

Elizabeth Line Readiness Key Milestones	Target	Forecast	Variance	Critical path RAG	Periodic Trend
Stage 2 Phase 2 - Paddington to Heathrow					
ETCS Ready for Formal Heathrow Testing	24-Aug-18	24-Aug-18	0		«
ETCS Approval to Operate for Driver Training	24-Aug-18	12-Oct-18	-49	Bombardier's software file is late. This has delayed approval to start driver training and ORR authorisation. This means the start of Phase 2 (when all the C345s will go in the Heathrow tunnels) services has been delayed.	«
ORR Authorisation for On-board Signalling	28-Sep-18	19-Nov-18	-52		
Commence Stage 2	28-Oct-			(Dependent on Unit Availability for Driver Training).	

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Phase 2 with ETCS functionality	18	TBC			
Stage 3 - Paddington to Abbey Wood					
Dynamic Testing					
PSD Ready for Dynamic Testing in Zone 1	09-Apr-18	05 Jun-18	-57	All units physically installed. Electrical installation ongoing. Recovery programme continues to be discussed	*«
Provide all Trains to Systemwide for Dynamic Testing (3rd & 4th FLUs)	07 Jun-18	07-Jun-18	0	Train delivery re-scheduled "just in time" for test window 4 (multiple trains). Date change managed through BT Deed of amendment	«
Linewide SCADA available in Zones 3 & 4	30-May-18	30-May-18	0	COMPLETE	*«
Signalling infrastructure ready for DT in Zones 3 & 4	07-Jun-18	19-Jul-18	-42	Availability now forecast for Testing Window 7 commencing 19 July. Some risk to forecast date with mitigation required.	*-
GSM-R infrastructure ready for DT in Zones 1 to 4	30 July-18	25-Jul-18	5	Medium risk based on update from Siemens	*«
Permanently energise OHLE Zones 3 & 4	10-Jun-18	08-Jun-18	2		*«
Start Dynamic Testing (Zones 3 & 4)	11-Jun-18	11-Jun-18	0		«
Start Dynamic Testing (Zones 1,2,3 & 4)	30-Jun-18	06-Aug-18	-37	Knock on impact from delay in signalling infrastructure readiness in Z3&4	*-
Trial Running					
All 11 kV S,S&P locations energized	15-Apr-18	02-Jun-18	-48	Consequences of delayed permanent power to stations, shafts and portals are being mitigated.	*-
Commence Transition Testing @ GEML	30-Jun-18	11-Aug-18	-42	Confirmation of NR possessions required. DfT support has been requested.	*-
All 22 kV S,S&P locations energized	30-Jun-18	29-Jul-18	--29	Fault with voltage transformers has led to further delay. New programme issued	*-
Commence Transition Testing @ GWML	14-Jul-18	09-Sep-18	-57	Securing NR possessions not yet achieved. Discussions continuing to finalise. DfT support has been requested.	*-
Delivery Yellow Plant (RPM, ET01, ET02)	27-Jul-18	04-Aug-18	-8		-
CBTC Authorised for	26-Jun-	02-Jul-	-6		*-

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FLU for Trial Running	18	18			
Commencement of Trial Running under CCRRB (Construction Rule Book)	05-Aug-18	11-Sep-18	-37	Revised milestone description and date based on extended durations for construction and dynamic testing. MOHS milestone date yet to be formally revised	*-
22no. Cl.345 FLUs Available for Trial Running	13-Aug-18	10-Aug-18	3		*-
Stage 3 - Paddington to Abbey Wood					
Trial Operations					
ORR Issue Safety Authorisation to RfLI	07-Jun-18	23-May-18	15	COMPLETE	*«
Training completed for RfLI in support of Handover of Routeway	05-Jul-18	14-Sep-18	-71	Production of training materials is being prioritised to ensure RfLI can train the maintenance and station staff first as they are the most urgent people	-
Sufficient RfLI Ops & Maintenance. Staff Trained and Competent as IM	03-Aug-18	10-Sep-18	-38	Production of training materials is being prioritised to ensure RfLI can train the maintenance and station staff first as they are the most urgent people	-
Training Delivered to allow the Introduction of the RfLI Rule Book	03-Aug-18	03-Aug-18	0		«
Final COS safety case updated and submitted to RABC	31-Aug-18	31-Aug-18	0		«
Handover of routeway to RfLI	05-Aug-18	1-Oct-18	-57	Reflects revised plan for handovers, trial running and trial operations. MOHS milestone date yet to be formally revised	-
Commence combined Elizabeth line trials (trial operation)	09-Sep-18	01-Oct-18	-22	Reflects revised plan for handovers, trial running and trial operations. MOHS milestone date yet to be formally revised	«
Passenger Service					
Submit Technical File to ORR	17-Sep-18	17-Sep-18	0		«
CBTC Authorised for Passenger Service	10-Oct-18	02-Aug-18	69		«
PML ATS Re-energised including NR feed	15-Oct-18	09-Oct-18	6		□
Temporary services recovery complete	09-Nov-18	30-Sep-18	40	Mitigated programme from C610 received.	*□
Opening of Stage 3 - Central Section Paddington L/L to Abbey Wood	09-Dec-18	09-Dec-18	0		«

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

Substantial Completion of Stage 3					
Plumstead Maintenance Facility Completion (Initial IM access)	21-Nov-18	21-Nov-18	0		-
Final Handover of all Stations, Shafts and Portals	28-Nov-18	28-Nov-18	0		«
Plumstead Stabling Sidings Completion	29-Mar-19	29-Mar-19	0		«
Stage 3 - Paddington to Abbey Wood					
LU Stations 'Staged Completion' - for LU Familiarisation and Trial Ops.					
Whitechapel Station	16-Aug-18*	16-Aug-18	0	Handover to IM 8-Oct-18	«
Bond Street Station	31-Oct-18*	31-Oct-18	0	Handover to IM 28-Nov-18	«
Liverpool Street Station	02-Sep-18*	02-Sep-18	0	Handover to IM 24-Oct-18	«
Tottenham Court Road Station	02-Aug-18	02-Aug-18	0	Handover to IM 12-Oct-18	«
Farringdon Station	17-Aug-18	17-Aug-18	0	Handover to IM 29-Oct-18	«
RFLI Stations 'Staged Completion' - for RFLI/MTR Familiarisation and Trial Ops.					
Paddington Station	29-Jul-18*	29-Jul-18*	0	Handover to IM 15-Oct-18	«
Custom House Station	28-Jul-18	28-Jul-18	0	Handover to IM 27-Jul-18	«
Woolwich Station	09-Sep-18*	09-Sep-18*	0	Handover to IM 31-Oct-18	«
Canary Wharf Station	05-Jul-18*	05-Jul-18	0	Handover to IM 29-Sep-18	«
Date with * = Dates are drawn from first draft of handover execution plans					
Stage 4 - Paddington to Abbey Wood & Shenfield					
Required no. units available for Stage 4 (55 FLU & 5 RLU)	17-May-19	8-May-19	9		«
Opening of Stage 4 - Paddington L/L to Abbey Wood and Shenfield	19-May-19	19-May-19	0		«
Stage 5 - Full Crossrail Service					
70 Trains Delivered for Stage 5. (Including RLU to FLU Reconfiguration)	13-Dec-19	16-Oct-19	58		«
Opening of Stage 5 - Reading & Heathrow to Abbey Wood and Shenfield	15-Dec-19	15-Dec-19	0		«

Appendix B: List of Acronyms

Acronym	Description
APIS	Authorisation for Placing Into Service
ATC	Alstom, TSO, Costain joint venture
ATFS	Auto Transformer Feeder Station
BT	Bombardier Transportation
CBTC	Communications Based Train Control
CRL	Crossrail Limited
DfT	Department for Transport

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ET01/02	Engineering Train
ETCS	European Train Control System
FLU	Full Length Unit
GEML	Great Eastern Mainline
GSM-R	Global System for Mobile Communications – Railway
GWML	Great Western Mainline
LU	London Underground
MNO	Mobile Network Operators
MOHS	Master Operating Handover Schedule
MTRC	Mass Transit Railway - Crossrail
MTS	Mayor's Transport Strategy
ORR	Office of Rail & Road
PML	Pudding Mill Lane
PSD	Platform Screen Door
RAB (C)	RfL Assurance Board for Crossrail
RfL	Rail for London
RPM	Railway Profiling Machine
S, S&P	Station Shafts and Portals
TBC	to be confirmed
TCMS	Train Control Management System
TfL	Transport for London
TPH	Trains per hour
WBP	Westbourne Park

Appendix C: Joint TfL and Bombardier Weekly Report
Elizabeth line - Bombardier Weekly Report 11 June 2018

Note No: 14

Key Activities and Issues

- 49 trains have been completed in Derby by Bombardier, which is in line with the plan.
- Five 7-Car trains continue to be used on TfL Rail services between Paddington and Hayes & Harlington based at Old Oak Common. The remaining ten 7-Car trains remain at Ilford Depot and are available for passenger service on the Liverpool Street to Shenfield line. Availability and reliability has been good.
- Good progress continues to be made in bringing Old Oak Common Depot in to full use. Section C of the Depot was energised on 2 June prior to planning bringing into use on 11 June.
- Bombardier is focused on delivering its reliability growth plan. This targets a mean distance between service affecting failures (the standard industry measure) of 10,000 miles by 26 June 2018, based on 15 modifications and software updates that will reduce or eliminate current faults. Reliability continues to improve, in the 4 weeks leading up to 26 May, it was just over 4,000 miles between service affecting failures, up from 2,000 miles the previous four weeks and 1,000 in the four weeks before that. All parties continue to work together to improve there continues to be a drive to achieve the targets.
- Three 9-Car trains are being used for driver training on the Great Western route (between Paddington and Heathrow / Reading) and four 9-Car trains are being used for testing, three in the Elizabeth line central tunnel section between Whitechapel and Abbey Wood (Dynamic Testing) and one for pre-testing in the Heathrow tunnels.
- The next dynamic testing in the tunnels between Canary Wharf and Abbey Wood started 8 June and include train and signalling testing using new software updates (Release 7.2) from Bombardier and also from Siemens (Release 3.0.10) as well as platform door testing.
- Release 7.2 of the train control management software has been tested on the rigs at Derby and testing continues at Melton test track. Testing commenced 3 weeks behind schedule. The tests completed so far will support the current dynamic testing programme in the tunnels but issues have been found with the interface with ETCS. This can be switched off for current testing but needs to be resolved.
- Bombardier is currently completing further testing at Derby and Melton. A further release 7.2.2 is being

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produced to incorporate fixes to all 68 defects in 7.2.1.3. Release 7.2.2 is planned to be built on 15 June. If successful, this is not expected to have any impact on other dates in the programme.

- Bombardier has produced a plan and programme for assurance activities. With a large amount of testing and the number of releases ahead, this is a key area of focus.
- There was a successful meeting with the safety regulator (the Office of Rail and Road) on 21 May at which the ORR were briefed on Bombardier's approach to securing the necessary approvals. Bombardier continues to review the resources assigned to this crucial activity.
- Going forward, testing schedules will also depend on the software releases from Siemens, who supply the signalling system that is fitted to the tunnels. A senior CRL/TfL/Siemens meeting took place in Germany on 5 June to review the Siemens testing programme. Weekly meetings continue between Bombardier, Siemens, Crossrail and TfL, to improve joint testing, coordination of software release programmes and bug fixing. These meetings are productive, time devoted to them has been increased and direct BT/Siemens liaison and escalation meetings have also been established.
- Further pre-testing of the European Train Control System ('ETCS') in the Heathrow tunnels has been deferred as the latest software (Release 7.2) has some ETCS functions switched off, to simplify approvals for the central section testing and testing using the previous software version (Release 6.1) has been completed).

•
Key Programme Milestones – Changes to previously reported dates are in red

Stage 2	P80 Programme (V3_5_1) 11 th Jan	Current Forecast
Approval for driver training on Great Western routes excluding European Train Control System	27 Feb	Completed - submitted 5 March
Commence build of TCMS release 7.3 (the Stage 2 passenger service software)	26 June	26 June
Independent Safety Assessment body ('ISA') approval for European Train Control System MR3 software necessary for Stage 2	6 August	6 August
Independent Safety Assessment body ('ISA') approval for TCMS release 7.3	18 September	18 September
Approval for European Train Control System driver training on Great Western	24 Aug	12 Oct
Approvals for European Train Control System Passenger Service	28 Sept	19 Nov
Stage 3		
Completion of Transition testing at Melton ready for Central Operating Section Dynamic Testing	29 Jan	Completed
Commence build of TCMS release 7.2 (the Stage 3 passenger service software)	24 April	Completed
Independent Safety Assessment body ('ISA') approval for European Train Control System MR2 software necessary for Stage 3	22 May	13 June (was 11 June)
Approval of CBTC signalling for Central Operating Section Trial Operations	22 Jun	26 Jun
Availability of 22 trains for Trial Running in the Central Operating Section	13 Aug	13 Aug
Approval of Class 345 for Stage 3 Passenger Service	10 Oct	10 Oct
Start of Stage 3 Passenger Service	9 Dec	9 Dec

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Old Oak Common Depot		
Section A Brought into Use	1 Mar	Completed
Section B1 Brought into Use	11 Apr	Completed
Section C Brought into Use	30 May	Completed

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Adams Simon](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: Mayors- BT Chairman"s Draft Weekly
Date: 22 June 2018 18:55:51
Attachments: [Mayors-Chairmans Weekly 250618.docx](#)

This week's draft. Comments Monday morning please.

Kind regards

Howard

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Adams Simon](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: Mayors- BT Chairman"s Draft Weekly
Date: 22 June 2018 18:55:59
Attachments: [Mayors-Chairmans Weekly 250618.docx](#)

This week's draft. Comments Monday morning please.

Kind regards

Howard

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Tucker John](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Wallace Andrew \(London Rail\)](#)
Subject: RE: BT Mayors Weekly Report
Date: 04 June 2018 10:19:10
Attachments: [Mayor-Chairman"s Weekly 010618 \(2\).docx](#)

Howard,
Thanks for this. Attached is the note with my amends and comments.
Thanks,
Sylvia

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

Sent: 01 June 2018 17:56

To: Mannah Sylvia; Tucker John; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard

Cc: Wild Mark (MD); Clarke Phil (ELLP)

Subject: BT Mayors Weekly Report

After the week off from reports heres the latest draft. Nothing dramatic, yellow highlights are things I've asked BT to specifically confirm – not expecting any surprises.

Comments if poss early Monday.

Good weekend

Howard

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From: [Erica Walker](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Claire Hamilton](#); [Steer Tim](#)
Cc: [Doyne Stephanie](#); [Keane Kate](#)
Subject: Re: Delay to weekly update on Elizabeth line
Date: 19 June 2018 19:34:17

Thanks Andy, appreciated the update – I spoke to Steph earlier and she let me know

From: Brown Andy
Date: Tuesday, 19 June 2018 at 18:54
To: Erica Walker , Claire Hamilton , Tim Steer
Cc: Doyne Stephanie , Keane Kate
Subject: Delay to weekly update on Elizabeth line

Hi all

Just a quick note to apologise and say that we are hoping to get the Mayor’s weekly update on the Elizabeth line over tomorrow morning -- we just need to clear up a few points with the team first.

Andy

██████████ | ██████████

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [external howard Smith](#); [Shaunadevlin](#)
Subject: RE: Gentle reminder
Date: 22 June 2018 16:51:29

Hi Sylvia – re your comment – there were faults with this particular train which had instrumentation on board to carry out specific tests with the OHLE.

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: 22 June 2018 12:47

To: Lucy Findlay; Zavitz Richard; Adams Simon

Cc: Howard Smith; Shauna Devlin

Subject: RE: Gentle reminder

Lucy and Richard,

Many thanks for the updates. Attached is the updated briefing note with a comment.

Howard, Shauna has updated me so I know you're on the case.

Thanks,

Sylvia

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

Sent: 22 June 2018 10:07

To: Mannah Sylvia; Zavitz Richard; Adams Simon

Cc: external howard Smith

Subject: RE: Gentle reminder

Here you go Sylvia

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: 22 June 2018 09:08

To: Lucy Findlay; Zavitz Richard; Adams Simon

Subject: Gentle reminder

Weekly note time please ☺

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: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shaunadevlin](#)
Subject: RE: Gentle reminder
Date: 22 June 2018 12:49:35

Thanks – yes just getting further info from BT, will get something over later this afternoon together with comments on this.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 22 June 2018 12:47
To: Lucy Findlay; Zavitz Richard; Adams Simon
Cc: Howard Smith; Shauna Devlin
Subject: RE: Gentle reminder

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Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 22 June 2018 10:07
To: Mannah Sylvia; Zavitz Richard; Adams Simon
Cc: external howard Smith
Subject: RE: Gentle reminder

Here you go Sylvia

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: 22 June 2018 09:08
To: Lucy Findlay; Zavitz Richard; Adams Simon
Subject: Gentle reminder

Weekly note time please ☺

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: [Findlay Lucy](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [external howard Smith](#); [Shaunadevlin](#)
Subject: RE: Gentle reminder
Date: 22 June 2018 12:47:17
Attachments: [Weekly Mayor Update 250618.docx](#)

Lucy and Richard,
Many thanks for the updates. Attached is the updated briefing note with a comment.
Howard, Shauna has updated me so I know you're on the case.
Thanks,
Sylvia

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

Sent: 22 June 2018 10:07

To: Mannah Sylvia; Zavitz Richard; Adams Simon

Cc: external howard Smith

Subject: RE: Gentle reminder

Here you go Sylvia

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: 22 June 2018 09:08

To: Lucy Findlay; Zavitz Richard; Adams Simon

Subject: Gentle reminder

Weekly note time please ☺

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: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [external howard Smith](#)
Subject: RE: Gentle reminder
Date: 22 June 2018 10:07:18
Attachments: [Weekly Mayor Update 250618.docx](#)

Here you go Sylvia

Lucy

Lucy Findlay | Chief of Staff

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

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shaunadevlin](#)
Subject: RE: Gentle reminder
Date: 22 June 2018 19:17:16
Attachments: [Weekly Mayor Update 250618 \(HS\).docx](#)

Belated suggestions from me, mainly for clarity. Only substantive point is to change the wording around testing windows as we have a (short) one underway at present, which I've noted in the BT report, so have amended this report which previously looked ahead to 30 June as the next window.

Kind regards and good weekend to all
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 22 June 2018 12:47
To: Lucy Findlay; Zavitz Richard; Adams Simon
Cc: Howard Smith; Shauna Devlin
Subject: RE: Gentle reminder

Lucy and Richard,

Many thanks for the updates. Attached is the updated briefing note with a comment.

Howard, Shauna has updated me so I know you're on the case.

Thanks,
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 22 June 2018 10:07
To: Mannah Sylvia; Zavitz Richard; Adams Simon
Cc: external howard Smith
Subject: RE: Gentle reminder

Here you go Sylvia

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: 22 June 2018 09:08
To: Lucy Findlay; Zavitz Richard; Adams Simon
Subject: Gentle reminder

Weekly note time please ☺

Sylvia Mannah

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

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From: [Wallace Andrew \(London Rail\)](#)
To: [Mannah Sylvia](#)
Subject: Re: Mayor report :Cost section
Date: 04 June 2018 11:38:43

Hi Sylvia,

Sorry I am editing from an iPad so apologies for it being a bit fragmented.

Comment 1 - this isnt new but fairly fundamental to the way the project is now being delivered so I've tweaked it a little.

Hopefully the rest below is straightforward but do shout if you need anything further.

Andy

TfL Rail services between Paddington and Heathrow and Hayes & Harlington commenced on 20 May 2018. The existing Heathrow Connect rolling stock continues to be used for service from Paddington to the Heathrow with the to the Class 345 trains operating between Paddington and Hayes & Harlington. The service has been running without major incident achieving higher punctuality than the previous Great Western and Heathrow Connect services.

1.2 Tunnel fit-out activities are continuing in advance of the next train testing window on 8 June. Station fit-out and testing activities remain ongoing. The “power on” of the western tunnel section (Paddington to Whitechapel) remains on schedule to start testing in that section from 11 June.

1.3 The continued use of testing [\[S1\]](#) windows has improved the productivity of tunnel fit-out activities and testing carried out by reducing down-time between team handovers and logistical constraints in accessing the tunnels. [\[S2\]](#) However, challenges remain in completing some critical activities including all the installation of cables as well as train testing. in CRL's programme.

1.4 A revised plan is under development with input from [\[S3\]](#) CRL, their contractors, LU, RfL and MTR 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 in the coming weeks once finalised.

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

1.6 There is a significant volume of safety, assurance and approvals documentation required in order to support bringing the railway into use and commencing passenger service [\[S4\]](#) . CRL has escalated its concerns with contractors around the need to increase the rate of submissions to the safety assurance bodies.

Sent from my iPad

On 4 Jun 2018, at 11:12, Mannah Sylvia <██████████@tfl.gov.uk> wrote:

<!--[if !supportAnnotations]--><!--[endif]-->

Andrew,

Thanks for this. Please see below with some comments from me. I have made some tweaks so please do have another ready so make sure it all makes sense.

Thanks,

Sylvia

<!--[if !supportLists]-->1.1 <!--[endif]-->TfL Rail services between Paddington and Heathrow and Hayes & Harlington commenced on 20 May 2018. The existing Heathrow Connect rolling stock

continues to be used for service from Paddington to the Heathrow with the to the Class 345 trains operating between Paddington and Hayes & Harlington. The service has been running without major incident achieving higher punctuality than the previous Great Western and Heathrow Connect services.

<!--[if !supportLists]-->1.2 <!--[endif]--> Tunnel fit-out activities are continuing in advance of the next train testing window on 8 June. Station fit-out and testing activities remain ongoing. The “power on” of the western tunnel section (Paddington to Whitechapel) remains on schedule to start testing in that section from 11 June.

<!--[if !supportLists]-->1.3 <!--[endif]--> Creation of testing <!--[if !supportAnnotations]-->[\[S1\]](#)<!--[endif]--> windows has improved the productivity of tunnel fit-out activities and testing carried out by reducing down-time between team handovers and logistical constraints in accessing the tunnels. <!--[if !supportAnnotations]-->[\[S2\]](#)<!--[endif]--> However, challenges remain in completing some critical activities including all the testing and cable installation required by the dates established in CRL’s current master operational handover schedule.

<!--[if !supportLists]-->1.4 <!--[endif]--> A revised plan is under development with input from all involved parties <!--[if !supportAnnotations]-->[\[S3\]](#)<!--[endif]--> 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 in the coming weeks once finalised.

<!--[if !supportLists]-->1.5 <!--[endif]--> The provision of asset data, operation and maintenance manuals and training materials by contractors remains challenging. The data is needed to support the handover and bringing into use of the central tunnel 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.

<!--[if !supportLists]-->1.6 <!--[endif]--> 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<!--[if !supportAnnotations]-->[\[S4\]](#)<!--[endif]--> . CRL has escalated its concerns with contractors around the need to increase the rate of submissions to the safety assurance bodies.

From: Wallace Andrew (London Rail)

Sent: 04 June 2018 07:49

To: Mannah Sylvia

Subject: RE: Mayor report :Cost section

No problem. I hope you had a good week off.

From: Mannah Sylvia

Sent: 04 June 2018 07:49

To: Wallace Andrew (London Rail)
Subject: Re: Mayor report :Cost section
Thanks Andrew.

Sent from my iPhone

On 4 Jun 2018, at 07:47, Wallace Andrew (London Rail)

<[REDACTED]@tfl.gov.uk> wrote:

Sylvia,

Please find below the cost update for the weekly report from Richard. I understand that Lucy is still on leave so I've had a crack at updating the headlines section as well. Not a great deal has changed and we're still awaiting further detail regarding the programme for trial running / operations so I've left it largely as is.

Any questions, let me know.

Andy

<!--[if !supportLists]-->1.1 <!--[endif]-->TfL Rail services between Paddington and Heathrow and Hayes and Harlington commenced on 20 May 2018 using a combination of existing Heathrow Connect trains and new Class 345 trains. The service has been running without major incident achieving higher punctuality than the previous Great Western and Heathrow Connect services.

<!--[if !supportLists]-->1.2 <!--[endif]-->Tunnel fit-out activities are continuing in advance of the next train testing window on 8 June. Station fit-out and testing activities remain ongoing. The "power on" of the western tunnel section (Paddington to Whitechapel) remains on schedule to start testing in that section from 11 June.

<!--[if !supportLists]-->1.3 <!--[endif]-->Creation of testing windows has improved the productivity of tunnel fit-out activities and testing carried out by reducing down-time between team handovers and logistical constraints in accessing the tunnels. However, challenges remain in completing some critical activities including all the testing and cable installation required by the dates established in CRL's current master operational handover schedule.

<!--[if !supportLists]-->1.4 <!--[endif]-->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 in the coming weeks once finalised.

<!--[if !supportLists]-->1.5 <!--[endif]-->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.

1.6 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. CRL has escalated its concerns with contractors around the need to increase the rate of submissions to the safety assurance bodies.

From: Zavitz Richard
Sent: 31 May 2018 20:21
To: Wallace Andrew (London Rail)
Subject: Mayor report :Cost section

Hi Andy,

Finally before I sign off, find below an update to the cost section of the weekly mayor report. Feel free to update as needed.

Thanks

Richard

3.1 CRL's costs are reported on a periodic basis and are available up to the end of Period

01 (up to 28 April 2018). The forecast for the delivery of the central section has remained at £12,723m after an increase of £256m in Period 13. The forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m and a breach in funding has formally been reported in the Crossrail semi-annual construction report. We are working with the DfT to agree how to jointly resolve the funding shortfall.

3.2 Crossrail Limited have advised that the final cost outturn is likely to be between £211m and £315m above currently available funding and if there are schedule challenges to deliver Stage 3 the cost outturn could increase to about £370m above currently available funding. The Sponsor-led review into some of the critical contracts (including systemwide and select stations) continues in order to assess the confidence of the cost scenarios and the level of required funding. The current findings suggest that the most likely outturn cost is aligned with the scenario where the Stage 3 opening is maintained through substantial workarounds (estimated at £280m above currently available funding).

3.3 The reported cost for Network Rail's delivery of the On Network Works remained at £2,530m in Period 01. NR has indicated further risks in the range of [REDACTED] with a funding request of [REDACTED] to be funded from NR contingency. DfT will hold a Director-level meeting in June with NR and CRL to scrutinise the cost range and the remaining financial and commercial risks.

3.4 The increase in costs above currently agreed funding will be

made public in the annual Written Ministerial Statement that is being prepared for Parliament the week of 11 June. In addition, TfL, DfT, and CRL will coordinate the release of press statements and Q&A to accompany the WMS. We will be particularly focused on balancing the narrative 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.

<!--[if !supportAnnotations]-->

<!--[endif]-->

<!--[if !supportAnnotations]-->

<!--[endif]--><!--[if !supportAnnotations]--><!--[endif]-->

<!--[if !supportAnnotations]-->[\[S1\]](#)<!--[endif]-->Is this new?

<!--[if !supportAnnotations]-->

<!--[endif]-->

<!--[if !supportAnnotations]-->

<!--[endif]--><!--[if !supportAnnotations]--><!--[endif]-->

<!--[if !supportAnnotations]-->[\[S2\]](#)<!--[endif]-->Can you please simplify this?

<!--[if !supportAnnotations]-->

<!--[endif]-->

<!--[if !supportAnnotations]-->

<!--[endif]--><!--[if !supportAnnotations]--><!--[endif]-->

<!--[if !supportAnnotations]-->[\[S3\]](#)<!--[endif]-->Can we list who the parties are?

<!--[if !supportAnnotations]-->

<!--[endif]-->

<!--[if !supportAnnotations]-->

<!--[endif]--><!--[if !supportAnnotations]--><!--[endif]-->

<!--[if !supportAnnotations]-->[\[S4\]](#)<!--[endif]-->Please simplify

<!--[if !supportAnnotations]-->

<!--[endif]-->

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

From: [Brown Mike \(Commissioner\)](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Thomson Linda](#); [Keane Kate](#); [Doyne Stephanie](#)
Subject: Re: Mayoral update on Elizabeth line - TFL restricted
Date: 12 June 2018 16:43:43
Attachments: [image002.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

I think it looks ok. Thanks. Mike

Sent from my iPhone

On 12 Jun 2018, at 15:38, Brown Andy (Corporate Affairs) <[REDACTED]@tube.tfl.gov.uk> wrote:

Hi Mike

Sorry to do this by email but please could you let me know if you are happy for us to send this weekly update (attached and below) to the Mayor's office?

Thanks

Andy



TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 11 June 2018

<!--[if !vml]--><!--[endif]--><!--[if !vml]--><!--[endif]-->

<!--[if !supportLists]-->1 <!--[endif]-->Purpose

<!--[if !supportLists]-->1.1 <!--[endif]-->Weekly update to the Mayor outlining progress and challenges ahead of the launch of the Elizabeth line.

<!--[if !supportLists]-->1.2 <!--[endif]-->The Mayor is asked to NOTE this briefing.

<!--[if !supportLists]-->2 <!--[endif]-->Headlines

<!--[if !supportLists]-->2.1 <!--[endif]-->A significant train testing window was completed from 8 June to 11 June. It included, for the first time, the running (at low speeds) of a Class 345 unit through the full length of the tunnels from Pudding Mill Lane to Westbourne Park. This follows the successful powering and short circuit testing of the Paddington to Abbey Wood section of the tunnels.

<!--[if !supportLists]-->2.2 <!--[endif]-->Station fit-out and testing activities remain ongoing. Crossrail Ltd (CRL) are continuing to work with the Infrastructure Managers to refine the Handover Execution Plans, which define and agree the sequence of handing over station and system elements.

<!--[if !supportLists]-->2.3 <!--[endif]-->Together with CRL, we met with senior representatives from Siemens in Germany on 5 June, to review the Siemens Crossrail programme including its interface with Bombardier. We are working with them to prioritise the testing activities and ensure that there is sufficient time in the revised delivery plan both to complete the railway's construction and carry out the necessary testing. This remains an area of serious attention.

<!--[if !supportLists]-->2.4 <!--[endif]-->CRL has escalated, to the DfT through Sponsors, the railway access requests it needs from Network Rail (NR) this autumn for installation and testing of the signalling transitions to the east and west of the tunnel sections. These possessions are vital for completion of train testing and Stage 3 delivery.

<!--[if !supportLists]-->2.5 <!--[endif]-->In addition, NR has raised [REDACTED] [REDACTED] they have received for the upgrades of western stations (Acton Mainline, Ealing Broadway, West Ealing, Southall, Hayes and West Drayton). These issues have the potential to delay the award of construction contracts, which then threatens effective use of the Christmas

2018 possession periods and delivery of the station upgrades in December 2019. CRL is supporting NR to overcome these issues.

2.6 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. CRL continues to apply pressure on contractors at senior level to provide materials to meet training and handover plans, and has worked with TfL to prioritise the production schedule.

2.7 There remains a significant volume of safety assurance and approvals required in order to support increasingly complex aspects of train testing and ultimately bring the railway into safe operation. The rate of submissions to the safety assurance bodies still needs to increase but relies on the information being available when required. CRL has established weekly metrics to monitor activity as well as continuing to escalate with contractors at a senior level.

3 Costs

3.1 CRL's costs are reported on a periodic basis and are available up to the end of Period 1 (up to 26 May 2018). The forecast for the delivery of the central section has remained at £12,723m at the end of Period 1.

3.2 At the end of Period 1, the forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m. A breach in funding has been reported formally in the Crossrail semi-annual construction report issued to TfL and DfT officials (Sponsors) following the CRL Board meeting on 24 May.

3.3 The forecast cost for Network Rail's (NR) 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 continuing to work with the DfT to agree how to jointly resolve the funding shortfall. The Sponsors anticipate the increase in costs above the currently agreed funding will be made public in the annual Written Ministerial Statement (WMS) that is being prepared for Parliament for publication before the end of June.

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.

4 Programme and Schedule

4.1 The key commitments and dates in Crossrail's Master Operational Handover Schedule (MOHS) 2018 with key issues are provided in the appendix A.

5 Appendix

Appendix A: Key milestones from MOHS 2018 schedule with key issues

Appendix B: List of Acronyms

Appendix C: Joint TfL and Bombardier Weekly Report

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 02 (up to 26 May 2018).

Key: On track

Behind target but not impacting on critical path to Stage 3

Behind target and at risk of impacting critical path to Stage 3 services

Elizabeth Line Readiness Key Milestones	Target	Forecast	Variance	Critical path RAG	Periodic Trend
Stage 2 Phase 2 - Paddington to Heathrow					

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

ETCS Ready for Formal Heathrow Testing	24-Aug-18	24-Aug-18	0		«
ETCS Approval to Operate for Driver Training	24-Aug-18	12-Oct-18	-49	Bombardier's software file is late. This has delayed approval to start driver training and ORR authorisation. This means the start of Phase 2 (when all the C345s will go in the Heathrow tunnels) services has been delayed.	«
ORR Authorisation for On-board Signalling	28-Sep-18	19-Nov-18	-52		
Commence Stage 2 Phase 2 with ETCS functionality	28-Oct-18	TBC	<i>(Dependent on Unit Availability for Driver Training).</i>		
Stage 3 - Paddington to Abbey Wood					
Dynamic Testing					
PSD Ready for Dynamic Testing in Zone 1	09-Apr-18	05 Jun-18	-57	All units physically installed. Electrical installation ongoing. Recovery programme continues to be discussed	*«
Provide all Trains to Systemwide for Dynamic Testing (3rd & 4th FLUs)	07 Jun-18	07-Jun-18	0	Train delivery re-scheduled "just in time" for test window 4 (multiple trains). Date change managed through BT Deed of amendment	«
Linewide SCADA available in Zones 3 & 4	30-May-18	30-May-18	0	COMPLETE	*«
Signalling infrastructure ready for DT in Zones 3 & 4	07-Jun-18	19-Jul-18	-42	Availability now forecast for Testing Window 7 commencing 19 July. Some risk to forecast date with mitigation required.	*-
GSM-R infrastructure ready for DT in Zones 1 to 4	30 July-18	25-Jul-18	5	Medium risk based on update from Siemens	*«
Permanently energise OHLE Zones 3 & 4	10-Jun-18	08-Jun-18	2		*«
Start Dynamic Testing (Zones 3 & 4)	11-Jun-18	11-Jun-18	0		«
Start Dynamic Testing (Zones 1,2,3 & 4)	30-Jun-18	06-Aug-18	-37	Knock on impact from delay in signalling infrastructure readiness in Z3&4	*-
Trial Running					
All 11 kV S,S&P locations	15-Apr-	02-Jun-	-48	Consequences of delayed permanent power to stations, shafts and	*-

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

energized	18	18		portals are being mitigated.	
Commence Transition Testing @ GEML	30-Jun-18	11-Aug-18	-42	Confirmation of NR possessions required. DfT support has been requested.	*-
All 22 kV S,S&P locations energized	30-Jun-18	29-Jul-18	--29	Fault with voltage transformers has led to further delay. New programme issued	*-
Commence Transition Testing @ GWML	14-Jul-18	09-Sep-18	-57	Securing NR possessions not yet achieved. Discussions continuing to finalise. DfT support has been requested.	*-
Delivery Yellow Plant (RPM, ET01, ET02)	27-Jul-18	04-Aug-18	-8		-
CBTC Authorised for FLU for Trial Running	26-Jun-18	02-Jul-18	-6		*-
Commencement of Trial Running under CCRRB (Construction Rule Book)	05-Aug-18	11-Sep-18	-37	Revised milestone description and date based on extended durations for construction and dynamic testing. MOHS milestone date yet to be formally revised	*-
22no. Cl.345 FLUs Available for Trial Running	13-Aug-18	10-Aug-18	3		*-
Stage 3 - Paddington to Abbey Wood					
Trial Operations					
ORR Issue Safety Authorisation to RfLI	07-Jun-18	23-May-18	15	COMPLETE	*«
Training completed for RfL in support of Handover of Routeway	05-Jul-18	14-Sep-18	-71	Production of training materials is being prioritised to ensure RfL can train the maintenance and station staff first as they are the most urgent people	-
Sufficient RfLI Ops & Maintenance. Staff Trained and Competent as IM	03-Aug-18	10-Sep-18	-38	Production of training materials is being prioritised to ensure RfL can train the maintenance and station staff first as they are the most urgent people	-
Training Delivered to allow the Introduction of the RfLI Rule Book	03-Aug-18	03-Aug-18	0		«
Final COS safety case updated and submitted to RABC	31-Aug-18	31-Aug-18	0		«

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

Handover of routeway to RfLI	05-Aug-18	1-Oct-18	-57	Reflects revised plan for handovers, trial running and trial operations. MOHS milestone date yet to be formally revised	-
Commence combined Elizabeth line trials (trial operation)	09-Sep-18	01-Oct-18	-22	Reflects revised plan for handovers, trial running and trial operations. MOHS milestone date yet to be formally revised	«
Passenger Service					
Submit Technical File to ORR	17-Sep-18	17-Sep-18	0		«
CBTC Authorised for Passenger Service	10-Oct-18	02-Aug-18	69		«
PML ATS Re-energised including NR feed	15-Oct-18	09-Oct-18	6		□
Temporary services recovery complete	09-Nov-18	30-Sep-18	40	Mitigated programme from C610 received.	*□
Opening of Stage 3 - Central Section Paddington L/L to Abbey Wood	09-Dec-18	09-Dec-18	0		«
Substantial Completion of Stage 3					
Plumstead Maintenance Facility Completion (Initial IM access)	21-Nov-18	21-Nov-18	0	Green	-
Final Handover of all Stations, Shafts and Portals	28-Nov-18	28-Nov-18	0	Green	«
Plumstead Stabling Sidings Completion	29-Mar-19	29-Mar-19	0	Green	«
Stage 3 - Paddington to Abbey Wood					
LU Stations 'Staged Completion' - for LU Familiarisation and Trial Ops.					
Whitechapel Station	16-Aug-18*	16-Aug-18	0	Handover to IM 8-Oct-18	«
Bond Street Station	31-Oct-18*	31-Oct-18	0	Handover to IM 28-Nov-18	«
Liverpool Street Station	02-Sep-18*	02-Sep-18	0	Handover to IM 24-Oct-18	«
Tottenham Court Road Station	02-Aug-18	02-Aug-18	0	Handover to IM 12-Oct-18	«
Farringdon Station	17-Aug-18	17-Aug-18	0	Handover to IM 29-Oct-18	«
RFLI Stations 'Staged Completion' - for RFLI/MTR Familiarisation and Trial Ops.					
Paddington Station	29-Jul-18*	29-Jul-18*	0	Handover to IM 15-Oct-18	«
Custom House Station	28-Jul-18	28-Jul-18	0	Handover to IM 27-Jul-18	«
Woolwich Station	09-Sep-18*	09-Sep-18*	0	Handover to IM 31-Oct-18	«
Canary Wharf Station	05-Jul-18*	05-Jul-18	0	Handover to IM 29-Sep-18	«
Date with * = Dates are drawn from first draft of handover execution plans					

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

Stage 4 - Paddington to Abbey Wood & Shenfield					
Required no. units available for Stage 4 (55 FLU & 5 RLU)	17-May-19	8-May-19	9	Green	«
Opening of Stage 4 - Paddington L/L to Abbey Wood and Shenfield	19-May-19	19-May-19	0	Green	«
Stage 5 - Full Crossrail Service					
70 Trains Delivered for Stage 5. (Including RLU to FLU Reconfiguration)	13-Dec-19	16-Oct-19	58		«
Opening of Stage 5 - Reading & Heathrow to Abbey Wood and Shenfield	15-Dec-19	15-Dec-19	0		«

Appendix B: List of Acronyms

APIS	Authorisation for Placing Into Service
ATC	Alstom, TSO, Costain joint venture
ATFS	Auto Transformer Feeder Station
BT	Bombardier Transportation
CBTC	Communications Based Train Control
CRL	Crossrail Limited
DfT	Department for Transport
ET01/02	Engineering Train
ETCS	European Train Control System
FLU	Full Length Unit
GEML	Great Eastern Mainline
GSM-R	Global System for Mobile Communications – Railway
GWML	Great Western Mainline
LU	London Underground
MNO	Mobile Network Operators
MOHS	Master Operating Handover Schedule
MTRC	Mass Transit Railway - Crossrail
MTS	Mayor's Transport Strategy
ORR	Office of Rail & Road
PML	Pudding Mill Lane
PSD	Platform Screen Door
RAB (C)	RfL Assurance Board for Crossrail
RfL	Rail for London
RPM	Railway Profiling Machine
S, S&P	Station Shafts and Portals
TBC	to be confirmed
TCMS	Train Control Management System
TfL	Transport for London
TPH	Trains per hour
WBP	Westbourne Park

Appendix C: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 11 June 2018

Note No: 14

Key Activities and Issues

49 trains have been completed in Derby by Bombardier, which is in line with the plan.

Five 7-Car trains continue to be used on TfL Rail services between Paddington and Hayes & Harlington based at Old Oak Common. The remaining ten 7-

Car trains remain at Ilford Depot and are available for passenger service on the Liverpool Street to Shenfield line. Availability and reliability has been good.

<!--[if !supportLists]-->•<!--[endif]-->Good progress continues to be made in bringing Old Oak Common Depot in to full use. Section C of the Depot was energised on 2 June prior to planning bringing into use on 11 June.

<!--[if !supportLists]-->•<!--[endif]-->Bombardier is focused on delivering its reliability growth plan. This targets a mean distance between service affecting failures (the standard industry measure) of 10,000 miles by 26 June 2018, based on 15 modifications and software updates that will reduce or eliminate current faults. Reliability continues to improve, in the 4 weeks leading up to 26 May, it was just over 4,000 miles between service affecting failures, up from 2,000 miles the previous four weeks and 1,000 in the four weeks before that. All parties continue to work together to improve there continues to be a drive to achieve the targets.

<!--[if !supportLists]-->•<!--[endif]-->Three 9-Car trains are being used for driver training on the Great Western route (between Paddington and Heathrow / Reading) and four 9-Car trains are being used for testing, three in the Elizabeth line central tunnel section between Whitechapel and Abbey Wood (Dynamic Testing) and one for pre-testing in the Heathrow tunnels.

<!--[if !supportLists]-->•<!--[endif]-->The next dynamic testing in the tunnels between Canary Wharf and Abbey Wood started 8 June and include train and signalling testing using new software updates (Release 7.2) from Bombardier and also from Siemens (Release 3.0.10) as well as platform door testing.

<!--[if !supportLists]-->•<!--[endif]-->Release 7.2 of the train control management software has been tested on the rigs at Derby and testing continues at Melton test track. Testing commenced 3 weeks behind schedule. The tests completed so far will support the current dynamic testing programme in the tunnels but issues have been found with the interface with ETCS. This can be switched off for current testing but needs to be resolved.

<!--[if !supportLists]-->•<!--[endif]-->Bombardier is currently completing further testing at Derby and Melton. A further release 7.2.2 is being produced to incorporate fixes to all 68 defects in 7.2.1.3. Release 7.2.2 is planned to be built on 15 June. If successful, this is not expected to have any impact on other dates in the programme.

<!--[if !supportLists]-->•<!--[endif]-->Bombardier has produced a plan and programme for assurance activities. With a large amount of testing and the number of releases ahead, this is a key area of focus.

<!--[if !supportLists]-->•<!--[endif]-->There was a successful meeting with the safety regulator (the Office of Rail and Road) on 21 May at which the ORR were briefed on Bombardier's approach to securing the necessary approvals. Bombardier continues to review the resources assigned to this crucial activity.

<!--[if !supportLists]-->•<!--[endif]-->Going forward, testing schedules will also depend on the software releases from Siemens, who supply the signalling system that is fitted to the tunnels. A senior CRL/TfL/Siemens meeting took place in Germany on 5 June to review the Siemens testing programme. Weekly meetings continue between Bombardier, Siemens, Crossrail and TfL, to improve joint testing, coordination of software release programmes and bug fixing. These meetings are productive, time devoted to them has been increased and direct BT/Siemens liaison and escalation meetings have also been established.

<!--[if !supportLists]-->•<!--[endif]-->Further pre-testing of the European Train Control System ('ETCS') in the Heathrow tunnels has been deferred as the latest software (Release 7.2) has some ETCS functions switched off, to simplify approvals for the central section testing and testing using the previous software version (Release 6.1) has been completed).

<!--[if !supportLists]-->•<!--[endif]-->

Key Programme Milestones – Changes to previously reported dates are in **red**

	P80 Programme th	
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NOTE: Links to attachments can be double-clicked to be accessed

Stage 2	(V3_5_1) 11 Jan	Current Forecast
Approval for driver training on Great Western routes excluding European Train Control System	27 Feb	Completed - submitted 5 March
Commence build of TCMS release 7.3 (the Stage 2 passenger service software)	26 June	26 June
Independent Safety Assessment body ('ISA') approval for European Train Control System MR3 software necessary for Stage 2	6 August	6 August
Independent Safety Assessment body ('ISA') approval for TCMS release 7.3	18 September	18 September
Approval for European Train Control System driver training on Great Western	24 Aug	12 Oct
Approvals for European Train Control System Passenger Service	28 Sept	19 Nov
Stage 3		
Completion of Transition testing at Melton ready for Central Operating Section Dynamic Testing	29 Jan	Completed
Commence build of TCMS release 7.2 (the Stage 3 passenger service software)	24 April	Completed
Independent Safety Assessment body ('ISA') approval for European Train Control System MR2 software necessary for Stage 3	22 May	13 June (was 11 June)
Approval of CBTC signalling for Central Operating Section Trial Operations	22 Jun	26 Jun
Availability of 22 trains for Trial Running in the Central Operating Section	13 Aug	13 Aug
Approval of Class 345 for Stage 3 Passenger Service	10 Oct	10 Oct
Start of Stage 3 Passenger Service	9 Dec	9 Dec
Old Oak Common Depot		
Section A Brought into Use	1 Mar	Completed
Section B1 Brought into Use	11 Apr	Completed
Section C Brought into Use	30 May	Completed

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

From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Adams Simon](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayors- BT Chairman"s Draft Weekly
Date: 25 June 2018 20:16:05
Attachments: [Mavors-Chairmans Weekly 250618 \(Final\).docx](#)

Revisions accepted (although it's not really Bombardier who can get mileage up alone, they need paths and drivers and NR and BT but let that pass.

Re 10000 mle target no there isn't a revised date, that's what they are working on and it doesn't directly affect December (frankly the issues in Dec will be from the CBTC kit and signalling that hasn't really been tested in volume yet).

Updated for successful testing over Friday/Saturday and for 26 June dates.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 25 June 2018 10:07
To: Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Adams Simon
Cc: Phil Clarke - TfL
Subject: RE: Mayors- BT Chairman's Draft Weekly

Howard,

Thanks for the note. It's attached with some minor tweaks from me. I've also highlighted where we need to provide updates mostly because the date listed is tomorrow.

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 22 June 2018 18:56
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Adams Simon
Cc: Clarke Phil (ELLP)
Subject: Mayors- BT Chairman's Draft Weekly

This week's draft. Comments Monday morning please.

Kind regards

Howard

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Adams Simon](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayors- BT Chairman"s Draft Weekly
Date: 25 June 2018 10:06:48
Attachments: [Mayors-Chairmans Weekly 250618.docx](#)

Howard,

Thanks for the note. It's attached with some minor tweaks from me. I've also highlighted where we need to provide updates mostly because the date listed is tomorrow.

Thanks,
Sylvia

From: Howard Smith [mailto:[\[REDACTED\]](mailto:)@crossrail.co.uk]
Sent: 22 June 2018 18:56
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Adams Simon
Cc: Clarke Phil (ELLP)
Subject: Mayors- BT Chairman's Draft Weekly
This week's draft. Comments Monday morning please.
Kind regards
Howard

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Adams Simon](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayors- BT Chairman"s Draft Weekly
Date: 25 June 2018 20:16:06
Attachments: [Mavors-Chairmans Weekly 250618 \(Final\).docx](#)

Revisions accepted (although it's not really Bombardier who can get mileage up alone, they need paths and drivers and NR and BT but let that pass.

Re 10000 mle target no there isn't a revised date, that's what they are working on and it doesn't directly affect December (frankly the issues in Dec will be from the CBTC kit and signalling that hasn't really been tested in volume yet).

Updated for successful testing over Friday/Saturday and for 26 June dates.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 25 June 2018 10:07
To: Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Adams Simon
Cc: Phil Clarke - TfL
Subject: RE: Mayors- BT Chairman's Draft Weekly

Howard,

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Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 22 June 2018 18:56
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Adams Simon
Cc: Clarke Phil (ELLP)
Subject: Mayors- BT Chairman's Draft Weekly

This week's draft. Comments Monday morning please.

Kind regards

Howard

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From: [Howard Smith](#)
To: [Findlay Lucy](#)
Cc: [Mannah Sylvia](#)
Subject: Re: mayor's weekly
Date: 25 June 2018 14:42:56

Thanks, yes please.

Howard

Sent from my iPhone

On 25 Jun 2018, at 13:59, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Howard

You'll see some questions from Andy Brown regarding the weekly headlines for Mayor.

Do you want me to have a go at answering?

Review took a week

Tminus process ensuring doesn't happen again...

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: 25 June 2018 13:30

To: Lucy Findlay

Subject: RE: Gentle reminder

Lucy,

Andy's team have comments on the two points below. Highlighted below for ease if you're reviewing it on the phone.

Thanks,

Sylvia

<!--[if !supportLists]-->1.1 <!--[endif]-->The review has concluded and has found that there were issues between the track and train communications, an error in the signalling track database information at Canary Wharf, faults with the customised train being used for testing the overhead line and problems with power. **How long did the review take? What were the faults with the train? How are we checking that these don't occur in the future?**

<!--[if !supportLists]-->1.2 <!--[endif]-->The lessons from the testing and review will be embedded in the detailed countdown process to future test windows, ensure the testing time can be made as productive as possible. **What are we doing to try and minimise the above impacts on the next round of testing i.e. checking the train in advance of testing?**

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

Sent: 22 June 2018 16:51

To: Mannah Sylvia; Zavitz Richard; Adams Simon

Cc: external howard Smith; Shaunadevin

Subject: RE: Gentle reminder

Hi Sylvia – re your comment – there were faults with this particular train which had instrumentation on board to carry out specific tests with the OHLE.

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: 22 June 2018 12:47

To: Lucy Findlay; Zavitz Richard; Adams Simon

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

Cc: Howard Smith; Shauna Devlin
Subject: RE: Gentle reminder

Lucy and Richard,

Many thanks for the updates. Attached is the updated briefing note with a comment.

Howard, Shauna has updated me so I know you're on the case.

Thanks,

Sylvia

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

Sent: 22 June 2018 10:07

To: Mannah Sylvia; Zavitz Richard; Adams Simon

Cc: external howard Smith

Subject: RE: Gentle reminder

Here you go Sylvia

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: 22 June 2018 09:08

To: Lucy Findlay; Zavitz Richard; Adams Simon

Subject: Gentle reminder

Weekly note time please ☺

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

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Erica Walker](#)
Cc: [Doyne Stephanie](#); [Steer Tim](#); [Claire Hamilton](#); [Keane Kate](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 20 June 2018 13:19:28

No more than what David and co already know - the DfT has accepted it is a 'shared problem' rather than just one for us to fix. I think HMT is probably a bit wobblier on that. I'd be surprised if it doesn't all go to the wire in a battle of brinkmanship...

Andy

[REDACTED] | [REDACTED]

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

Sent: 20 June 2018 13:17

To: Brown Andy (Corporate Affairs)

Cc: Doyne Stephanie; Steer Tim; Claire Hamilton; Keane Kate

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

Thanks Andy – I'll touch base with you again on Friday if I've not heard anything on this. Do you have a sense of how the negotiations have been going and If we are close to reaching an agreement?

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

Sent: 20 June 2018 13:09

To: Erica Walker

Cc: Doyne Stephanie ; Tim Steer ; Claire Hamilton ; Keane Kate

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

Hi Erica

I'm chasing that aggressively myself, because Mike wants to see it ASAP. The challenge we have is that the paragraph in question can not be written until we agree a funding 'deal' with the Government - which is hard enough itself but made more tricky in that Simon K (who is leading that negotiation) is off sick at the moment.

But rest assured it is the very top of my stress list at the moment! The statement itself has to happen next week so I would be very nervous if we didn't have a draft by the end of this week.

Andy

On 20 Jun 2018, at 12:35, Erica Walker <[REDACTED]@london.gov.uk> wrote:

Hi Stephanie,

David Bellamy has asked if we have an ETA for the full draft written ministerial statement. The version that was circulated last week didn't have the funding paragraph in it, which is clearly key.

Do you know when we are likely to get this?

Many thanks

Erica

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

Date: Wednesday, 20 June 2018 at 11:22

To: Doyne Stephanie <[REDACTED]@tfl.gov.uk>, Tim Steer

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

<[REDACTED]@london.gov.uk>

Cc: Brown Andy <[REDACTED]@tube.tfl.gov.uk>, Keane Kate

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

<[REDACTED]@tfl.gov.uk>

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

Thanks very much – I'll circulate and come back with any questions.

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

Date: Wednesday, 20 June 2018 at 10:57

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

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

<[REDACTED]@london.gov.uk>

Cc: Brown Andy <[REDACTED]@tube.tfl.gov.uk>, Keane Kate

<[REDACTED]@tfl.gov.uk>

Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please find attached this week's update on the Elizabeth line.

Apologies for the delay in sending through.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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

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From: [Erica Walker](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#); [Mannah Sylvia](#)
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Date: 13 June 2018 07:27:18
Attachments: [Weekly Mayor Update 110618 - FINAL11.docx](#)

Hi Andy,

See attached some questions from David Bellamy. Would it be possible to have responses to these this week, rather than waiting until next week's update?

Many thanks

Erica

From: Brown Andy

Date: Tuesday, 12 June 2018 at 16:53

To: Tim Steer , Claire Hamilton , Erica Walker

Cc: Keane Kate , Doyne Stephanie , Mannah Sylvia

Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all

Please find attached this week's update on the Elizabeth line

Thanks

Andy

Head of Corporate Affairs

Transport for London



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From: [Mannah Sylvia](#)
To: [Erica Walker](#); [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#)
Subject: RE: Tfl Restricted - Weekly progress update on Crossrail
Date: 13 June 2018 15:46:13
Attachments: [Weekly Mayor Update 110618 - FINAL1 \(2\).docx](#)

Erica,
Attached is the updated briefing note with the answers.
Thanks,
Sylvia

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 13 June 2018 15:14
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Cc: Keane Kate; Doyne Stephanie
Subject: RE: Tfl Restricted - Weekly progress update on Crossrail
Okay thanks for letting me know.

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 13 June 2018 09:12
To: Erica Walker < [REDACTED]@london.gov.uk >; Andrew J. Brown < [REDACTED]@tube.tfl.gov.uk >; Tim Steer < [REDACTED]@london.gov.uk >; Claire Hamilton < [REDACTED]@london.gov.uk >
Cc: Keane Kate < [REDACTED]@tfl.gov.uk >; Doyne Stephanie < [REDACTED]@tfl.gov.uk >
Subject: RE: Tfl Restricted - Weekly progress update on Crossrail

Hi Erica,
I'll send the answers shortly. Mark and Howard will be attending the Mayor's meeting tomorrow and will provide additional updates.
Thanks,
Sylvia

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 13 June 2018 07:27
To: Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Cc: Keane Kate; Doyne Stephanie; Mannah Sylvia
Subject: Re: Tfl Restricted - Weekly progress update on Crossrail
Hi Andy,

See attached some questions from David Bellamy. Would it be possible to have responses to these this week, rather than waiting until next week's update?
Many thanks
Erica

From: Brown Andy < [REDACTED]@tube.tfl.gov.uk >
Date: Tuesday, 12 June 2018 at 16:53
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 >, Doyne Stephanie < [REDACTED]@tfl.gov.uk >, Mannah Sylvia < [REDACTED]@tfl.gov.uk >
Subject: Tfl Restricted - Weekly progress update on Crossrail
Hi all

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Thanks
Andy
Head of Corporate Affairs

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From: [Erica Walker](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Cc: [Steer Tim](#); [Claire Hamilton](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 12 June 2018 16:51:31

Hi all,
Can I check if we will be getting the weekly update across shortly?
Many thanks
Erica

From: Brown Andy (Corporate Affairs) [[mailto:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)]
Sent: 05 June 2018 18:22
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)>; Doyne Stephanie <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all
Please find attached this week's progress update for the Mayor. Sorry for the delay.
Andy
Head of Corporate Affairs
Transport for London

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From: [Erica Walker](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Doyne Stephanie](#); [Keane Kate](#)
Cc: [Claire Hamilton](#)
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Date: 12 June 2018 16:57:35

Got it – thank you!

From: Brown Andy
Date: Tuesday, 12 June 2018 at 16:53
To: Tim Steer , Erica Walker , Doyne Stephanie , Keane Kate
Cc: Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
[Just seen this - but only after I had just separately emailed it to you!](#)

From: Tim Steer [mailto:[\[REDACTED\]](#)@london.gov.uk]
Sent: 12 June 2018 16:52
To: Erica Walker; Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
Cc: Claire Hamilton
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Erica.- just to say that Andy confirmed it was currently with mike in another chain..
Tim

From: Erica Walker
Date: Tuesday, 12 June 2018 at 16:51
To: Brown Andy , Doyne Stephanie , Keane Kate
Cc: Tim Steer , Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Hi all,
Can I check if we will be getting the weekly update across shortly?
Many thanks
Erica

From: Brown Andy (Corporate Affairs) [mailto:[\[REDACTED\]](#)@tube.tfl.gov.uk]
Sent: 05 June 2018 18:22
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>; Doyne Stephanie <[\[REDACTED\]](#)@tfl.gov.uk>
Subject: TfL Restricted - Weekly progress update on Crossrail

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Andy
Head of Corporate Affairs
Transport for London

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From: [Claire Hamilton](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#); [Mannah Sylvia](#); [Steer Tim](#); [Erica Walker](#)
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Date: 07 June 2018 07:46:53

Thanks Andy, so in summary there's nothing in particular at the moment? I'll use the opportunity to reiterate Mike's point about the new CExec Network Rail but reiterate that Mike and co are already escalating these issues.

Claire

From: Brown Andy
Date: Wednesday, 6 June 2018 at 18:42
To: Claire Hamilton
Cc: Keane Kate , Doyne Stephanie , Mannah Sylvia , Tim Steer , Erica Walker
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Claire

The point about Bombardier being late is not 'new news' - that RAG has been yellow for a while and is the reason for the contingency for bringing in Class 345s all the way to Heathrow. It's obviously not ideal but we have (rightly) asked Bombardier to prioritise Stage 3 opening.

On the Network Rail stuff - absolutely but these are the same concerns that were flagged at the Mayor's meeting last week. We have already picked them up both at working level and with the NR Chair, so don't worry - we are escalating hard already!

Andy

[REDACTED] | [REDACTED]

From: Claire Hamilton [mailto:[REDACTED]@london.gov.uk]

Sent: 06 June 2018 13:17

To: Brown Andy (Corporate Affairs); Steer Tim; Erica Walker

Cc: Keane Kate; Doyne Stephanie

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

View from Val – any thoughts? I know Mike was keen the Mayor met with new NR CEx – we can reiterate that, anything else?

I see Bombardier are late with the software and some other critical path items are getting 'stuck' Network rail included. Can you ask Howard and Mark what, if anything, City Hall and the Mayor's office can do to help with any of these ? Is there a phone call required ?

From: Claire Hamilton

Sent: 06 June 2018 10:53

To: 'Brown Andy (Corporate Affairs)' ; Tim Steer ; Erica Walker

Cc: Keane Kate ; Doyne Stephanie

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

Thanks Andy, now with team including Heidi

Claire

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

Sent: 05 June 2018 18:22

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>; Doyne Stephanie <[REDACTED]@tfl.gov.uk>

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Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all

Please find attached this week's progress update for the Mayor. Sorry for the delay.

Andy

Head of Corporate Affairs

Transport for London

[REDACTED] | [REDACTED]

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Wild Mark \(MD\)](#)
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Date: 06 June 2018 18:41:07

With Mark at Hannover airport. Thoughts are:

1. NR issues have been raised through working/senior working level but also already or imminently with NR CEO, Chairman and (indirectly/informally) with incoming NR CEO so these are critical issues (transitions and western stations) but suggest give it a week before even considering City Hall escalation.
2. BT dates for release 7.2 have slipped 2-3 weeks - undesirable - but they have had every resource they have on it and HAVE now hit the test window that starts on Friday so again nothing gained by escalating further at this stage. Other dates are holding (or in the case of the depot slightly bettered) except for 4 days on ISA approval 22nd to 36th June which doesn't affect anything else.

Hope that helps

Howard

Sent from my iPhone

On 6 Jun 2018, at 17:51, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Please see below – any thoughts?

From: Doyne Stephanie
Sent: 06 June 2018 16:14
To: Mannah Sylvia
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Hi Sylvia,
Please see below.
Can you ask Howard what his thoughts are please.
Kind regards
Stephanie

From: Claire Hamilton [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 06 June 2018 13:17
To: Brown Andy (Corporate Affairs); Steer Tim; Erica Walker
Cc: Keane Kate; Doyne Stephanie
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
View from Val – any thoughts? I know Mike was keen the Mayor met with new NR CEx – we can reiterate that, anything else?
I see Bombardier are late with the software and some other critical path items are getting 'stuck' Network rail included. Can you ask Howard and Mark what, if anything, City Hall and the Mayor's office can do to help with any of these ? Is there a phone call required ?

From: Claire Hamilton
Sent: 06 June 2018 10:53
To: 'Brown Andy (Corporate Affairs)' <[\[REDACTED\]@tube.tfl.gov.uk](#)>; Tim Steer

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

<[REDACTED]@london.gov.uk>; Erica Walker <[REDACTED]@london.gov.uk>
Cc: Keane Kate <[REDACTED]@tfl.gov.uk>; Doyne Stephanie
<[REDACTED]@tfl.gov.uk>
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks Andy, now with team including Heidi
Claire

From: Brown Andy (Corporate Affairs) [[mailto:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)]
Sent: 05 June 2018 18:22

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>; Doyne Stephanie
<[REDACTED]@tfl.gov.uk>

Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all

Please find attached this week's progress update for the Mayor. Sorry for the delay.

Andy

Head of Corporate Affairs

Transport for London

[REDACTED] | [REDACTED]

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From: [Erica Walker](#)
To: [Doyne Stephanie](#); [Steer Tim](#); [Claire Hamilton](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: Re: TfL Restricted - Weekly progress update on Crossrail
Date: 27 June 2018 14:08:23

Thanks very much. I'll circulate and come back with any questions.
Erica

From: Doyne Stephanie
Date: Wednesday, 27 June 2018 at 13:52
To: Tim Steer , Claire Hamilton , Erica Walker
Cc: Brown Andy , Keane Kate
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please find attached this week's update on the Elizabeth line.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager | Corporate Affairs

Phone: [REDACTED] (auto [REDACTED] | Mobile: [REDACTED])

11th floor (Y8), Palestra, 197 Blackfriars Road, London SE1 8NJ |

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



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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 040618 - SD Comments
Date: 05 June 2018 16:42:06
Attachments: [Weekly Mayor Update 040618 - SD Comments AB comments.docx](#)

From: Doyne Stephanie
Sent: 05 June 2018 15:52
To: Brown Andy (Corporate Affairs)
Subject: FW: Weekly Mayor Update 040618 - SD Comments
FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 05 June 2018 15:46
To: Doyne Stephanie
Subject: Weekly Mayor Update 040618 - SD Comments
2.4 has been updated. For the punctuality – I'll have to look it up or we may just have to take it out.

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 040618
Date: 05 June 2018 14:48:17
Attachments: [Weekly Mayor Update 040618 - SD Comments.docx](#)

A few comments 😊

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 05 June 2018 12:49
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 040618
Attached 😊

From: Doyne Stephanie
Sent: 05 June 2018 12:30
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 040618
That's ok 😊

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 05 June 2018 12:30
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 040618
I'm waiting for Lucy to add to one line. I'll chase her – sorry!

From: Doyne Stephanie
Sent: 05 June 2018 12:18
To: Mannah Sylvia
Subject: FW: Weekly Mayor Update 040618
Any update on this?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 04 June 2018 16:07
To: Doyne Stephanie
Subject: Weekly Mayor Update 040618
Current draft.

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 040618
Date: 05 June 2018 12:48:38
Attachments: [Weekly Mayor Update 040618.docx](#)

Attached 😊

From: Doyne Stephanie
Sent: 05 June 2018 12:30
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 040618
That's ok 😊
Kind regards
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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#)
Cc: [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 11 June 2018 14:17:49
Attachments: [Mavors-Chairmans Weekly FINAL 110618.docx](#)

Sylvia,

Final BT Report.

Incorporates your changes plus some minor wording from BT plus a new para re 7.2.2 the 'sweep up' release that is being produced this week. Also one change of date (from 11 June to 13 June).

I've told BT this is final and will send to Mike and Mark as part of the briefing for the BT Chairman's call this afternoon.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 08 June 2018 15:26
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 040618.docx

Howard,

Thanks again for this. Some very minor tweaks from me on the BT report.

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 08 June 2018 11:48
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 040618.docx

RSD draft attached. Main change is to wording round 7.2 testing – basically good for current tunnel tests but they are struggling (with Siemens) to understand/fix problems with the ETCS link - moving on an daily/hourly basis so as I said earlier to Sylvia I expect further info from BT this afternoon/evening and may need to update. May be resolved by some whizz spotting what's wrong and fixing in minutes, might be more substantive.

Also dates in yellow are those I've asked BT to review/confirm.

Re the wider report suggest we need to to continue to flag real pressures re testing time – no secret that before mitigation its still c2.5 times over the hours available so suggest don't quote the number but we need to imply its much more significant than just 'tidying up'.

NR wording looks OK at a glance – I know City Hall enquired re any support they could offer and we said leave it a week – so important messaging and detail is clear.

Will update with anything further from BT.

Howard

From: Lucy Findlay
Sent: 08 June 2018 11:18
To: Mannah Sylvia; Howard Smith; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 040618.docx

Here you go Sylvia –some suggested text for headlines. Perhaps you could also pull through something from Howard's report once submitted on RSD/train performance.

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: 08 June 2018 08:35
To: Lucy Findlay; Howard Smith; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: Re: Weekly Mayor Update 040618.docx

Morning,

Can I please have the updates for the next report this morning.

Thanks,

Sylvia

Sent from my iPhone

On 5 Jun 2018, at 18:31, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

All,

Thanks again. Attached is the briefing that has been sent to the Mayor's office.

Fun starts again in 2 days .

Sylvia

Sent from my iPhone

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Wallace Andrew \(London Rail\)](#)
Cc: [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 11 June 2018 11:31:29

Hi Sylvia

I can confirm that the train testing mentioned in the first headlines para (Pudding Mill Lane through to Westbourne Park) was successfully completed this morning.

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: 08 June 2018 16:07

To: Lucy Findlay; Howard Smith; Wallace Andrew (London Rail)

Cc: Adams Simon; Zavitz Richard

Subject: RE: Weekly Mayor Update 040618.docx

Lucy,

Thanks for this. Attached is the briefing incorporating Howard's BT note. I've made some tweaks to your section and included a question.

Thanks,

Sylvia

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

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To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail)

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Subject: RE: Weekly Mayor Update 040618.docx

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To: [Findlay Lucy](#); [Mannah Sylvia](#); [Wallace Andrew \(London Rail\)](#)
Cc: [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 08 June 2018 19:40:54

Thanks both,

Still not sure the testing para really brings out the scale of the challenge (c3 times more testing hours needed than available, some available mitigations that will improve things but also some risks of increased requirements for regression testing). This is more than 50% about Siemens, much less any of the other parties so suggest:

1.1 A senior Crossrail Ltd (CRL)/TfL/Siemens meeting took place in Germany on 5 June. The meeting reviewed the Siemens Crossrail programme, including its interface with Bombardier. Further work is being undertaken to prioritise the testing activities as the amount of testing required currently significantly exceeds the hours available. Testing also needs to fit with the completion of construction activities in the revised delivery plan. This remains an area of serious attention.

Kind regards and good weekend to all
Howard

From: Lucy Findlay
Sent: 08 June 2018 16:22
To: Mannah Sylvia; Howard Smith; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 040618.docx

Thanks Sylvia

Most of your tweaks look fine but I've added a comment on one, I've tweaked some other areas a bit more to reflect Howard's comments earlier.

Have a great weekend

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

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Cc: [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 08 June 2018 19:18:10

Thanks, no further updates tonight – I've been speaking to BT but current wording covers it. Will have a further call with them 13.00 Monday so if there are any changes I'll feed in then depending on where the circulation is at that stage.

Kind regards
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 08 June 2018 15:26
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail)
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Subject: RE: Weekly Mayor Update 040618.docx

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Cc: [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 08 June 2018 16:22:20
Attachments: [Weekly Mayor Update 110618vlf.docx](#)

Thanks Sylvia

Most of your tweaks look fine but I've added a comment on one, I've tweaked some other areas a bit more to reflect Howard's comments earlier.

Have a great weekend

Lucy

Lucy Findlay | Chief of Staff

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

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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: 08 June 2018 08:35
To: Lucy Findlay; Howard Smith; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: Re: Weekly Mayor Update 040618.docx

Morning,
Can I please have the updates for the next report this morning.
Thanks,
Sylvia

Sent from my iPhone

On 5 Jun 2018, at 18:31, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

All,

Thanks again. Attached is the briefing that has been sent to the Mayor's office.

Fun starts again in 2 days .

Sylvia

Sent from my iPhone

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From: [Mannah Sylvia](#)
To: "[Howard Smith](#)"; [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#)
Cc: [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 08 June 2018 15:25:43
Attachments: [Mavors-Chairmans Weekly 110618.docx](#)

Howard,
Thanks again for this. Some very minor tweaks from me on the BT report.
Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 08 June 2018 11:48
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 040618.docx
RSD draft attached. Main change is to wording round 7.2 testing – basically good for current tunnel tests but they are struggling (with Siemens) to understand/fix problems with the ETCS link - moving on an daily/hourly basis so as I said earlier to Sylvia I expect further info from BT this afternoon/evening and may need to update. May be resolved by some whizz spotting what's wrong and fixing in minutes, might be more substantive.
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Re the wider report suggest we need to continue to flag real pressures re testing time – no secret that before mitigation its still c2.5 times over the hours available so suggest don't quote the number but we need to imply its much more significant than just 'tidying up'.
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Howard

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Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 040618.docx
Here you go Sylvia –some suggested text for headlines. Perhaps you could also pull through something from Howard's report once submitted on RSD/train performance.

Lucy

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

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From: [Howard Smith](#)
To: [Findlay Lucy](#); [Mannah Sylvia](#); [Wallace Andrew \(London Rail\)](#)
Cc: [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 08 June 2018 11:47:50
Attachments: [Mavors-Chairmans Weekly 110618.docx](#)

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Lucy Findlay | Chief of Staff

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Wallace Andrew \(London Rail\)](#)
Cc: [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 08 June 2018 11:19:32
Attachments: [Weekly Mayor Update 110618.docx](#)

Here you go Sylvia –some suggested text for headlines. Perhaps you could also pull through something from Howard’s report once submitted on RSD/train performance.

Lucy

Lucy Findlay | Chief of Staff

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

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From: [Wallace Andrew \(London Rail\)](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 08 June 2018 09:01:18

Sylvia,

There is no update the cost section this week as we are still awaiting the Period 2 figures which will be finalised in a fortnight.

Please let me know if you need anything further.

Andy

From: Mannah Sylvia
Sent: 08 June 2018 08:35
To: Findlay Lucy; external howard Smith; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: Re: Weekly Mayor Update 040618.docx

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Sent from my iPhone

From: [Mannah Sylvia](#)
To: [Wallace Andrew \(London Rail\)](#)
Subject: RE: Weekly Mayor Update 040618.docx
Date: 11 June 2018 16:43:49
Attachments: [Weekly Mayor Update 110618.docx](#)

Andrew,
I did thanks and I hope you did too. Attached is the current version.
Thanks,
Sylvia

From: Wallace Andrew (London Rail)
Sent: 11 June 2018 16:24
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 040618.docx
Hiya Sylvia,

I hope you had a good weekend.

Would you be able to send over the latest version of the Weekly Report. I'm currently in the process of writing PIC papers and its probably best if I keep everything consistent.

Regards,

Andy

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 11 June 2018 14:18
To: Mannah Sylvia; Findlay Lucy; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 040618.docx

Sylvia,

Final BT Report.

Incorporates your changes plus some minor wording from BT plus a new para re 7.2.2 the 'sweep up' release that is being produced this week. Also one change of date (from 11 June to 13 June). I've told BT this is final and will send to Mike and Mark as part of the briefing for the BT Chairman's call this afternoon.

Howard

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 08 June 2018 15:26
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 040618.docx

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From: Lucy Findlay
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Cc: Adams Simon; Zavitz Richard

Subject: RE: Weekly Mayor Update 040618.docx

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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

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 040618
Date: 05 June 2018 18:20:58
Attachments: [Weekly Mayor Update 040618.docx](#)

Sylvia / Steph

Mike is happy with this one - sending over to City Hall now

Andy

[REDACTED] | [REDACTED]

From: Doyne Stephanie
Sent: 05 June 2018 17:49
To: Brown Andy (Corporate Affairs)
Subject: FW: Weekly Mayor Update 040618
Another update.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 05 June 2018 17:45
To: Doyne Stephanie
Subject: Weekly Mayor Update 040618
Updated.

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

From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab
Date: 12 June 2018 15:26:45

Yup
Thanks Sylvia
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: 12 June 2018 15:16
To: Lucy Findlay; Howard Smith; Adams Simon
Subject: Re: Weekly Mayor Update 110618 ab
Would you be happy with the below for 2.3?

Together with CRL, we met with senior representatives from Siemens in Germany on 5 June, to review the Siemens Crossrail programme including its interface with Bombardier. We are working with them to prioritise the testing activities and ensure that there is sufficient time in the revised delivery plan both to complete the railway's construction and carry out the necessary testing. This remains an area of serious attention.

Sent from my iPhone

On 11 Jun 2018, at 18:00, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy, I'll feed that back.

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]
Sent: 11 June 2018 17:57
To: Mannah Sylvia; external howard Smith; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab

Ok I can see why those changes might be made as it's a TfL briefing but it makes it look like CRL wouldn't be doing any of these without TfL organising trips and taking action etc – this isn't the case....

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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Some additional comments from Andy – sorry!

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To: [Findlay Lucy](#); [external howard Smith](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab
Date: 11 June 2018 18:00:26

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab
Date: 11 June 2018 17:57:40
Attachments: [Weekly Mayor Update 110618 ab.docx](#)

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To: Lucy Findlay

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Findlay Lucy](#); [Adams Simon](#)
Subject: Re: Weekly Mayor Update 110618 ab
Date: 12 June 2018 17:43:48

Not against and cant recall the last wording but I'm concerned that we clearly don't have a testing programme that fits, nor will the changes proposed by Siemens (on their own) get near to closing the gap so keen we don't give a 'met Siemens, pretty well sorted' impression, even if that's not what the words say.

Howard

Sent from my iPad

On 12 Jun 2018, at 15:16, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

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

Sent: 11 June 2018 17:57

To: Mannah Sylvia; external howard Smith; Adams Simon

Subject: RE: Weekly Mayor Update 110618 ab

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From: [Howard Smith](#)
To: [Findlay Lucy](#)
Cc: [Mannah Sylvia](#); [Shaunadevlin](#)
Subject: Re: Weekly Mayor Update 110618 ab2 clean.docx
Date: 18 June 2018 17:27:00

Lucy,

Thanks, working off an iPad so not quite sure of the questions but 2.2 and 2.3 look fine. On 2.1 suggest:

This review was commissioned recognising that while the testing window 8-11 June was valuable not all of the testing time available was fully productive. Areas for review include: minimising risks to start up including train delivery to site; loading of new software in advance of the start of test windows; depth of resourcing, as well as cover for contingencies, by specialist contractors including Siemens; removing constraints caused by incomplete infrastructure and further improving communications protocols.

Probably too long but I think that covers just about all of the 18 issues identified in the review.

Howard

Sent from my iPad

> On 18 Jun 2018, at 15:27, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:
>
> Here you go Sylvia
>
> Howard - PLEASE can you have a look at my drafting/and responses to Stephanie's comments re items 2.1-2.3.
>
>
> 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
>
> -----Original Message-----
> From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
> Sent: 18 June 2018 15:14
> To: Lucy Findlay
> Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
>
> Hi Lucy,
>
> I hope you're well. Attached is the note with some comments from Andy's team. Can you please review it for me.
>
> Thanks,
>
> Sylvia
>
> -----Original Message-----
> From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
> Sent: 15 June 2018 15:26
> To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
> Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

>
> Here you go Sylvia - a few slight changes/suggestions.
>
>
>
> 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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> -----Original Message-----
> From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
> Sent: 15 June 2018 14:26
> To: Lucy Findlay; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
> Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
>
> Lucy,
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> Thanks,
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> -----Original Message-----
> From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
> Sent: 15 June 2018 14:00
> To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
> Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
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> someone could have a sense check of my drafting.
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>
> Lucy
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> Lucy Findlay | Chief of Staff
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> DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED]@crossrail.co.uk
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> MOVING LONDON FORWARD
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> -----Original Message-----
> From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
> Sent: 15 June 2018 12:48
> To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
> Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
>
> Hi all,
>
> When can I expect your updates please?
>
> Thanks,
>
> Sylvia

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

>
> -----Original Message-----
> From: Mannah Sylvia
> Sent: 12 June 2018 16:54
> To: external howard Smith; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
> Cc: Price Amanda; Tucker John
> Subject: Weekly Mayor Update 110618 ab2 clean.docx
>
> As always, thanks for all your help. Please find the final version attached.
>
> Thanks,
>
> Sylvia
>
>
>
> *****
> The contents of this e-mail and any attached files are confidential. If you have received this email in error, please notify us immediately at postmaster@tfl.gov.uk and remove it from your system. If received in error, please do not use, disseminate, forward, print or copy this email or its content. Transport for London excludes any warranty and any liability as to the quality or accuracy of the contents of this email and any attached files.
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> *****
> <Weekly Mayor Update 180618 If comments.docx>

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
Date: 18 June 2018 15:27:46
Attachments: [Weekly Mayor Update 180618 lf comments.docx](#)

Here you go Sylvia

Howard - PLEASE can you have a look at my drafting/and responses to Stephanie's comments re items 2.1-2.3.

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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-----Original Message-----

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Sent: 18 June 2018 15:14
To: Lucy Findlay
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi Lucy,

I hope you're well. Attached is the note with some comments from Andy's team. Can you please review it for me.

Thanks,

Sylvia

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From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 15 June 2018 15:26
To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

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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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Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Lucy,

Thanks. Attached is the note with some tweaks and a comment from me.

Thanks,

Sylvia

-----Original Message-----

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

Sent: 15 June 2018 14:00

To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

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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

MOVING LONDON FORWARD

-----Original Message-----

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

Sent: 15 June 2018 12:48

To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi all,

When can I expect your updates please?

Thanks,

Sylvia

-----Original Message-----

From: Mannah Sylvia

Sent: 12 June 2018 16:54

To: external howard Smith; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Price Amanda; Tucker John

Subject: Weekly Mayor Update 110618 ab2 clean.docx

As always, thanks for all your help. Please find the final version attached.

Thanks,

Sylvia

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
Date: 18 June 2018 10:26:34
Attachments: [Mavors-Chairmans Weeklv 180618 \(FINAL\).docx](#)

Sylvia,

Returned with comments incorporated but one change (49 changed to 50 completed units) from BT. Final.

Howard

-----Original Message-----

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 18 June 2018 09:54
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi Howard,

Thanks for this. Attached is the note with some minor tweaks and a question from me.

Thanks,

Sylvia

-----Original Message-----

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 15 June 2018 19:22
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Thanks will read and comment by first thing Monday

Howard

-----Original Message-----

From: Lucy Findlay
Sent: 15 June 2018 15:26
To: Mannah Sylvia; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Here you go Sylvia - a few slight changes/suggestions.

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

-----Original Message-----

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 15 June 2018 14:26
To: Lucy Findlay; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

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Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Lucy,

Thanks. Attached is the note with some tweaks and a comment from me.

Thanks,

Sylvia

-----Original Message-----

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

Sent: 15 June 2018 14:00

To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Apologies Sylvia - I'm struggling a bit today....I'm not convinced by my text - issues are right but grateful if someone could have a sense check of my drafting.

Lucy

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

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MOVING LONDON FORWARD

-----Original Message-----

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

Sent: 15 June 2018 12:48

To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi all,

When can I expect your updates please?

Thanks,

Sylvia

-----Original Message-----

From: Mannah Sylvia

Sent: 12 June 2018 16:54

To: external howard Smith; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)

Cc: Price Amanda; Tucker John

Subject: Weekly Mayor Update 110618 ab2 clean.docx

As always, thanks for all your help. Please find the final version attached.

Thanks,

Sylvia

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
Date: 18 June 2018 09:53:45
Attachments: [Mavors-Chairmans_Weekly_180618.docx](#)

Hi Howard,

Thanks for this. Attached is the note with some minor tweaks and a question from me.

Thanks,

Sylvia

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Sent: 15 June 2018 19:22
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
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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: 15 June 2018 14:26
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Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

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

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Sent: 15 June 2018 14:00

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

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As always, thanks for all your help. Please find the final version attached.

Thanks,

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From: [Wallace Andrew \(London Rail\)](#)
To: [Findlay Lucy](#); [Mannah Sylvia](#); [external howard Smith](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
Date: 15 June 2018 15:30:26

Sylvia,

Just to confirm that there are no updates the cost section this week. As it is the CRL Board next week we will confirm Period 2 figures after then.

With regards to the WMS, there is not much to update here as we are still awaiting for detail with regards to the funding agreement and the WMS, which was brought forward, has since gone back to the end of the month.

I think this will mean that we'll rewrite all of the cost section next week but hopefully the context is useful.

Let me know if you need anything further from me.

Andy

-----Original Message-----

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 15 June 2018 15:26
To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

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Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
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Sent: 15 June 2018 14:26
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Sylvia

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To: [Mannah Sylvia](#); [external howard Smith](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
Date: 15 June 2018 15:26:14
Attachments: [Weekly Mayor Update 180618v2.docx](#)

Here you go Sylvia - a few slight changes/suggestions.

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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Cc: Price Amanda; Tucker John

Subject: Weekly Mayor Update 110618 ab2 clean.docx

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Sylvia

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To: [Findlay Lucy](#); [external howard Smith](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
Date: 15 June 2018 14:26:09
Attachments: [Weekly Mayor Update 180618.docx](#)

Lucy,

Thanks. Attached is the note with some tweaks and a comment from me.

Thanks,

Sylvia

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To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Apologies Sylvia - I'm struggling a bit today....I'm not convinced by my text - issues are right but grateful if someone could have a sense check of my drafting.

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

-----Original Message-----

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 15 June 2018 12:48
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi all,

When can I expect your updates please?

Thanks,

Sylvia

-----Original Message-----

From: Mannah Sylvia
Sent: 12 June 2018 16:54
To: external howard Smith; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Price Amanda; Tucker John
Subject: Weekly Mayor Update 110618 ab2 clean.docx

As always, thanks for all your help. Please find the final version attached.

Thanks,

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

Sylvia

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
Date: 15 June 2018 14:00:33
Attachments: [Weekly Mayor Update 150618.docx](#)

Apologies Sylvia - I'm struggling a bit today....I'm not convinced by my text - issues are right but grateful if someone could have a sense check of my drafting.

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

-----Original Message-----

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 15 June 2018 12:48
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi all,

When can I expect your updates please?

Thanks,

Sylvia

-----Original Message-----

From: Mannah Sylvia
Sent: 12 June 2018 16:54
To: external howard Smith; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Cc: Price Amanda; Tucker John
Subject: Weekly Mayor Update 110618 ab2 clean.docx

As always, thanks for all your help. Please find the final version attached.

Thanks,

Sylvia

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

From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Hughes David \(Director of Strategy and Network Development\)](#); [Price Amanda](#)
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx
Date: 20 June 2018 16:55:43
Attachments: [Weekly Mayor Update 190618 v1.1 Final clean.docx](#)

Hi all,

Please find the final version of this week's briefing attached. We start all over again tomorrow!

Thanks,

Sylvia

-----Original Message-----

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 18 June 2018 10:26
To: Mannah Sylvia; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Sylvia,

Returned with comments incorporated but one change (49 changed to 50 completed units) from BT. Final.

Howard

-----Original Message-----

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 18 June 2018 09:54
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi Howard,

Thanks for this. Attached is the note with some minor tweaks and a question from me.

Thanks,

Sylvia

-----Original Message-----

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 15 June 2018 19:22
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Thanks will read and comment by first thing Monday

Howard

-----Original Message-----

From: Lucy Findlay
Sent: 15 June 2018 15:26
To: Mannah Sylvia; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Here you go Sylvia - a few slight changes/suggestions.

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

-----Original Message-----

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

Sent: 15 June 2018 14:26

To: Lucy Findlay; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Lucy,

Thanks. Attached is the note with some tweaks and a comment from me.

Thanks,

Sylvia

-----Original Message-----

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

Sent: 15 June 2018 14:00

To: Mannah Sylvia; external howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Apologies Sylvia - I'm struggling a bit today....I'm not convinced by my text - issues are right but grateful if someone could have a sense check of my drafting.

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

-----Original Message-----

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

Sent: 15 June 2018 12:48

To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

Subject: RE: Weekly Mayor Update 110618 ab2 clean.docx

Hi all,

When can I expect your updates please?

Thanks,

Sylvia

-----Original Message-----

From: Mannah Sylvia

Sent: 12 June 2018 16:54

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

To: external howard Smith; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon;
Hughes David (Director of Strategy and Network Development)
Cc: Price Amanda; Tucker John
Subject: Weekly Mayor Update 110618 ab2 clean.docx

As always, thanks for all your help. Please find the final version attached.

Thanks,

Sylvia

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 110618
Date: 12 June 2018 16:51:37
Attachments: [Weekly Mayor Update 110618_ab2_clean.docx](#)

All agreed. Will get to City Hall now. Clean version attached.

Andy

[REDACTED] | [REDACTED]

From: Brown Andy (Corporate Affairs)
Sent: 12 June 2018 15:33
To: Mannah Sylvia
Cc: Keane Kate; Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

Yep that's fine - thanks Sylvia

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 12 June 2018 15:28
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate; Doyne Stephanie
Subject: Re: Weekly Mayor Update 110618

She's happy so if you are - could you progress with Mike please?

Sent from my iPhone

On 12 Jun 2018, at 15:14, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

In LUX but I think the tweak below is a compromise she may be happy with. Together with CRL, we met with senior representatives from Siemens in Germany on 5 June, to review the Siemens Crossrail programme including its interface with Bombardier. We are working with them to prioritise the testing activities and ensure that there is sufficient time in the revised delivery plan both to complete the railway's construction and carry out the necessary testing. This remains an area of serious attention.

Sent from my iPhone

On 12 Jun 2018, at 15:10, Brown Andy (Corporate Affairs)

<[\[REDACTED\]@tube.tfl.gov.uk](#)> wrote:

Sylvia - we spoke about this one earlier

In the nicest possible way -- I don't see what Lucy is complaining about? All I've done is make it first person where it refers to TfL, and active voice rather than passive voice. At no point have I removed any reference to CRL's involvement.

I suppose in the middle of 2.3 we could say "CRL are working with us and Siemens to prioritise...", but that feels messy to me as it is sounds so passive. If you're going to do that you may as well delete "with us and Siemens" altogether.

Andy

[REDACTED] | [REDACTED]

From: Keane Kate
Sent: 12 June 2018 14:30
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: FW: Weekly Mayor Update 110618

From: Mannah Sylvia
Sent: 11 June 2018 18:01
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618
[Lucy says the changes make it seem as if CRL wouldn't be doing anything if it wasn't for TfL – we need to try to meet in the middle. Let's pick up tomorrow.](#)

From: Doyne Stephanie
Sent: 11 June 2018 16:59
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
[Few more comments from Andy.](#)

[Kind regards](#)
[Stephanie](#)

From: Mannah Sylvia
Sent: 11 June 2018 16:44
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

From: Doyne Stephanie
Sent: 11 June 2018 14:43
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
[Few comments 😊](#)

[Kind regards](#)
[Stephanie](#)

From: Mannah Sylvia
Sent: 11 June 2018 14:19
To: Doyne Stephanie
Subject: Weekly Mayor Update 110618

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 110618
Date: 11 June 2018 16:59:29
Attachments: [Weekly Mayor Update 110618 ab.docx](#)

Few more comments from Andy.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 16:44
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

From: Doyne Stephanie
Sent: 11 June 2018 14:43
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618

Few comments 😊

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 14:19
To: Doyne Stephanie
Subject: Weekly Mayor Update 110618

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 110618
Date: 11 June 2018 16:57:48
Attachments: [Weekly Mayor Update 110618 ab.docx](#)

Thanks Steph - my comments tracked on here

 | 

From: Doyne Stephanie
Sent: 11 June 2018 16:46
To: Brown Andy (Corporate Affairs); Keane Kate
Subject: FW: Weekly Mayor Update 110618

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 16:44
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 110618
Date: 11 June 2018 16:43:34
Attachments: [Weekly Mayor Update 110618.docx](#)

From: Doyne Stephanie
Sent: 11 June 2018 14:43
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
Few comments 😊
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 14:19
To: Doyne Stephanie
Subject: Weekly Mayor Update 110618

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 110618
Date: 11 June 2018 14:43:30
Attachments: [Weekly Mayor Update 110618 - SD comments.docx](#)

Few comments 😊

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 11 June 2018 14:19
To: Doyne Stephanie
Subject: Weekly Mayor Update 110618

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 110618
Date: 12 June 2018 16:51:37
Attachments: [Weekly Mayor Update 110618_ab2_clean.docx](#)

All agreed. Will get to City Hall now. Clean version attached.

Andy

[REDACTED] | [REDACTED]

From: Brown Andy (Corporate Affairs)
Sent: 12 June 2018 15:33
To: Mannah Sylvia
Cc: Keane Kate; Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

Yep that's fine - thanks Sylvia

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 12 June 2018 15:28
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate; Doyne Stephanie
Subject: Re: Weekly Mayor Update 110618

She's happy so if you are - could you progress with Mike please?

Sent from my iPhone

On 12 Jun 2018, at 15:14, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

In LUX but I think the tweak below is a compromise she may be happy with. Together with CRL, we met with senior representatives from Siemens in Germany on 5 June, to review the Siemens Crossrail programme including its interface with Bombardier. We are working with them to prioritise the testing activities and ensure that there is sufficient time in the revised delivery plan both to complete the railway's construction and carry out the necessary testing. This remains an area of serious attention.

Sent from my iPhone

On 12 Jun 2018, at 15:10, Brown Andy (Corporate Affairs)

<[\[REDACTED\]@tube.tfl.gov.uk](#)> wrote:

Sylvia - we spoke about this one earlier

In the nicest possible way -- I don't see what Lucy is complaining about? All I've done is make it first person where it refers to TfL, and active voice rather than passive voice. At no point have I removed any reference to CRL's involvement.

I suppose in the middle of 2.3 we could say "CRL are working with us and Siemens to prioritise...", but that feels messy to me as it is sounds so passive. If you're going to do that you may as well delete "with us and Siemens" altogether.

Andy

[REDACTED] | [REDACTED]

From: Keane Kate
Sent: 12 June 2018 14:30
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: FW: Weekly Mayor Update 110618

From: Mannah Sylvia
Sent: 11 June 2018 18:01
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618
[Lucy says the changes make it seem as if CRL wouldn't be doing anything if it wasn't for TfL – we need to try to meet in the middle. Let's pick up tomorrow.](#)

From: Doyne Stephanie
Sent: 11 June 2018 16:59
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
[Few more comments from Andy.](#)

[Kind regards](#)
[Stephanie](#)

From: Mannah Sylvia
Sent: 11 June 2018 16:44
To: Doyne Stephanie
Subject: RE: Weekly Mayor Update 110618

From: Doyne Stephanie
Sent: 11 June 2018 14:43
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 110618
[Few comments 😊](#)

[Kind regards](#)
[Stephanie](#)

From: Mannah Sylvia
Sent: 11 June 2018 14:19
To: Doyne Stephanie
Subject: Weekly Mayor Update 110618

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 180618
Date: 18 June 2018 14:54:27
Attachments: [Weekly Mayor Update 180618 SD comments.docx](#)

See attached.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 18 June 2018 13:25
To: Doyne Stephanie
Subject: Weekly Mayor Update 180618
Please let me know if you have any comments.

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 180618
Date: 18 June 2018 17:45:19
Attachments: [Weekly Mayor Update 190618.docx](#)

[Attached with the comments addressed.](#)

From: Doyne Stephanie
Sent: 18 June 2018 16:57
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 180618
Any update on the below?
Kind regards
Stephanie

From: Doyne Stephanie
Sent: 18 June 2018 14:54
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 180618
See attached.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 18 June 2018 13:25
To: Doyne Stephanie
Subject: Weekly Mayor Update 180618
Please let me know if you have any comments.

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 190618 v1.1 clean
Date: 20 June 2018 10:43:11
Attachments: [Weekly Mayor Update 190618 v1.1 Final clean.docx](#)

Thanks Sylvia - just to confirm, we alright to send this version over to City Hall?

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 19 June 2018 19:33
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: Re: Weekly Mayor Update 190618 v1.1 clean
That's fine, thanks Andy - I'll let Mark and Howard know.

Sent from my iPhone

On 19 Jun 2018, at 18:53, Brown Andy (Corporate Affairs) <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)> wrote:

Hi Sylvia

I spoke to Mike about this. He is not happy including this paragraph (the old 2.4, that I deleted) because there was no mention of it at last week's meeting with the Mayor. He feels strongly that we cannot spring things like this on him in a weekly note when there is ample opportunity to trail it in person.

I also think (although he did not explicitly say this to me) that it is probable Mike himself wasn't aware of this problem with hitting the October date. We should not be telling him big things like this through his review of these notes for the Mayor.

Mike also does not want us to reference train availability and reliability issues as one of the causes of any problems with the last big testing window, in para 2.1 -- this was also not mentioned at all in the update to the Mayor last week. If these points in 2.1 and 2.4 are correct and need to be reported to the Mayor, we will need to have a conversation (with Mike, at some stage) about how we can best do that.

I have deleted the references to trains in para 2.1 in the attached version.

Please can you confirm that's not a major issue, before we share it with City Hall?

I will let City Hall know that we'll aim to get the note to them first thing tomorrow.

Thanks

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 19 June 2018 17:17
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: RE: Weekly Mayor Update 190618 v1.1 clean

Thanks Andy.

From: Brown Andy (Corporate Affairs)

Sent: 19 June 2018 17:13

To: Mannah Sylvia

Cc: Doyne Stephanie

Subject: Re: Weekly Mayor Update 190618 v1.1 clean

OK. If you are alright with the other changes then I will discuss this deletion with Mike. I just feel that the way it's currently worded he will not want to say that to the Mayor at this stage. (I was going to flag that deletion to him regardless, to make sure I hadn't decided on it unilaterally.)

Steph - please can you email the text for 2.4 to me in a blank email

Thanks

Andy

On 19 Jun 2018, at 17:06, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Steph and Andy,

Thanks for this. Howard does not want 2.4 to be deleted – his concern is that if we do not flag the issue now and it escalates, we'll be in a stage 2 situation where CH feel blindsided at a later stage. I'm happy to have a go at rewording it if it helps.

Thanks,

Sylvia

From: Doyne Stephanie

Sent: 19 June 2018 15:14

To: Mannah Sylvia

Subject: FW: Weekly Mayor Update 190618 v1.1 clean

Can you let me know if Howard and Lucy are happy with the attached please.

Kind regards

Stephanie

From: Brown Andy (Corporate Affairs)

Sent: 19 June 2018 15:13

To: Doyne Stephanie

Cc: Keane Kate

Subject: RE: Weekly Mayor Update 190618 v1.1 clean

Steph

My thoughts tracked on the attached

Can you confirm with the team if the changes are OK before I run past Mike (which is now unlikely to be today...)

Andy

From: Doyne Stephanie

Sent: 19 June 2018 10:39

To: Brown Andy (Corporate Affairs)

Cc: Keane Kate

Subject: Weekly Mayor Update 190618 v1.1 clean

Final note from Howard and Lucy.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

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

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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

From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Findlay Lucy](#)
Subject: Re: Weekly Mayor Update 190618 v1.1 clean AB.docx
Date: 20 June 2018 21:00:53

Sylvia,

Thanks. Not saying for a minute that's Mike's wrong but my recollection varies a bit - either way he's in charge so I'll drop it.

Howard

Sent from my iPad

> On 20 Jun 2018, at 17:04, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

>

> Howard,

>

> I fed back your concerns but feedback was that Mike wasn't happy with the old 2.4 being included as there was no mention of it last week during the Mayor's meeting and he believes there's ample opportunity to trail it in person.

>

> Mike also didn't want us to reference train availability and reliability issues as one of the causes of any problems with the last big testing window, in para 2.1 -- this was also not mentioned at all in the update to the Mayor last week. If these points in 2.1 and 2.4 are correct and need to be reported to the Mayor, we will need to have a conversation (with Mike, at some stage) about how we can best do that.

>

> Thanks,

>

> Sylvia

>

> -----Original Message-----

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

> Sent: 19 June 2018 15:51

> To: Mannah Sylvia; Findlay Lucy

> Subject: RE: Weekly Mayor Update 190618 v1.1 clean AB.docx

>

> Not really! Removing the statement re insufficient testing time is wrong. If it's Andy or Steph who've done so I think you need to explain that we (I) see it is a critical issue that we need to note. I'd remind them that we have been taken to task (on Stage 2) for not highlighting risks. If it's Mike I don't think it changes my view but he is the boss!

>

> Can you follow up please.

>

> Howard

>

> -----Original Message-----

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

> Sent: 19 June 2018 15:20

> To: Howard Smith; Lucy Findlay

> Subject: Weekly Mayor Update 190618 v1.1 clean AB.docx

>

> Are you happy with the attached please?

>

>

>

>

>

>

> *****

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>

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> *****

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#)
Subject: Re: Weekly Mayor Update 190618 v1.1 clean
Date: 19 June 2018 17:13:10
Attachments: [image001.png](#)

OK. If you are alright with the other changes then I will discuss this deletion with Mike. I just feel that the way it's currently worded he will not want to say that to the Mayor at this stage. (I was going to flag that deletion to him regardless, to make sure I hadn't decided on it unilaterally.)

Steph - please can you email the text for 2.4 to me in a blank email

Thanks

Andy

On 19 Jun 2018, at 17:06, Mannah Sylvia <[\[REDACTED\]](#)> wrote:

Steph and Andy,

Thanks for this. Howard does not want 2.4 to be deleted – his concern is that if we do not flag the issue now and it escalates, we'll be in a stage 2 situation where CH feel blindsided at a later stage. I'm happy to have a go at rewording it if it helps.

Thanks,

Sylvia

From: Doyne Stephanie
Sent: 19 June 2018 15:14
To: Mannah Sylvia
Subject: FW: Weekly Mayor Update 190618 v1.1 clean
Can you let me know if Howard and Lucy are happy with the attached please.
Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 19 June 2018 15:13
To: Doyne Stephanie
Cc: Keane Kate
Subject: RE: Weekly Mayor Update 190618 v1.1 clean

Steph

My thoughts tracked on the attached

Can you confirm with the team if the changes are OK before I run past Mike (which is now unlikely to be today...)

Andy

From: Doyne Stephanie
Sent: 19 June 2018 10:39
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate
Subject: Weekly Mayor Update 190618 v1.1 clean

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

Final note from Howard and Lucy.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 190618 v1.1 clean
Date: 19 June 2018 18:53:09
Attachments: [Weekly Mayor Update 190618 v1.1 clean AB2.docx](#)

Hi Sylvia

I spoke to Mike about this. He is not happy including this paragraph (the old 2.4, that I deleted) because there was no mention of it at last week's meeting with the Mayor. He feels strongly that we cannot spring things like this on him in a weekly note when there is ample opportunity to trail it in person.

I also think (although he did not explicitly say this to me) that it is probable Mike himself wasn't aware of this problem with hitting the October date. We should not be telling him big things like this through his review of these notes for the Mayor.

Mike also does not want us to reference train availability and reliability issues as one of the causes of any problems with the last big testing window, in para 2.1 -- this was also not mentioned at all in the update to the Mayor last week.

If these points in 2.1 and 2.4 are correct and need to be reported to the Mayor, we will need to have a conversation (with Mike, at some stage) about how we can best do that. I have deleted the references to trains in para 2.1 in the attached version. Please can you confirm that's not a major issue, before we share it with City Hall?

I will let City Hall know that we'll aim to get the note to them first thing tomorrow.

Thanks

Andy

From: Mannah Sylvia
Sent: 19 June 2018 17:17
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: RE: Weekly Mayor Update 190618 v1.1 clean
[Thanks Andy.](#)

From: Brown Andy (Corporate Affairs)
Sent: 19 June 2018 17:13
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OK. If you are alright with the other changes then I will discuss this deletion with Mike. I just feel that the way it's currently worded he will not want to say that to the Mayor at this stage. (I was going to flag that deletion to him regardless, to make sure I hadn't decided on it unilaterally.)

Steph - please can you email the text for 2.4 to me in a blank email

Thanks

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Steph and Andy,

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Cc: Keane Kate

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Final note from Howard and Lucy.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: Weekly Mayor Update 190618 v1.1 clean
Date: 19 June 2018 17:06:02
Attachments: [image001.png](#)

Steph and Andy,

Thanks for this. Howard does not want 2.4 to be deleted – his concern is that if we do not flag the issue now and it escalates, we'll be in a stage 2 situation where CH feel blindsided at a later stage. I'm happy to have a go at rewording it if it helps.

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Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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



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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: RE: Weekly Mayor Update 190618 v1.1 clean
Date: 19 June 2018 15:13:58
Attachments: [image001.png](#)

Will do.

Kind regards

Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 19 June 2018 15:13
To: Doyne Stephanie
Cc: Keane Kate
Subject: RE: Weekly Mayor Update 190618 v1.1 clean

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



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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Doyne Stephanie](#)
Subject: Re: Weekly Mayor Update 190618 v1.1 clean
Date: 20 June 2018 10:45:25

Yes.

Sent from my iPhone

On 20 Jun 2018, at 10:43, Brown Andy (Corporate Affairs)

<[\[REDACTED\]](#) tube.tfl.gov.uk> wrote:

Thanks Sylvia - just to confirm, we alright to send this version over to City Hall?
Andy

[\[REDACTED\]](#) | [\[REDACTED\]](#)

From: Mannah Sylvia
Sent: 19 June 2018 19:33
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: Re: Weekly Mayor Update 190618 v1.1 clean
That's fine, thanks Andy - I'll let Mark and Howard know.

Sent from my iPhone

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<[\[REDACTED\]](#) tube.tfl.gov.uk> wrote:

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To: Doyne Stephanie
Cc: Keane Kate

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[REDACTED] | [REDACTED]

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Sent: 19 June 2018 10:39

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Cc: Keane Kate

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Final note from Howard and Lucy.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1
8NJ

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

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

From: [Mannah Sylvia](#)
To: [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Price Amanda](#); [Tucker John](#)
Subject: RE: Weekly Mayor Update 250618
Date: 27 June 2018 13:52:44
Attachments: [Weekly Mayor Update 270618 - FINAL.DOCX](#)

All,

Attached is the final version of this week's note – as always, thanks for your help.

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)

www.tfl.gov.uk

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

From: [Wallace Andrew \(London Rail\)](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#); [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#)
Subject: RE: Weekly Mayor Update 250618
Date: 27 June 2018 09:22:20

Just to confirm that the current plan (as of this morning) is for the WMS next week.

From: Mannah Sylvia
Sent: 26 June 2018 14:32
To: Zavitz Richard; Findlay Lucy; external howard Smith
Cc: Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayor Update 250618
Ok – thanks Richard.

From: Zavitz Richard
Sent: 26 June 2018 14:31
To: Mannah Sylvia; Findlay Lucy; external howard Smith
Cc: Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayor Update 250618
Hi Sylvia,

It's still in flux as the DfT work out their response to new developments. No confirmation just yet.

In the interest in getting the note to City Hall, I recommend we still say that it's planned for the 28th, instead of committing to a delay.

Thanks

Richard

From: Mannah Sylvia
Sent: 26 June 2018 14:25
To: Findlay Lucy; external howard Smith
Cc: Zavitz Richard; Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayor Update 250618

Thanks Lucy.

I spoke to Vicky from our press office earlier and her understanding is yes the WMS is on for Thursday.

Thanks,

Sylvia

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 26 June 2018 14:18
To: Mannah Sylvia; external howard Smith
Cc: Zavitz Richard; Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayor Update 250618

Some (hopefully) final track changes in the attached.

That just leaves someone to confirm if the WMS has moved from 28 June to early next week (para 3.4)

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: 26 June 2018 13:33
To: Lucy Findlay; Howard Smith
Cc: Zavitz Richard; Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayor Update 250618

Lucy,

Thank you. I've updated the note following your comments. are you happy with the attached version to go back to Andy?

Thanks,

Sylvia

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 26 June 2018 12:11
To: Mannah Sylvia; external howard Smith
Cc: Zavitz Richard; Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayor Update 250618

Here you go Sylvia with some comments from me in response.

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

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: 26 June 2018 09:27

To: Howard Smith; Lucy Findlay

Cc: Zavitz Richard; Wallace Andrew (London Rail); Adams Simon

Subject: Weekly Mayor Update 250618

Hi Howard and Lucy,

Please find the report attached with some comments from Andy. Can you please review them for 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: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 250618
Date: 26 June 2018 14:18:11
Attachments: [Weekly Mayor Update 250618 If.docx](#)

Some (hopefully) final track changes in the attached.

That just leaves someone to confirm if the WMS has moved from 28 June to early next week (para 3.4)

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]
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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](#))

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Cc: [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#); [Adams Simon](#)
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Date: 26 June 2018 13:33:25
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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 250618
Date: 26 June 2018 12:11:05
Attachments: [Weekly Mayor Update 250618 lf.docx](#)

Here you go Sylvia with some comments from me in response.

Lucy

Lucy Findlay | Chief of Staff

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

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To: [Mannah Sylvia](#); [Findlay Lucy](#)
Cc: [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 250618
Date: 26 June 2018 10:34:30

Sylvia,

Re the comment in the RSD bit I think we should say 'doesn't *directly* affect'

On the others I'm not sure what the answer is where the same issues remain – Lucy can refresh the words the underlying issue does not change. At some point we do need to reference pressure on testing time given that construction is continuing (as I've said before its less that testing has increased, more that it would on the basis of earlier plans been full time at this stage not in windows).

Howard

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: Weekly Mayor Update 250618
Date: 27 June 2018 16:12:27

Thanks Sylvia.

I see the final editing makes it read that TfL commissioned the review into the train testing and there are now errors in para 2.6

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: 27 June 2018 13:53

To: Wallace Andrew (London Rail); Zavitz Richard; Lucy Findlay; Howard Smith

Cc: Adams Simon; Hughes David (Director of Strategy and Network Development); Price Amanda; Tucker John

Subject: RE: Weekly Mayor Update 250618

All,

Attached is the final version of this week’s note – as always, thanks for your help.

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: [Doyne Stephanie](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: RE: Weekly Mayor Update 250618 If
Date: 26 June 2018 17:48:20

Hi Sylvia,

Can I just check that where we have marked the MOHS milestones with asterisk there have been changes to the timeline? I know we have discussed this before but the dates, comments and colours have not changed since the last report so would not need to be marked with an asterisk. We should also be marking them with a level arrow to show that there is no change since the last report.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 26 June 2018 14:34
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate; Doyne Stephanie
Subject: Weekly Mayor Update 250618 If

Andy,

Attached is the version which Lucy is happy with – it addresses the comments raised.

Thanks,

Sylvia

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 250618
Date: 26 June 2018 09:20:20

Thanks Andy, I was just combining them 😊.
I'll get Howard and Lucy to review and get back to you.
Thanks,
Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 26 June 2018 09:18
To: Mannah Sylvia
Cc: Keane Kate; Doyne Stephanie
Subject: RE: Weekly Mayor Update 250618

Hi Sylvia

Please see my comments on the attached. Only two significant changes (rewording the para about the NR station retendering, and providing the latest and a bit more detail on the funding deal) but also a query about the trends and asterisks on the RAG table please? I've added in the latest BT content from Howard overnight

Thanks
Andy

From: Doyne Stephanie
Sent: 25 June 2018 13:12
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate
Subject: FW: Weekly Mayor Update 250618

FYI.

Kind regards
Stephanie

From: Mannah Sylvia
Sent: 25 June 2018 13:08
To: Doyne Stephanie
Subject: Weekly Mayor Update 250618

Current version of the note – let me know if you have any comments (I'm sure you will) 😊

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 250618
Date: 26 June 2018 09:17:43
Attachments: [Weekly Mayor Update 250618 ab.docx](#)

Hi Sylvia

Please see my comments on the attached. Only two significant changes (rewording the para about the NR station retendering, and providing the latest and a bit more detail on the funding deal) but also a query about the trends and asterisks on the RAG table please? I've added in the latest BT content from Howard overnight

Thanks

Andy

[REDACTED]

From: Doyne Stephanie
Sent: 25 June 2018 13:12
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Cc: Keane Kate
Subject: FW: Weekly Mayor Update 250618
FYI.

Kind regards

Stephanie

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Current version of the note – let me know if you have any comments (I'm sure you will) 😊

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 250618
Date: 25 June 2018 13:20:00
Attachments: [Weekly Mayor Update 250618 SD comments.docx](#)

Super speedy 😊

Kind regards

Stephanie

From: Mannah Sylvia

Sent: 25 June 2018 13:08

To: Doyne Stephanie

Subject: Weekly Mayor Update 250618

Current version of the note – let me know if you have any comments (I'm sure you will) 😊

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: RE: Weekly Mayor Update 250618
Date: 27 June 2018 10:30:59
Attachments: [Weekly Mayor Update 270618.docx](#)

Steph,
Thanks. Attached is a clean copy of the note which addresses the MOHS issues.
Thanks,
Sylvia

From: Doyne Stephanie
Sent: 26 June 2018 17:48
To: Mannah Sylvia; Brown Andy (Corporate Affairs)
Cc: Keane Kate
Subject: RE: Weekly Mayor Update 250618 If

Hi Sylvia,

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Sylvia

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From: [Mannah Sylvia](#)
To: "[Howard Smith](#)"; [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shaunadevlin](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: Weekly Mayoral update
Date: 05 June 2018 17:31:34

Thanks Howard, I'll tell Mike's team to make the changes if it's not too late.

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 05 June 2018 17:29
To: Mannah Sylvia; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shaunadevlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update

Sylvia,

Just reviewed and sent latest BT section to them (as they are waiting for version for their Chairman)

Two comments:

Yellow colour needs taking off dates (I just added as I asked BT to confirm these ones – it has no other significance).

22nd June date (one of the ones in Yellow) is now 26th June but if that means writing an explanation why leave it at 22nd as I'm dashing out of the office and it doesn't really matter either way!

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 05 June 2018 12:52
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update

Hi all,

Attached is the version that is now with Mike's office. Thanks for your help as always but please be on standby for any follow ups from them.

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 04 June 2018 18:22
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shaunadevlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update

Lucy, Sylvia and colleagues,

Brief comments:

Main Report:

The headlines section is now fairly thin. 2.1 is getting to be old news and we've lost 2.5 which are still key issues but probably need 'refreshing' (this week or next). Looking at what we might add (and building on what was said at the Mayor's meeting and this morning's Readiness Board) I would have thought the criticality of Transitions and the pressures on duration of testing windows versus the volume of testing required might be ones to include – along with what's being done to progress them?

Appendix A:

Could we please leave Stage 2 Phase 2 as TBC rather than say Feb 19, as this is (i) later than we have publically acknowledged and (ii) still subject to discussion with MTR with potential movement either way.

Appendix C:

First Bullet: 49 trains

4th Bullet Question – without being flippant we will know on 26th June, as you know numbers have been rising weekly in recent times, my guess is they will miss it but they have been up at 19000 MTIN for a 7 day period in recent weeks.

7th Bullet Question: If some tests fail then (i) small number or minor ones – carry on but its more work to do later (ii) many/big fails could still affect the next window – literally ongoing as I type.

Kind regards

Howard

From: Lucy Findlay
Sent: 04 June 2018 16:48

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

To: Mannah Sylvia; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update

Hi Sylvia

Apologies for delay. Please find attached.

I've updated appendix A (it looks a complete mess as there's quite a bit of change and reordering of some milestones) but you did say you wanted to know what I've changed!

I've taken the liberty of updating the cost section. We've had the CRL Board now so we can update for P1 costs. **Simon A – please can you check if you're happy with it.**

I've tweaked the headline section too.

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 June 2018 11:57

To: Howard Smith; Wallace Andrew (London Rail); Lucy Findlay; Zavitz Richard; Adams Simon

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

Subject: Weekly Mayoral update

Hi all,

With thanks to Howard and Andrew, attached is the current version of this week's note. Can you please review and inform me of any comments. Additionally, I've highlighted the some milestones in Appendix A that need to be updated.

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: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shaunadevlin](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: Weekly Mayoral update
Date: 05 June 2018 17:29:13

Sylvia,

Just reviewed and sent latest BT section to them (as they are waiting for version for their Chairman)

Two comments:

Yellow colour needs taking off dates (I just added as I asked BT to confirm these ones – it has no other significance).

22nd June date (one of the ones in Yellow) is now 26th June but if that means writing an explanation why leave it at 22nd as I'm dashing out of the office and it doesn't really matter either way!

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 05 June 2018 12:52
To: Howard Smith; Lucy Findlay; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update

Hi all,

Attached is the version that is now with Mike's office. Thanks for your help as always but please be on standby for any follow ups from them.

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 04 June 2018 18:22
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shaunadevlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update

Lucy, Sylvia and colleagues,

Brief comments:

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Appendix A:

Could we please leave Stage 2 Phase 2 as TBC rather than say Feb 19, as this is (i) later than we have publically acknowledged and (ii) still subject to discussion with MTR with potential movement either way.

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First Bullet: 49 trains

4th Bullet Question – without being flippant we will know on 26th June, as you know numbers have been rising weekly in recent times, my guess is they will miss it but they have been up at 19000 MTIN for a 7 day period in recent weeks.

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Kind regards

Howard

From: Lucy Findlay
Sent: 04 June 2018 16:48
To: Mannah Sylvia; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update

Hi Sylvia

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Apologies for delay. Please find attached.

I've updated appendix A (it looks a complete mess as there's quite a bit of change and reordering of some milestones) but you did say you wanted to know what I've changed!

I've taken the liberty of updating the cost section. We've had the CRL Board now so we can update for P1 costs. Simon A – please can you check if you're happy with it.

I've tweaked the headline section too.

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 June 2018 11:57

To: Howard Smith; Wallace Andrew (London Rail); Lucy Findlay; Zavitz Richard; Adams Simon

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

Subject: Weekly Mayoral update

Hi all,

With thanks to Howard and Andrew, attached is the current version of this week's note. Can you please review and inform me of any comments. Additionally, I've highlighted the some milestones in Appendix A that need to be updated.

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: [Howard Smith](#)
To: [Wallace Andrew \(London Rail\)](#)
Cc: [Mannah Sylvia](#)
Subject: RE: Weekly Mayoral update
Date: 05 June 2018 17:20:04

93.1% for the week, we do separate them but haven't got them to hand. Last week's big issue (a SPADO was actually in the East so suspect 93.1% is actually fair reflection of West.

Howard

From: Wallace Andrew (London Rail) [mailto: [REDACTED]@tfl.gov.uk]
Sent: 05 June 2018 17:04
To: Howard Smith
Cc: Mannah Sylvia
Subject: FW: Weekly Mayoral update
Importance: High

Howard,

Can I just check the PPM figure for TfL Rail in the West? I know you've said that this is higher than what GWR / Connect were achieving but we've been asked to quantify this in the Mayoral weekly update.

Is the figure of 93.1% for the past week correct and does it apply to TfL Rail as a whole or just services out of Paddington?

Grateful for direction as soon you are able to provide.

Andy

From: Mannah Sylvia
Sent: 05 June 2018 15:45
To: Findlay Lucy
Cc: Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayoral update

Thank you.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 05 June 2018 15:23
To: Mannah Sylvia
Cc: Wallace Andrew (London Rail); Adams Simon
Subject: Re: Weekly Mayoral update

Thanks Sylvia. I think the comment I can address is in 2.4

I suggest you amend to below

A number of challenges remain in completing some critical activities. These include, but are not limited to, ensuring sufficient time for testing against the volume of testing required, completing installation and testing of remaining critical systems and securing possession periods from Network Rail in the autumn for testing signalling transitions to the east and west of the tunnel sections. CRL is actively managing these with its contractors including a high-level visit to Siemens in Germany this week to focus on the critical path to completing their signalling, communications and controls activities. The Network Rail possession issue is being escalated with DfT.

Lucy Findlay
Chief of Staff
Crossrail Ltd

On 5 Jun 2018, at 15:03, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Lucy and Andrew,

As expected, please find the note attached with some comments from Mike's office. Can you please address them.

Thanks,

Sylvia

From: Wallace Andrew (London Rail)
Sent: 05 June 2018 14:15
To: Adams Simon; Findlay Lucy; Mannah Sylvia
Subject: RE: Weekly Mayoral update

Simon,

Sorry, my fault. I picked up the drafting but hadn't checked it properly. Should we use the £211m figure or say that it is yet to be finalised?

Andy

From: Adams Simon
Sent: 05 June 2018 14:11
To: Findlay Lucy; Mannah Sylvia
Cc: Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral update

All,

Who inserted that? That's not a number I recognise as part of the lines agreed at Sponsor Board?

S

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

Sent: 05 June 2018 12:38

To: Mannah Sylvia; Adams Simon

Cc: Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral update

Sorry sylvia – I'm in an all day meeting.

Please find attached - which aims to address Howard's points and picks up few other points.

Simon - On the revised cost section included in this latest draft I see it includes a sentence "The current findings suggest that the most likely outturn cost is aligned with the scenario where the Stage 3 opening date is maintained through increased delivery resource and changes to working practices - use of 'blockade' working (estimated at £280m above currently available funding.

I'm not sure including £280 is helpful – not one of the numbers we discussed on the sponsor call – but maybe it means something specific to TfL hence its inclusion?

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: 05 June 2018 10:21

To: Lucy Findlay

Cc: Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral update

Please find it attached.

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

Sent: 05 June 2018 10:19

To: Mannah Sylvia

Cc: Wallace Andrew (London Rail)

Subject: Re: Weekly Mayoral update

Can you please send me the full latest draft of the briefing so I can address Howard's points on transitions and testing window pressures.

Lucy Findlay
Chief of Staff
Crossrail Ltd

On 5 Jun 2018, at 10:13, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Sorry – the below is the old 2.5 – is there anything you want to add to it following the meeting and Howard's comment?

1.1 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.

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

Sent: 05 June 2018 10:11

To: Mannah Sylvia

Cc: Wallace Andrew (London Rail)

Subject: Re: Weekly Mayoral update

Hi sylvia

I'm not clear whether you've incorporated Howard's other points

we've lost 2.5 which are still key issues but probably need 'refreshing' (this week or next). Looking at what we might add (and building on what was said at the Mayor's meeting and this morning's Readiness Board) I would have thought the criticality of Transitions and the pressures on duration of testing windows versus the volume of testing required might be ones to include – along with what's being done to progress them?

Do you need something from me on these? Or want me to review something?

Lucy Findlay
Chief of Staff
Crossrail Ltd

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On 5 Jun 2018, at 09:57, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Lucy and Andrew,

Following Howard's comments last night, can you please let me know if you have anything more to add to 2.1 below – I've trimmed it down. Need an update asap as I need to get this to Mike's office this morning.

Thanks,

Sylvia

1.1 TfL Rail services between Paddington and Heathrow and Hayes & Harlington has been running without major incident achieving higher punctuality than the previous Great Western and Heathrow Connect services.

From: Mannah Sylvia
Sent: 04 June 2018 18:26
To: 'Howard Smith'; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shaunadevlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update

Thanks Howard.

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 04 June 2018 18:22
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Lucy Findlay | Chief of Staff

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MOVING LONDON FORWARD

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

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To: Howard Smith; Wallace Andrew (London Rail); Lucy Findlay; Zavitz Richard; Adams Simon
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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)
www.tfl.gov.uk

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From: [Mannah Sylvia](#)
To: [Wallace Andrew \(London Rail\)](#); [external howard Smith](#)
Subject: RE: Weekly Mayoral update
Date: 05 June 2018 17:13:19

Andrew – I've got the info from Russel in Howard's team so it's ok now.

TfL Rail performance on the Western route to Hayes/ Heathrow so far:

TfL Rail Hayes and Harlington: 91.9%PPM

TfL Rail Heathrow Airport Terminal 4 services: 87.9%PPM

TfL Rail Western combined performance: 89.7% PPM

Key issues have related to track circuit failures on the Heathrow spur and a rail defect at Hanwell between Paddington and Airport Junction.

An average of periods 2 & 3 last year to try and reflect the same period of operation to this year:

Heathrow Connect: 88.1% PPM

GWR Hayes and Harlington: 83.7% PPM

Combined: 87.0% PPM

In the last full period (1) before transition to TfL Rail

Heathrow Connect: 83.8% PPM

GWR Hayes and Harlington: 82.6% PPM

Combined: 83.5% PPM

From: Wallace Andrew (London Rail)
Sent: 05 June 2018 17:04
To: external howard Smith
Cc: Mannah Sylvia
Subject: FW: Weekly Mayoral update
Importance: High

Howard,

Can I just check the PPM figure for TfL Rail in the West? I know you've said that this is higher than what GWR / Connect were achieving but we've been asked to quantify this in the Mayoral weekly update.

Is the figure of 93.1% for the past week correct and does it apply to TfL Rail as a whole or just services out of Paddington?

Grateful for direction as soon you are able to provide.

Andy

From: Mannah Sylvia
Sent: 05 June 2018 15:45
To: Findlay Lucy
Cc: Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayoral update
Thank you.

From: Lucy Findlay [<mailto:██████████@crossrail.co.uk>]
Sent: 05 June 2018 15:23
To: Mannah Sylvia
Cc: Wallace Andrew (London Rail); Adams Simon
Subject: Re: Weekly Mayoral update

Thanks Sylvia. I think the comment I can address is in 2.4

I suggest you amend to below

A number of challenges remain in completing some critical activities. These include, but are not limited to, ensuring sufficient time for testing against the volume of testing required, completing installation and testing of remaining critical systems and securing possession periods from Network Rail in the autumn for testing signalling transitions to the east and west of the tunnel sections. CRL is actively managing these with its contractors including a high-level visit to Siemens in Germany this week to focus on the critical path to completing their signalling, communications and controls activities. The Network Rail possession issue is being escalated with DfT.

Lucy Findlay

Chief of Staff

Crossrail Ltd

On 5 Jun 2018, at 15:03, Mannah Sylvia <██████████@tfl.gov.uk> wrote:

Lucy and Andrew,
As expected, please find the note attached with some comments from Mike's office. Can you please address them.

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I'm not sure including £280 is helpful – not one of the numbers we discussed on the sponsor call – but maybe it means something specific to TfL hence its inclusion?

Lucy

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

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 05 June 2018 10:21
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Crossrail Ltd

On 5 Jun 2018, at 10:13, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

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Subject: RE: Weekly Mayoral update
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Thanks,

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Date: 05 June 2018 15:03:17
Attachments: [Weekly Mayor Update 040618 - SD Comments.docx](#)

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Date: 05 June 2018 12:52:27
Attachments: [Weekly Mayor Update 040618.docx](#)

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

Sent: 05 June 2018 10:11

To: Mannah Sylvia

Cc: Wallace Andrew (London Rail)

Subject: Re: Weekly Mayoral update

Hi sylvia

I'm not clear whether you've incorporated Howard's other points

we've lost 2.5 which are still key issues but probably need 'refreshing' (this week or next). Looking at what we might add (and building on what was said at the Mayor's meeting and this morning's Readiness Board) I would have thought the criticality of Transitions and the pressures on duration of testing windows versus the volume of testing required might be ones to include – along with what's being done to progress them? Do you need something from me on these? Or want me to review something?

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Lucy Findlay
Chief of Staff
Crossrail Ltd

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Lucy and Andrew,
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Thanks,
Sylvia

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Sent: 04 June 2018 18:26
To: 'Howard Smith'; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shaunadevlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update
Thanks Howard.

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 04 June 2018 18:22
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shaunadevlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update
Lucy, Sylvia and colleagues,
Brief comments:
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Kind regards
Howard

From: Lucy Findlay
Sent: 04 June 2018 16:48
To: Mannah Sylvia; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update
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I've tweaked the headline section too.

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 June 2018 11:57

To: Howard Smith; Wallace Andrew (London Rail); Lucy Findlay; Zavitz Richard; Adams Simon

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

Subject: Weekly Mayoral update

Hi all,

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Can you please review and inform me of any comments. Additionally, I've highlighted the some milestones in Appendix A that need to be updated.

Thanks,

Sylvia

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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

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#)
Cc: [Shaunadevlin](#)
Subject: RE: Weekly Mayoral update
Date: 05 June 2018 12:37:19

Yes sorry ignore me – I've incorporated all the amends – Lucy is looking at your comments on 2.5 and it'll be ready to go to Mike's office.

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 05 June 2018 12:35
To: Mannah Sylvia
Cc: Shaunadevlin
Subject: Re: Weekly Mayoral update
Yes only change was the confirmation of 49 units, included in my comments yesterday evening.
Howard

Sent from my iPad

On 5 Jun 2018, at 09:23, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

[Howard, any update on the final BT report please?](#)

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 04 June 2018 18:22
To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shaunadevlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update
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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 June 2018 11:57
To: Howard Smith; Wallace Andrew (London Rail); Lucy Findlay; Zavitz Richard; Adams Simon
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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#)
Cc: [Wallace Andrew \(London Rail\)](#)
Subject: RE: Weekly Mayoral update
Date: 05 June 2018 10:20:38
Attachments: [Weekly Mayor Update 040618.docx](#)

Please find it attached.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 05 June 2018 10:19
To: Mannah Sylvia
Cc: Wallace Andrew (London Rail)
Subject: Re: Weekly Mayoral update

Can you please send me the full latest draft of the briefing so I can address Howard's points on transitions and testing window pressures.

Lucy Findlay
Chief of Staff
Crossrail Ltd

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From: [Wallace Andrew \(London Rail\)](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#)
Subject: RE: Weekly Mayoral update
Date: 05 June 2018 10:03:31

Sylvia,
No comment from me.
Thanks,
Andy

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To: Findlay Lucy; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral update
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Howard

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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 June 2018 11:57

To: Howard Smith; Wallace Andrew (London Rail); Lucy Findlay; Zavitz Richard; Adams Simon

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From: [Adams Simon](#)
To: [Findlay Lucy](#); [Mannah Sylvia](#); [external howard Smith](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#)
Cc: [Shaunadevlin](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: Weekly Mayoral update
Date: 04 June 2018 16:58:38

Lucy,
I am happy with the cost section.
Simon

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 04 June 2018 16:48
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Subject: RE: Weekly Mayoral update
Date: 04 June 2018 16:48:10
Attachments: [Weekly Mayor Update 040618.docx](#)

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From: [Wallace Andrew \(London Rail\)](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayoral update
Date: 04 June 2018 15:30:54

Hi Sylvia,

Some updates below based on your comments.

On your last comment, I think this is on the basis of being more open and transparent about the status of the project given that CRL (Terry) have already said that the programme is going to be very challenging – but that it is manageable.

Regards,

Andy

1.1 CRL's costs are reported on a periodic basis and are available up to the end of Period (up to 28 April 2018). The forecast for the delivery of the central section has remained at £12,723m after an increase of £256m in Period 13. The forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m and a breach in funding has formally been reported in the Crossrail semi-annual construction report. We are working with the DfT to agree how to jointly resolve the funding shortfall.

1.2 CRL have advised that the final cost outturn is likely to be between £211m and £315m above currently available funding and if there are schedule challenges to deliver Stage 3, the cost outturn could increase to about £370m above the available funding. The Sponsor-led review into some of the critical contracts (including systemwide and select stations) continues in order to assess the confidence of the cost scenarios and the level of required funding. The current findings suggest that the most likely outturn cost is aligned with the scenario where the Stage 3 opening date is maintained through increased delivery resource and changes to working practices - use of 'blockade' working (estimated at £280m above currently available funding).

1.3 The reported cost for Network Rail's (NR) delivery of the On Network Works remained at £2,530m in Period 1. NR has indicated further risks to costs in the range of [REDACTED], [S1] with a funding request of [REDACTED] to be funded from NR contingency. DfT will hold a Director-level meeting in June (date tbc) [S2] with NR and CRL to scrutinise the cost range and the remaining financial and commercial risks.

1.4 The increase in costs above currently agreed funding will be made public in the annual Written Ministerial Statement that is being prepared for Parliament the week of 18 June. In addition, TfL, DfT, and CRL will coordinate the release of press statements and Q&A to accompany the WMS. TfL will be particularly focused on balancing the narrative 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. [S3]

From: Mannah Sylvia
Sent: 04 June 2018 14:32
To: Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral update

Andrew,

Thanks again and sorry to be a pain. Please see below with some comments.

Again I've made some tiny tweaks.

Thanks,

Sylvia

- 1.1 CRL's costs are reported on a periodic basis and are available up to the end of Period (up to 28 April 2018). The forecast for the delivery of the central section has remained at £12,723m after an increase of £256m in Period 13. The forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m and a breach in funding has formally been reported in the Crossrail semi-annual construction report. We are working with the DfT to agree how to jointly resolve the funding shortfall.
- 1.2 CRL have advised that the final cost outturn is likely to be between £211m and £315m above currently available funding and if there are schedule challenges to deliver Stage 3, the cost outturn could increase to about £370m above the available funding. The Sponsor-led review into some of the critical contracts (including systemwide and select stations) continues in order to assess the confidence of the cost scenarios and the level of required funding. The current findings suggest that the most likely outturn cost is aligned with the scenario where the Stage 3 opening date is maintained through substantial workarounds [\[S4\]](#) (estimated at £280m above currently available funding).
- 1.3 The reported cost for Network Rail's (NR) delivery of the On Network Works remained at £2,530m in Period 1. NR has indicated further risks in the range of ████████, ████████, [\[S5\]](#) with a funding request of ████████ to be funded from NR contingency. DfT will hold a Director-level meeting in June [\[S6\]](#) with NR and CRL to scrutinise the cost range and the remaining financial and commercial risks.
- 1.4 The increase in costs above currently agreed funding will be made public in the annual Written Ministerial Statement that is being prepared for Parliament the week of 18 June. In addition, TfL, DfT, and CRL will coordinate the release of press statements and Q&A to accompany the WMS. TfL will be particularly focused on balancing the narrative 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. [\[S7\]](#)

From: Wallace Andrew (London Rail)
Sent: 04 June 2018 13:23
To: Mannah Sylvia
Subject: RE: Weekly Mayoral update

Hi Sylvia,

Just realised that Lucy is back from leave so she'll get back to you on the dates but otherwise the only thing that needs updating is the cost section.

See below

Regards,

Andy

3.1 CRL's costs are reported on a periodic basis and are available up to the end of Period 01 (up to 28 April 2018). The forecast for the delivery of the central section has remained at £12,723m after an increase of £256m in Period 13. The forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m and a breach in funding has formally been reported in the Crossrail semi-annual construction report. We are working with the DfT to agree how to jointly resolve the funding shortfall.

3.2 Crossrail Limited have advised that the final cost outturn is likely to be between £211m and £315m above currently available funding and if there are schedule challenges to deliver Stage 3 the cost outturn could increase to about £370m above above currently available funding. The Sponsor-led review into some of the critical contracts (including systemwide and select stations) continues in order to assess the confidence of the cost scenarios and the level of required

funding. The current findings suggest that the most likely outturn cost is aligned with the scenario where the Stage 3 opening is maintained through substantial workarounds (estimated at £280m above currently available funding).

3.3 The reported cost for Network Rail's delivery of the On Network Works remained at £2,530m in Period 01. NR has indicated further risks in the range of [REDACTED], with a funding request of [REDACTED] to be funded from NR contingency. DfT will hold a Director-level meeting in June with NR and CRL to scrutinise the cost range and the remaining financial and commercial risks.

3.4 The increase in costs above currently agreed funding will be made public in the annual Written Ministerial Statement that is being prepared for Parliament the week of 11 June. In addition, TfL, DfT, and CRL will coordinate the release of press statements and Q&A to accompany the WMS. We will be particularly focused on balancing the narrative 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.

From: Mannah Sylvia

Sent: 04 June 2018 11:57

To: external howard Smith; Wallace Andrew (London Rail); Findlay Lucy; Zavitz Richard; Adams Simon

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

Subject: Weekly Mayoral update

Hi all,

With thanks to Howard and Andrew, attached is the current version of this week's note. Can you please review and inform me of any comments. Additionally, I've highlighted the some milestones in Appendix A that need to be updated.

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)
www.tfl.gov.uk

For what?

Do we know when?

Would this not be a negative aspect of the story?

Can you expand?

For what?

Do we know when?

Would this not be a negative aspect of the story?

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Wallace Andrew \(London Rail\)](#)
Subject: Re: Weekly Mayoral update
Date: 05 June 2018 20:06:06

Excellent!

H

Sent from my iPhone

On 5 Jun 2018, at 18:33, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

It didn't make the final cut so we're ok.

Sent from my iPhone

On 5 Jun 2018, at 18:08, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Final point, suggest strongly that we avoid making this a regular feature - with on 4tph and less at weekends the number will bounce around a lot - one incident, or absence thereof - will have a big effect. We will be forever writing explanations about something that isn't even the end-game.

Kind regards

Howard

Sent from my iPhone

On 5 Jun 2018, at 17:21, Wallace Andrew (London Rail) <[REDACTED]@tfl.gov.uk> wrote:

Thanks for the confirmation though

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

Sent: 05 June 2018 17:20

To: Wallace Andrew (London Rail); Mannah Sylvia

Subject: RE: Weekly Mayoral update

Beat me to it

Howard

From: Wallace Andrew (London Rail) [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 05 June 2018 17:14

To: Mannah Sylvia; Howard Smith

Subject: RE: Weekly Mayoral update

Fab, sorry for the delay in picking this up.

From: Mannah Sylvia

Sent: 05 June 2018 17:13

To: Wallace Andrew (London Rail); external howard Smith

Subject: RE: Weekly Mayoral update

Andrew – I've got the info from Russel in Howard's team so it's ok now.

TfL Rail performance on the Western route to Hayes/ Heathrow so far:

TfL Rail Hayes and Harlington: 91.9%PPM

TfL Rail Heathrow Airport Terminal 4 services: 87.9%PPM

TfL Rail Western combined performance: 89.7% PPM

Key issues have related to track circuit failures on the Heathrow spur and a rail defect at Hanwell between Paddington and Airport Junction.

An average of periods 2 & 3 last year to try and reflect the same period of operation to this year:

Heathrow Connect: 88.1% PPM

GWR Hayes and Harlington: 83.7% PPM

Combined: 87.0% PPM

In the last full period (1) before transition to TfL Rail

Heathrow Connect: 83.8% PPM

GWR Hayes and Harlington: 82.6% PPM

Combined: 83.5% PPM

From: Wallace Andrew (London Rail)

Sent: 05 June 2018 17:04

To: external howard Smith

Cc: Mannah Sylvia

Subject: FW: Weekly Mayoral update

Importance: High

Howard,

Can I just check the PPM figure for TfL Rail in the West? I know you've said that this is higher than what GWR / Connect were achieving but we've been asked to quantify this in the Mayoral weekly update.

Is the figure of 93.1% for the past week correct and does it apply to TfL Rail as a whole or just services out of Paddington?

Grateful for direction as soon you are able to provide.

Andy

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From: Mannah Sylvia
Sent: 05 June 2018 15:45
To: Findlay Lucy
Cc: Wallace Andrew (London Rail); Adams Simon
Subject: RE: Weekly Mayoral update
Thank you.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 05 June 2018 15:23
To: Mannah Sylvia
Cc: Wallace Andrew (London Rail); Adams Simon
Subject: Re: Weekly Mayoral update

Thanks Sylvia. I think the comment I can address is in 2.4
I suggest you amend to below

A number of challenges remain in completing some critical activities. These include, but are not limited to, ensuring sufficient time for testing against the volume of testing required, completing installation and testing of remaining critical systems and securing possession periods from Network Rail in the autumn for testing signalling transitions to the east and west of the tunnel sections. CRL is actively managing these with its contractors including a high-level visit to Siemens in Germany this week to focus on the critical path to completing their signalling, communications and controls activities. The Network Rail possession issue is being escalated with DfT.

Lucy Findlay
Chief of Staff
Crossrail Ltd

On 5 Jun 2018, at 15:03, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Lucy and Andrew,
As expected, please find the note attached with some comments from Mike's office. Can you please address them.
Thanks,
Sylvia

From: Wallace Andrew (London Rail)
Sent: 05 June 2018 14:15
To: Adams Simon; Findlay Lucy; Mannah Sylvia
Subject: RE: Weekly Mayoral update
Simon,

Sorry, my fault. I picked up the drafting but hadn't checked it properly. Should we use the £211m figure or say that it is yet to be finalised?
Andy

From: Adams Simon
Sent: 05 June 2018 14:11
To: Findlay Lucy; Mannah Sylvia
Cc: Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral update
All,

Who inserted that? That's not a number I recognise as part of the lines agreed at Sponsor Board?
S

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 05 June 2018 12:38
To: Mannah Sylvia; Adams Simon
Cc: Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral update

Sorry Sylvia – I'm in an all day meeting.
Please find attached - which aims to address Howard's points and picks up few other points.

Simon - On the revised cost section included in this latest draft I see it includes a sentence "The current findings suggest that the most likely outturn cost is aligned with the scenario where the Stage 3 opening date is maintained through increased delivery resource and changes to working practices - use of 'blockade' working (estimated at £280m above currently available funding.

I'm not sure including £280 is helpful – not one of the numbers we discussed on the sponsor call – but maybe it means something specific to TfL hence its inclusion?

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: 05 June 2018 10:21
To: Lucy Findlay
Cc: Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral update
Please find it attached.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 05 June 2018 10:19

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

To: Mannah Sylvia
Cc: Wallace Andrew (London Rail)
Subject: Re: Weekly Mayoral update
Can you please send me the full latest draft of the briefing so I can address Howard's points on transitions and testing window pressures.

Lucy Findlay
Chief of Staff
Crossrail Ltd

On 5 Jun 2018, at 10:13, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Sorry – the below is the old 2.5 – is there anything you want to add to it following the meeting and Howard's comment?

1.1 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.

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

Sent: 05 June 2018 10:11

To: Mannah Sylvia

Cc: Wallace Andrew (London Rail)

Subject: Re: Weekly Mayoral update

Hi sylvia

I'm not clear whether you've incorporated Howard's other points

we've lost 2.5 which are still key issues but probably need 'refreshing' (this week or next). Looking at what we might add (and building on what was said at the Mayor's meeting and this morning's Readiness Board) I would have thought the criticality of Transitions and the pressures on duration of testing windows versus the volume of testing required might be ones to include – along with what's being done to progress them?

Do you need something from me on these? Or want me to review something?

Lucy Findlay

Chief of Staff

Crossrail Ltd

On 5 Jun 2018, at 09:57, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Lucy and Andrew,

Following Howard's comments last night, can you please let me know if you have anything more to add to 2.1 below – I've trimmed it down. Need an update asap as I need to get this to Mike's office this morning.

Thanks,

Sylvia

TfL Rail services between Paddington and Heathrow and Hayes & Harlington has been running without major incident achieving higher punctuality than the previous Great Western and Heathrow Connect services.

From: Mannah Sylvia

Sent: 04 June 2018 18:26

To: 'Howard Smith'; Findlay Lucy; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

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

Subject: RE: Weekly Mayoral update

Thanks Howard.

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

Sent: 04 June 2018 18:22

To: Findlay Lucy; Mannah Sylvia; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon

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

Subject: RE: Weekly Mayoral update

Lucy, Sylvia and colleagues,

Brief comments:

Main Report:

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The headlines section is now fairly thin. 2.1 is getting to be old news and we've lost 2.5 which are still key issues but probably need 'refreshing' (this week or next). Looking at what we might add (and building on what was said at the Mayor's meeting and this morning's Readiness Board) I would have thought the criticality of Transitions and the pressures on duration of testing windows versus the volume of testing required might be ones to include – along with what's being done to progress them?

Appendix A:

Could we please leave Stage 2 Phase 2 as TBC rather than say Feb 19, as this is (i) later than we have publically acknowledged and (ii) still subject to discussion with MTR with potential movement either way.

Appendix C:

First Bullet: 49 trains

4th Bullet Question – without being flippant we will know on 26th June, as you know numbers have been rising weekly in recent times, my guess is they will miss it but they have been up at 19000 MTIN for a 7 day period in recent weeks.

7th Bullet Question: If some tests fail then (i) small number or minor ones – carry on but its more work to do later (ii) many/big fails could still affect the next window – literally ongoing as I type.

Kind regards

Howard

From: Lucy Findlay
Sent: 04 June 2018 16:48
To: Mannah Sylvia; Howard Smith; Wallace Andrew (London Rail); Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral update
Hi Sylvia

Apologies for delay. Please find attached.

I've updated appendix A (it looks a complete mess as there's quite a bit of change and reordering of some milestones) but you did say you wanted to know what I've changed!

I've taken the liberty of updating the cost section. We've had the CRL Board now so we can update for P1 costs. Simon A – please can you check if you're happy with it.

I've tweaked the headline section too.

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 June 2018 11:57
To: Howard Smith; Wallace Andrew (London Rail); Lucy Findlay; Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayoral update

Hi all,

With thanks to Howard and Andrew, attached is the current version of this week's note. Can you please review and inform me of any comments. Additionally, I've highlighted the some milestones in Appendix A that need to be updated.

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
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From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 20 June 2018 10:54:53
Attachments: [image001.png](#)
[Weekly Mayor Update 200618 - Final.docx](#)

Hi all,

Please find attached this week's update on the Elizabeth line.

Apologies for the delay in sending through.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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



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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#); [Mannah Sylvia](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 12 June 2018 16:52:41
Attachments: [Weekly Mayor Update 110618 ab2 clean.docx](#)

Hi all

Please find attached this week's update on the Elizabeth line

Thanks

Andy

Head of Corporate Affairs

Transport for London

██████████ | ██████████

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Tim Steer](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#); [Mannah Sylvia](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 12 June 2018 16:52:40
Attachments: [Weekly Mayor Update 110618 ab2 clean.docx](#)

Hi all

Please find attached this week's update on the Elizabeth line

Thanks

Andy

Head of Corporate Affairs

Transport for London

██████████ | ██████████

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Tim Steer](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 05 June 2018 18:21:45
Attachments: [Weekly Mayor Update 040618.docx](#)

Hi all

Please find attached this week's progress update for the Mayor. Sorry for the delay.

Andy

Head of Corporate Affairs

Transport for London

██████████ | ██████████

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

From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 27 June 2018 13:50:16
Attachments: [Weekly Mayor Update 270618 - FINAL.docx](#)

Hi all,

Please find attached this week's update on the Elizabeth line.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager | Corporate Affairs

Phone: [REDACTED] (auto [REDACTED] | Mobile: [REDACTED])

11th floor (Y8), Palestra, 197 Blackfriars Road, London SE1 8NJ |

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

From: [Zavitz Richard](#)
To: [Mannah Sylvia](#)
Cc: [Findlay Lucy](#); [Adams Simon](#)
Subject: Weekly Mayor Note: cost section
Date: 22 June 2018 10:20:48

Hi Sylvia,
Find attached our update for Period 2.
Let me know if you have any comments.
Thank you
Richard

- I.1 CRL's costs are reported on a periodic basis and are available up to the end of Period 2 (up to 26 May 2018). The forecast for the delivery of the central section has remained at £12,723m at the end of Period 2, £211m above the available TfL Contingency.
- I.2 The forecast cost for Network Rail's (NR) 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.
- I.3 We are continuing to work with the DfT to agree how to jointly resolve the funding shortfall. The Sponsors anticipate the increase in costs above the currently agreed funding will be made public in the annual Written Ministerial Statement (WMS) that is being prepared for Parliament for publication before the end of June.
- I.4 TfL, DfT, CRL and NR are preparing reactive press lines to respond to questions regarding the WMS. In addition, TfL is preparing a press statement to be released shortly after the WMS to promote the successes of the project and share the challenges remaining ahead of opening the central section in December 2018.

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: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 040618 - SD Comments AB comments
Date: 05 June 2018 16:52:37
Attachments: [Weekly Mayor Update 040618 - SD Comments AB comments.docx](#)

Reviewed – the first comment – yes but 2.4 has been slightly tweaked.

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 040618 - SD Comments
Date: 05 June 2018 15:46:24
Attachments: [Weekly Mayor Update 040618 - SD Comments.docx](#)

2.4 has been updated. For the punctuality – I'll have to look it up or we may just have to take it out.

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 040618
Date: 05 June 2018 16:13:31
Attachments: [Weekly Mayor Update 040618.docx](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 040618
Date: 04 June 2018 16:06:34
Attachments: [Weekly Mayor Update 040618.docx](#)

Current draft.

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Wallace Andrew \(London Rail\)](#)
Cc: [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [Price Amanda](#)
Subject: Weekly Mayor Update 040618.docx
Date: 05 June 2018 18:31:44
Attachments: [Weekly Mayor Update 040618.docx](#)
[ATT00001.txt](#)

All,

Thanks again. Attached is the briefing that has been sent to the Mayor's office.

Fun starts again in 2 days .

Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 040618
Date: 05 June 2018 17:44:34
Attachments: [Weekly Mayor Update 040618.docx](#)

Updated.

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

From: [Mannah Sylvia](#)
To: [external howard Smith](#); [Findlay Lucy](#); [Wallace Andrew \(London Rail\)](#); [Zavitz Richard](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Cc: [Price Amanda](#); [Tucker John](#)
Subject: Weekly Mayor Update 110618 ab2 clean.docx
Date: 12 June 2018 16:54:14
Attachments: [Weekly Mayor Update 110618 ab2 clean.docx](#)
[ATT00001.txt](#)

As always, thanks for all your help. Please find the final version attached.

Thanks,

Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 110618
Date: 11 June 2018 14:19:19
Attachments: [Weekly Mayor Update 110618.docx](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 180618
Date: 18 June 2018 13:24:50
Attachments: [Weekly Mayor Update 180618.docx](#)

Please let me know if you have any comments.

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 180618v2
Date: 15 June 2018 16:11:30
Attachments: [Weekly Mayor Update 180618v2.docx](#)

Current draft minus Howard stuff as mentioned.

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

From: [Mannah Sylvia](#)
To: [external howard Smith](#); [Findlay Lucy](#)
Subject: Weekly Mayor Update 190618 v1.1 clean AB.docx
Date: 19 June 2018 15:20:17
Attachments: [Weekly Mayor Update 190618 v1.1 clean AB.docx](#)
[ATT00001.txt](#)

Are you happy with the attached please?

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: Weekly Mayor Update 190618 v1.1 clean
Date: 19 June 2018 10:39:08
Attachments: [Weekly Mayor Update 190618 v1.1 clean.docx](#)
[image001.png](#)

Final note from Howard and Lucy.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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



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

From: [Mannah Sylvia](#)
To: [external howard Smith](#); [Findlay Lucy](#)
Cc: [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#); [Adams Simon](#)
Subject: Weekly Mayor Update 250618
Date: 26 June 2018 09:26:47
Attachments: [Weekly Mayor Update 250618 ab.docx](#)

Hi Howard and Lucy,
Please find the report attached with some comments from Andy. Can you please review them for 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)
www.tfl.gov.uk

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#)
Subject: Weekly Mayor Update 250618 lf
Date: 26 June 2018 14:34:24
Attachments: [Weekly Mayor Update 250618 lf.docx](#)

Andy,
Attached is the version which Lucy is happy with – it addresses the comments raised.
Thanks,
Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 250618
Date: 25 June 2018 13:07:42
Attachments: [Weekly Mayor Update 250618.docx](#)

Current version of the note – let me know if you have any comments (I'm sure you will) 😊

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 250618
Date: 25 June 2018 17:16:24
Attachments: [Weekly Mayor Update 250618.docx](#)

Still waiting for Howard but your points have been addressed in the attached.
Thanks,
Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 270618
Date: 27 June 2018 10:41:23
Attachments: [Weekly Mayor Update 270618.docx](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 270618
Date: 27 June 2018 10:41:53
Attachments: [Weekly Mayor Update 270618.docx](#)

Sorry use this one!

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

From: [Mannah Sylvia](#)
To: [external howard Smith](#); [Wallace Andrew \(London Rail\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shaunadevlin](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: Weekly Mayoral update
Date: 04 June 2018 11:57:27
Attachments: [Weekly Mayor Update 040618.docx](#)

Hi all,

With thanks to Howard and Andrew, attached is the current version of this week's note. Can you please review and inform me of any comments. Additionally, I've highlighted the some milestones in Appendix A that need to be updated.

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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