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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: BT Report for 9th April
Date: 06 April 2018 19:51:43
Attachments: [Elizabeth line and Bombardier weekly briefing 090418.docx](#)

Please find draft attached. It includes the additional milestones promised. Before commenting please consider that if these are going to be meaningful in any way they have to be 'technical' (build dates/ISA approvals etc), if we can't use moderately technical language it becomes impossible to describe in any meaningful way.

Conversely you might find by description of 'Protected Manual' mode (3rd bullet) useful for the main project update.

BT will fill in number of trains completed (first bullet).

Comments, as usual by 10.00 Monday please.

Good weekend

Howard

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Wild Mark \(MD\)](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Keane Kate](#); [Clarke Phil \(ELLP\)](#)
Subject: BT Report
Date: 20 April 2018 14:33:09
Attachments: [Elizabeth line and Bombardier weekly briefing 230418.docx](#)

Draft weekly BT Report – slightly earlier than normal. Comments still by 10.00 Monday if not before please.

I know Mike has asked to be given more time to review in future so from next week Sylvia and I will try and get the 'BT' and 'General' Elizabeth line reports out on Thursday – I think Sylvia will be in touch re earlier contributions to the 'General' report.

Howard

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#); [Wild Mark \(MD\)](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: BT Weekly Report
Date: 09 April 2018 12:42:02
Attachments: [Elizabeth line and Bombardier weekly briefing \(FINAL\) 090418.docx](#)

Final version attached. Accepted all of Sylvia's changes, nothing from Andy/Kate and changed bullet eight as we have now established the new group starting Wednesday.
Howard

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Zavitz Richard](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Bcc: [Morley Vicky](#)
Subject: EL weekly briefing
Date: 01 May 2018 16:58:00
Attachments: [Weekly Mayor Update 300418 v1.3.docx](#)

All,

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

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Date: 18 April 2018 15:07:26
Attachments: [image001.png](#)

Hi Sylvia,
Please see below. Can you pull a response together asap.
Thanks in advance.
Kind regards
Stephanie

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 18 April 2018 14:53
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Stephanie,
Val has asked for the exact date in May when the reassessment of project expenditure is officially made and to what extent (and exactly when) it becomes public, if there's a breach of the £600M contingency.
Could you please come back to me with a response to this?
Many thanks
Erica

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 17 April 2018 12:46
To: Tim Steer < [REDACTED]@london.gov.uk >; Claire Hamilton < [REDACTED]@london.gov.uk >; Erica Walker < [REDACTED]@london.gov.uk >
Cc: Keane Kate < [REDACTED]@tfl.gov.uk >; Andrew J. Brown < [REDACTED]@tube.tfl.gov.uk >
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,
Please see attached the weekly progress update for the Mayor.
Kind Regards
Stephanie
Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology

Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED]



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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Date: 19 April 2018 11:12:12
Attachments: [image001.png](#)
[Weekly Mayor Update 160418.docx](#)

Hi Sylvia,
Please see below and attached.
Can you make sure David's comments are picked up in the note for Monday 23 April.
Thanks in advance.
Kind regards
Stephanie

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 19 April 2018 09:38
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Hi Stephanie,

David Bellamy has also come back with some comments on the report. Could these please be addressed in the next version you send back to us, and also reflected in future reports.
Let me know if you have any questions.
Erica

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 18 April 2018 15:27
To: Erica Walker < [REDACTED]@london.gov.uk >
Cc: Keane Kate < [REDACTED]@tfl.gov.uk >; Andrew J. Brown < [REDACTED]@tube.tfl.gov.uk >;
Tim Steer < [REDACTED]@london.gov.uk >; Claire Hamilton < [REDACTED]@london.gov.uk >
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

Hi Erica,
We have been informed by the team that the below is going to be discussed with the DfT at tomorrow's Crossrail Sponsor Board. The team will update us after this discussion has taken place.
Kind regards
Stephanie

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 18 April 2018 14:53
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Hi Stephanie,

Val has asked for the exact date in May when the reassessment of project expenditure is officially made and to what extent (and exactly when) it becomes public, if there's a breach of the £600M contingency.
Could you please come back to me with a response to this?
Many thanks
Erica

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 17 April 2018 12:46
To: Tim Steer < [REDACTED]@london.gov.uk >; Claire Hamilton < [REDACTED]@london.gov.uk >;
Erica Walker < [REDACTED]@london.gov.uk >

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

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

Subject: TFL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Subject: FW: Weekly BT Chairman/Mayor Report
Date: 27 April 2018 18:58:56

Sylvia,

May be too late but a potentially useful observation from Bombardier on the RS element.

Howard

From: Howard Smith
Sent: 27 April 2018 18:53
To: 'Andy Derbyshire'; Joe Bednall
Cc: Phil Clarke - TfL; Per Allmer
Subject: RE: Weekly BT Chairman/Mayor Report

Andy,

Thanks. Sorry if it's not clear, it's meant to say that a number of bugs (in 7.1) remain and will be resolved by release 7.2.

Will try and feed in new words to the draft now with the Commissioner.

Kind regards

Howard

From: Andy Derbyshire [[mailto: \[REDACTED\]@rail.bombardier.com](mailto: [REDACTED]@rail.bombardier.com)]
Sent: 27 April 2018 14:47
To: Howard Smith; Joe Bednall
Cc: Phil Clarke - TfL; Per Allmer
Subject: RE: Weekly BT Chairman/Mayor Report

Howard

I have updated the report with the production. I have highlighted the bullet point 6 & 7 in report in yellow (see below) as when I read them it seems to confuse slightly. One paragraph it refers to a number of bugs in 7.2, then in the next paragraph it says its complete?

Joe what's your view?

- Tunnel testing is currently taking place using release 7.1 of the train control management software. This release resolves a number of issues with earlier versions. It has improved the efficiency of testing, however a number of bugs remain to be resolved in release 7.2.
- Bombardier has now completed building release 7.2 of the train control management software and it is currently on test on the rigs at Derby. It is scheduled to be 'fast tracked' through to testing on the track at Melton next week. This release will be developed and approved for Stage 3 passenger service. All known defects are addressed in release 7.2 although further updates will be required to address any issues discovered in future dynamic testing and trial operations.

Kind Regards

Andy

From: Howard Smith <[\[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)>
Sent: 26 April 2018 18:21
To: Per Allmer <[\[REDACTED\]@rail.bombardier.com](mailto: [REDACTED]@rail.bombardier.com)>; Andy Derbyshire <[\[REDACTED\]@rail.bombardier.com](mailto: [REDACTED]@rail.bombardier.com)>; Joe Bednall <[\[REDACTED\]@rail.bombardier.com](mailto: [REDACTED]@rail.bombardier.com)>
Cc: Phil Clarke - TfL <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>
Subject: Weekly BT Chairman/Mayor Report

Draft a day early this week, as promised, to try and give Mike Brown more time to review. Minor changes only this week and no changes to dates. Remember its written for circulation next Monday so references to 'this week' means w/c 30th April etc...!

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Comments if at all possible by 12.00 tomorrow please.

Kind regards

Howard

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: FW: Weekly Mayor Update 230418
Date: 23 April 2018 16:51:18
Attachments: [Weekly Mayor Update 230418 \(3\).docx](#)

Please see attached updated note.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 April 2018 16:15
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: RE: Weekly Mayor Update 230418

Andy and Steph,

Please find below the answer to David's outstanding question.

Thanks,

Sylvia

Fan installation at stations has been in line with the forecast dates in MOHS18. Of the remaining fans, the forecast date for installation at Paddington is 5 May 2018 and the forecast date for fan installation at Bond Street is 16 July 2018.

From: Mannah Sylvia
Sent: 23 April 2018 13:44
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: Weekly Mayor Update 230418

Hi Andy and Steph,

Attached is this week's briefing note. I've gone through it and I think we should fingers crossed be in a much better shape than last week. We've answered all but one of David B's comments as we're awaiting confirmation.

Thanks,

Sylvia

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 300418
Date: 27 April 2018 13:49:55
Attachments: [Weekly Mayor Update 300418.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 27 April 2018 13:37
To: Doyne Stephanie
Subject: Weekly Mayor Update 300418
As discussed.

From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Subject: FW: weekly mayor update
Date: 20 April 2018 07:51:47
Attachments: [Weekly Mayor Update 160418.docx](#)

As per yesterdays request from Andy are going to try and bring the drafting forward to Thursday's after this week?

Also I'll assume you are chasing up the questions on the general report – I'll do the BT ones. OK?

Kind regards
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 19 April 2018 11:15
To: Lucy Findlay; Howard Smith
Cc: Adams Simon; Shauna Devlin; Zavitz Richard
Subject: RE: weekly mayor update

Hi all,

Please find attached the briefing note with some comments from David Bellamy. We need to make sure that the comments are addressed in the next version of the briefing.

Thanks,
Sylvia

From: Mannah Sylvia
Sent: 18 April 2018 09:56
To: Findlay Lucy; external howard Smith
Cc: Adams Simon; Shaunadevlin; Zavitz Richard; Hughes David (Director of Strategy and Network Development)
Subject: RE: weekly mayor update

Hi all,

Please find attached the final version of this week's briefing that was shared with City Hall colleagues. Thanks for all your help as usual and I look forward to receiving the next set of updates on Friday 😊

Best wishes,
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 16 April 2018 16:17
To: Mannah Sylvia; external howard Smith
Cc: Adams Simon; Shaunadevlin; Zavitz Richard
Subject: RE: weekly mayor update

So I don't delay this further I suggest you just take 2.4 out

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 16 April 2018 12:01
To: Lucy Findlay; Howard Smith
Cc: Adams Simon; Shauna Devlin; Zavitz Richard
Subject: RE: weekly mayor update

Hi all,

Thanks for your contributions. Howard and Lucy, Andy's team have reviewed the briefing and have included some comments for you. Can you please review and get back to me.

Many thanks,
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 13 April 2018 17:53
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; Shaunadevlin; external howard Smith
Subject: RE: weekly mayor update

Hi Sylvia – some "stuff" for the headlines area. There was an issue that some have been briefed on earlier this week to do with something weekend of 19/20 May – this is now very near resolution so I haven't included it.

1.1 On 13 April testing of the new trains and infrastructure commenced in full automatic

operation. This enables higher speed testing of the rolling stock in the eastern tunnels..

1.2 Good progress was made last week in fit-out of mechanical and electrical equipment in the western tunnels (Whitechapel to Paddington). All permanent tunnel ventilations fans (except one at Bond Street and Paddington) have now been installed.

1.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new approach will be implemented from the end of April that maximises time in the tunnels for both activities.

1.4 Intense pressure is being placed on contractors to improve the quality and timeliness in providing documentation and asset information required for approvals and assurance activity, testing and commissioning as well as operations and maintenance manuals and training of staff that will run the Elizabeth line.

1.5 Good progress is being made for Stage 2 Phase 1 introduction from 19 May 2018.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 13 April 2018 16:52

To: Mannah Sylvia

Cc: Adams Simon; Shauna Devlin; Howard Smith; Lucy Findlay

Subject: RE: weekly mayor update

Hi Sylvia,

Only one minor change in the cost section:

3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives

Also - can we include in the heading of the table in Appendix B reference to when the key dates were set – this week should still be P12. See below:

[REDACTED]

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)



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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Adams Simon](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#)
Subject: Mayor/BT Chairman Report
Date: 26 April 2018 18:24:04
Attachments: [Elizabeth line and Bombardier weekly briefing 300418.docx](#)

Sylvia and colleagues,

Draft attached, one day early as promised. Modest changes this week and no changes to dates.

Remember its written for circulation Monday so 'this week' means w/c 30th April etc.

Comments if poss by 12.00 please.

Howard

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To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#); [Wild Mark \(MD\)](#)
Cc: [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#); [Devlin Shauna](#)
Subject: Mayor/BT Chairman's Weekly Report
Date: 12 April 2018 19:55:03
Attachments: [Elizabeth line and Bombardier weekly briefing 160418.docx](#)

Draft to you a day early this week, as I'm off tomorrow but comments by 10.00 Monday 16th please.

Andy/Kate – this also forms the basic brief for the Commissioner/BT call on Monday. Will provide some further bullets Monday based on latest news and will be on the call.

Howard

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Brown Andy \(Corporate Affairs\)](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: RE: BT Report for 9th April
Date: 09 April 2018 09:54:15
Attachments: [Elizabeth line and Bombardier weekly briefing 090418.docx](#)

Howard,
Thanks for this. Please find the note attached with some minor amends and a comment.
Thanks,
Sylvia

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

Sent: 06 April 2018 19:51

To: Mannah Sylvia; Brown Andy (Corporate Affairs); Wild Mark (MD); Findlay Lucy

Cc: Clarke Phil (ELLP)

Subject: BT Report for 9th April

Please find draft attached. It includes the additional milestones promised. Before commenting please consider that if these are going to be meaningful in any way they have to be 'technical' (build dates/ISA approvals etc), if we can't use moderately technical language it becomes impossible to describe in any meaningful way.

Conversely you might find by description of 'Protected Manual' mode (3rd bullet) useful for the main project update.

BT will fill in number of trains completed (first bullet).

Comments, as usual by 10.00 Monday please.

Good weekend

Howard

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Wild Mark \(MD\)](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Keane Kate](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: BT Report
Date: 20 April 2018 15:16:05

[Thanks Howard.](#)

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

Sent: 20 April 2018 14:33

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

Subject: BT Report

Draft weekly BT Report – slightly earlier than normal. Comments still by 10.00 Monday if not before please.

I know Mike has asked to be given more time to review in future so from next week Sylvia and I will try and get the 'BT' and 'General' Elizabeth line reports out on Thursday – I think Sylvia will be in touch re earlier contributions to the 'General' report.
Howard

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#)
Subject: Re: Mayor/BT Chairman Report
Date: 26 April 2018 22:03:46

Looks good to me. Thanks Howard - as ever!

Andy

On 26 Apr 2018, at 18:51, Howard Smith <[\[REDACTED\]](#)> wrote:

Sylvia

Thanks. Will feed on to general report either late tonight or first thing.

Howard

Sent from my iPhone

On 26 Apr 2018, at 18:28, Mannah Sylvia <[\[REDACTED\]](#)> wrote:

Thanks Howard. I will collate and review all the submission and circulate it tomorrow morning with any comments. My aim is to have it with Mike's office by early afternoon.

Thank you all again.

Sylvia

Sent from my iPhone

On 26 Apr 2018, at 18:24, Howard Smith <[\[REDACTED\]](#)> wrote:

Sylvia and colleagues,
Draft attached, one day early as promised. Modest changes this week and no changes to dates.
Remember its written for circulation Monday so 'this week' means w/c 30th April etc.
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Cc: [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#); [Devlin Shauna](#)
Subject: RE: Mayor/BT Chairman's Weekly Report
Date: 13 April 2018 17:00:24
Attachments: [Elizabeth line and Bombardier weekly briefing 160418.docx](#)

Howard,
Thanks again for this. Please find my comments in the attachment.
Thanks,
Sylvia

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

Sent: 12 April 2018 19:55

To: Mannah Sylvia; Brown Andy (Corporate Affairs); Keane Kate; Wild Mark (MD)

Cc: Clarke Phil (ELLP); Findlay Lucy; Devlin Shauna

Subject: Mayor/BT Chairman's Weekly Report

Draft to you a day early this week, as I'm off tomorrow but comments by 10.00 Monday 16th please.

Andy/Kate – this also forms the basic brief for the Commissioner/BT call on Monday.

Will provide some further bullets Monday based on latest news and will be on the call.

Howard

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To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#); [Wild Mark \(MD\)](#)
Cc: [Clarke Phil \(ELLP\)](#); [Findlay Lucy](#); [Devlin Shauna](#)
Subject: RE: Mayor/BT Chairman's Weekly Report
Date: 16 April 2018 11:26:57
Attachments: [Elizabeth line and Bombardier weekly briefing 160418 \(FINAL\).docx](#)

Final version attached.

Incorporates BT's confirmation of the number of trains manufactured (42) and also all of Sylvia's suggested tweaks for clarity.

I've sent this to BT as the final version and suggest that it's also handy for this afternoon's call with BT (17.30 UK). I'll send some further bullets to Mike and Mark for that one.

Howard

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]
Sent: 13 April 2018 17:00
To: Howard Smith; Brown Andy (Corporate Affairs); Keane Kate; Wild Mark (MD)
Cc: Phil Clarke - TfL; Lucy Findlay; Devlin Shauna
Subject: RE: Mayor/BT Chairman's Weekly Report

Howard,

Thanks again for this. Please find my comments in the attachment.

Thanks,

Sylvia

From: Howard Smith [mailto:██████████@crossrail.co.uk]
Sent: 12 April 2018 19:55
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Keane Kate; Wild Mark (MD)
Cc: Clarke Phil (ELLP); Findlay Lucy; Devlin Shauna
Subject: Mayor/BT Chairman's Weekly Report

Draft to you a day early this week, as I'm off tomorrow but comments by 10.00 Monday 16th please.
Andy/Kate – this also forms the basic brief for the Commissioner/BT call on Monday. Will provide some further bullets Monday based on latest news and will be on the call.

Howard

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From: [Hughes David \(Director of Strategy and Network Development\)](#)
To: [Zavitz Richard](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 19 April 2018 19:46:05

Richard

As per this afternoon's Sponsor Board discussion, please could you liaise with DfT (██████████) to pull together a short summary of the proposed choreography around a controlled announcement of the IP2 breach, anchored around the WMS at end June.

I think we probably need this by close tomorrow.

Thanks

David

From: Mannah Sylvia
Sent: 18 April 2018 16:02
To: Zavitz Richard; Hughes David (Director of Strategy and Network Development); Adams Simon
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks Richard.

From: Zavitz Richard
Sent: 18 April 2018 15:52
To: Mannah Sylvia; Hughes David (Director of Strategy and Network Development); Adams Simon
Subject: RE: TfL Restricted - Weekly progress update on Crossrail

We had a meeting today with the DfT, CRL, NR, and JST to discuss the lines to take within the upcoming PIC and Board papers and how this links with the annual Written Ministerial Statement currently planned for the end of June. I have provided the notes from the discussion below. As David suggests, this will be discussed at the Sponsor Board tomorrow and confirmed.

- End of year numbers for both CRL and On Network Works will be included in the Private PIC and Board updates. Within the Public paper, it was suggested to hold the line from the last PIC paper: "There remains some significant cost and schedule pressures, which continue to be actively managed by Crossrail Ltd.. Further details are provided in a Part 2 paper."
- It was suggested that the first public release of the cost/funding situation for the entire project could be included within the annual WMS that is being prepared by the DfT and JST for the end of June. We would also aim to make available the details of any additional funding contributions from the Joint Sponsors. TfL would coordinate a press release at the same time.

Thanks

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: ██████████ (auto ██████████) |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email:

██████████ [tfl.gov.uk](mailto:██████████@tfl.gov.uk)



From: [Erica Walker](#)
To: [Doyne Stephanie](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 19 April 2018 09:38:16
Attachments: [image001.png](#)
[Weekly Mayor Update 160418.docx](#)

Hi Stephanie,

David Bellamy has also come back with some comments on the report. Could these please be addressed in the next version you send back to us, and also reflected in future reports.

Let me know if you have any questions.

Erica

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

Sent: 18 April 2018 15:27

To: Erica Walker

Cc: Keane Kate ; Andrew J. Brown ; Tim Steer ; Claire Hamilton

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

Hi Erica,

We have been informed by the team that the below is going to be discussed with the DfT at tomorrow's Crossrail Sponsor Board. The team will update us after this discussion has taken place.

Kind regards

Stephanie

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

Sent: 18 April 2018 14:53

To: Doyne Stephanie

Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton

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

Hi Stephanie,

Val has asked for the exact date in May when the reassessment of project expenditure is officially made and to what extent (and exactly when) it becomes public, if there's a breach of the £600M contingency.

Could you please come back to me with a response to this?

Many thanks

Erica

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

Sent: 17 April 2018 12:46

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

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

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

Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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From: [Erica Walker](#)
To: [Doyne Stephanie](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#); [Steer Tim](#); [Claire Hamilton](#)
Subject: RE: Tfl Restricted - Weekly progress update on Crossrail
Date: 18 April 2018 15:33:29
Attachments: [image001.png](#)

Okay thank you for the update. I'll let Val know

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 18 April 2018 15:27
To: Erica Walker
Cc: Keane Kate ; Andrew J. Brown ; Tim Steer ; Claire Hamilton
Subject: RE: Tfl Restricted - Weekly progress update on Crossrail

Hi Erica,

We have been informed by the team that the below is going to be discussed with the DfT at tomorrow's Crossrail Sponsor Board. The team will update us after this discussion has taken place.

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Sent: 18 April 2018 14:53
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: Tfl Restricted - Weekly progress update on Crossrail

Hi Stephanie,

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Could you please come back to me with a response to this?

Many thanks

Erica

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 17 April 2018 12:46
To: Tim Steer < [REDACTED]@london.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>; Erica Walker < [REDACTED]@london.gov.uk>
Cc: Keane Kate < [REDACTED]@tfl.gov.uk>; Andrew J. Brown < [REDACTED]@tube.tfl.gov.uk>
Subject: Tfl Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 18 April 2018 15:23:17
Attachments: [image001.png](#)

Steph,

David has just informed me that they're going to discuss this with the DfT at tomorrow's Crossrail Sponsor Board and will give me an update after the meeting so can you please let Erica know that.

Thanks,
Sylvia

From: Doyne Stephanie
Sent: 18 April 2018 15:07
To: Mannah Sylvia
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Hi Sylvia,

Please see below. Can you pull a response together asap.

Thanks in advance.

Kind regards

Stephanie

From: Erica Walker [[mailto: \[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)]
Sent: 18 April 2018 14:53
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Hi Stephanie,

Val has asked for the exact date in May when the reassessment of project expenditure is officially made and to what extent (and exactly when) it becomes public, if there's a breach of the £600M contingency.

Could you please come back to me with a response to this?

Many thanks

Erica

From: Doyne Stephanie [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 17 April 2018 12:46
To: Tim Steer <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>; Erica Walker <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>
Cc: Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>; Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto: [REDACTED]@tube.tfl.gov.uk)>
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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

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From: [Hughes David \(Director of Strategy and Network Development\)](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 18 April 2018 15:20:50
Attachments: [image001.png](#)

This is something we're discussing with DfT at tomorrow's Crossrail Sponsor Board. The choreography is potentially quite complex and not set in stone, so not as simple as just saying it's such-and-such a date.
Let's pick this up after tomorrow's discussion.

From: Mannah Sylvia
Sent: 18 April 2018 15:08
To: Zavitz Richard; Adams Simon
Cc: Hughes David (Director of Strategy and Network Development)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
[Richard and Simon](#),
Please see below.
Thanks,
Sylvia

From: Doyne Stephanie
Sent: 18 April 2018 15:07
To: Mannah Sylvia
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Hi Sylvia,
Please see below. Can you pull a response together asap.
Thanks in advance.
Kind regards
Stephanie

From: Erica Walker [[mailto: \[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)]
Sent: 18 April 2018 14:53
To: Doyne Stephanie
Cc: Keane Kate; Brown Andy (Corporate Affairs); Steer Tim; Claire Hamilton
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Hi Stephanie,
Val has asked for the exact date in May when the reassessment of project expenditure is officially made and to what extent (and exactly when) it becomes public, if there's a breach of the £600M contingency.
Could you please come back to me with a response to this?
Many thanks
Erica

From: Doyne Stephanie [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 17 April 2018 12:46
To: Tim Steer <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>; Erica Walker <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>
Cc: Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>; Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto: [REDACTED]@tube.tfl.gov.uk)>
Subject: TfL Restricted - Weekly progress update on Crossrail
Hi all,
Please see attached the weekly progress update for the Mayor.
Kind Regards
Stephanie
Stephanie Doyne
Corporate Affairs Manager

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From: [Zavitz Richard](#)
To: [Hughes David \(Director of Strategy and Network Development\)](#); [Mannah Sylvia](#)
Cc: [Adams Simon](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 20 April 2018 14:22:01

Hi David,

I had a chat with [REDACTED] after the Sponsor Board yesterday, and she mentioned that she would not be able to get into the detail until Monday. We did agree that the approach discussed with the TfL/DfT/NR comms teams on Wednesday and shared at the Sponsor Board was in line with how we'll proceed.

Find below an update to the notes I shared on Wednesday. I propose that these are shared with Val to answer her question. I will then work with [REDACTED] next week to develop a bit more detail for the Sponsors including response to the Financial Report, the need to share financial data with our lenders, and an overview of the WMS.

Response to Val:

[

The following outlines how we expect to coordinate upcoming messages regarding the costs of the Crossrail project.

- The CRL Board (26 April) will approve the Period 13 financial report including the latest forecast of the final Crossrail Limited costs;
- End of year numbers for both CRL and the On Network Works will be included in the Private Programme and Investment Committee (16 May) and Private Board (23 May) updates.
- Within the Public papers, we are proposing to include the following line: "There remains some significant cost and schedule pressures, which continue to be actively managed by Crossrail Ltd.. Further details are provided in a Part 2 paper."
- We are planning for the first public release of the cost/funding update for the Crossrail project to be included within the annual Written Ministerial Statement that is being prepared by the Department for Transport and the Crossrail Joint Sponsor Team for the end of June. TfL, DfT, and Crossrail would coordinate press releases at the same time.

]

Let me know if you have any comments.

Sylvia – were you going to pick this up for wider comment if needed and submission to Val's team?

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email:

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



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From: [Mannah Sylvia](#)
To: [Keane Kate](#)
Subject: RE: TfL Restricted: Mayor update 090418 - Mike's comments
Date: 10 April 2018 13:45:30
Attachments: [Weekly Mayor Update 090418.docx](#)

Hi Kate,
Please find the updated briefing attached which hopefully addresses Mike's comments.
Thanks,
Sylvia

From: Mannah Sylvia
Sent: 10 April 2018 09:59
To: Keane Kate
Subject: RE: TfL Restricted: Mayor update 090418 - Mike's comments
Thanks Kate – I'll ask the team to review this asap.

From: Keane Kate
Sent: 10 April 2018 09:47
To: Mannah Sylvia
Subject: TfL Restricted: Mayor update 090418 - Mike's comments

Hi Sylvia

Mike has reviewed this note as per the attached tracked changes. Could you take another look at this and amend the attached as necessary.

Any queries, just shout.

Thanks

Kate

Kate Keane
Corporate Affairs
Transport for London

☎: [REDACTED] (ext. [REDACTED])

📞: [REDACTED]

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Zavitz Richard](#)
Subject: RE: weekly mayor update
Date: 19 April 2018 11:14:49
Attachments: [Weekly Mayor Update 160418.docx](#)

Hi all,

Please find attached the briefing note with some comments from David Bellamy. We need to make sure that the comments are addressed in the next version of the briefing.

Thanks,
Sylvia

From: Mannah Sylvia
Sent: 18 April 2018 09:56
To: Findlay Lucy; external howard Smith
Cc: Adams Simon; Shaunadevlin; Zavitz Richard; Hughes David (Director of Strategy and Network Development)
Subject: RE: weekly mayor update

Hi all,

Please find attached the final version of this week's briefing that was shared with City Hall colleagues. Thanks for all your help as usual and I look forward to receiving the next set of updates on Friday 😊

Best wishes,
Sylvia

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

Sent: 16 April 2018 16:17

To: Mannah Sylvia; external howard Smith

Cc: Adams Simon; Shaunadevlin; Zavitz Richard

Subject: RE: weekly mayor update

So I don't delay this further I suggest you just take 2.4 out

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: 16 April 2018 12:01

To: Lucy Findlay; Howard Smith

Cc: Adams Simon; Shauna Devlin; Zavitz Richard

Subject: RE: weekly mayor update

Hi all,

Thanks for your contributions. Howard and Lucy, Andy's team have reviewed the briefing and have included some comments for you. Can you please review and get back to me.

Many thanks,
Sylvia

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

Sent: 13 April 2018 17:53

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; Shaunadevlin; external howard Smith

Subject: RE: weekly mayor update

Hi Sylvia – some “stuff” for the headlines area. There was an issue that some have been briefed on earlier this week to do with something weekend of 19/20 May – this is now very near resolution so I haven't included it.

- 1.1 On 13 April testing of the new trains and infrastructure commenced in full automatic operation. This enables higher speed testing of the rolling stock in the eastern tunnels..
- 1.2 Good progress was made last week in fit-out of mechanical and electrical equipment in the western tunnels (Whitechapel to Paddington). All permanent tunnel ventilations fans (except one at Bond Street and Paddington) have now been installed.
- 1.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new approach will be implemented from the end of April that maximises time in the tunnels for both activities.

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1.4 Intense pressure is being placed on contractors to improve the quality and timeliness in providing documentation and asset information required for approvals and assurance activity, testing and commissioning as well as operations and maintenance manuals and training of staff that will run the Elizabeth line.

1.5 Good progress is being made for Stage 2 Phase 1 introduction from 19 May 2018.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 13 April 2018 16:52

To: Mannah Sylvia

Cc: Adams Simon; Shauna Devlin; Howard Smith; Lucy Findlay

Subject: RE: weekly mayor update

Hi Sylvia,

Only one minor change in the cost section:

3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives

Also - can we include in the heading of the table in Appendix B reference to when the key dates were set – this week should still be P12. See below:

Risk / Issue	Key date (All as at Period 12, 03 March 2018)	Mitigation / Action
[REDACTED]	[REDACTED]	[REDACTED]

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)



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From: [Zavitz Richard](#)
To: [Findlay Lucy](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Cc: [Mannah Sylvia](#); [external howard Smith](#)
Subject: Re: Weekly Mayor Update : cost section
Date: 26 April 2018 23:17:46

Thanks Lucy

David, Simon - The PRep flagged the change at our meeting this afternoon, sorry I should have mentioned it in my email. The reason for the change should be mentioned on the call tomorrow.

Lucy - The JST receives the CRL Board report on the Friday before the meeting to help us write our period report to Sponsors. We send our report to Sponsors following the board meeting and include both the CRL report and PRep report. I'm not sure who sends is the report, but Andy mentioned that it comes from the secretariat.

Richard

From: Lucy Findlay
Sent: Thursday, April 26, 2018 9:45 pm
Subject: RE: Weekly Mayor Update : cost section
To: Adams Simon , Hughes David (Director of Strategy and Network Development)
Cc: Mannah Sylvia , Zavitz Richard , external howard Smith

I'm not sure about "version of the Board report received by Sponsors" – shouldn't be officially received by Sponsors for use before CRL Board meeting? Who do you receive that from?
The P13 CRL Board report was reissued to Board members yesterday for today's meeting due to an error on the cost risk page (p.8) where the P80 and P95 figures appear.

To confirm for P13

The P50 is £12,723m which is £210.7m above IP2 and £215.6m above our current reported Financial Budget

The P80 is £12,790m

P95 £12,855m

Lucy

Lucy Findlay

Chief of Staff

Crossrail Ltd

T: [REDACTED]

From: [Adams Simon](#)
Sent: 26 April 2018 21:03
To: [Hughes David \(Director of Strategy and Network Development\)](#)
Cc: [Mannah Sylvia](#); [Zavitz Richard](#); [Howard Smith](#); [Lucy Findlay](#)
Subject: Re: Weekly Mayor Update : cost section
Lucy,

Curiously, I just opened the version of the Board Report received by Sponsors and it contains different numbers to the version received in CRL Board Pack. For instance the P80 is £12,790m in the former and £12,778m in the latter. Explaining why Richard came up with a different set of variances to those David and I recognised.

Could you confirm which set of number we should report to the Mayor and the reason for the difference?

Many thanks,

Simon

Sent from my iPad

On 26 Apr 2018, at 20:45, Adams Simon <[REDACTED]@tfl.gov.uk> wrote:

Richard,

I don't recognise the £278m. CRL reported a P50 at +£211m and P80 at +£266m. We also need be consistent with what CRL has previously shared with the SoS. I would suggest the below:

3. Costs (as at Period 13, 31 March 2018)

1.1 CRL's costs are reported on a periodic basis. The 'most likely' forecast for central section delivery has increased at the end of Period 13 to £12,778m. That revised forecast incorporates the impact of the latest Master Operations and Handover Schedule, which aims to recover previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.

1.2 At Period 13, CRL forecasts that the £600m of contingent funding provided by TfL, will be exceeded by approximately £260m (or 2% of total funding) under most scenarios. Consequently, a funding breach will be formally reported by CRL in the Semi-Annual Construction Report in May. The TfL and DfT are working to agree how to jointly resolve the funding shortfall.

1.3 To verify that CRL's forecasts are a reliable basis for agreeing additional funding, Sponsors have commissioned an independent review of the critical contracts (including systemwide and select stations). For each critical contract, the review team are assessing contract performance, cost to date, cost to go, risk, options to accelerate the delivery and an assessment of the contractual position and commercial incentives, to determine overall confidence in CRL's cost projections.

Sent from my iPad

On 26 Apr 2018, at 18:04, Hughes David (Director of Strategy and Network Development) <[REDACTED]@tfl.gov.uk> wrote:

£278m???

I thought at last week's Sponsor Board the IP2 breach was reported as £215m?

From: Mannah Sylvia
Sent: 26 April 2018 17:10
To: Zavitz Richard
Cc: external howard Smith; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update : cost section
Thanks Lucy and Richard.

From: Zavitz Richard
Sent: 26 April 2018 17:10
To: Mannah Sylvia
Cc: external howard Smith; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayor Update : cost section

Hi Sylvia,

Find below the update to the cost section for the weekly report. As the report will now be going to the SoS, I have included the latest on the Network Rail

costs. Also – as we don't have a chance to voice the numbers, I have included them in, unlike our approach to the private PIC paper.

[

3. Costs (as at Period 13, 31 March 2018)

1.1 CRL's costs are reported on a periodic basis. The 'most likely' forecast for central section delivery has increased at the end of Period 13 to £12,790 following a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.

1.2 At Period 13, the forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £278. A breach in funding will be reported formally in the semi-annual construction report in May.

1.3 The Crossrail Sponsors (TfL and DfT) are working to agree how to jointly make good the funding shortfall. In addition, the Sponsors have commissioned a review into some of the critical contracts (including systemwide and select stations) to assess the confidence of the cost scenarios and the level of required funding. For each selected contract, the team will look at contract performance, costs to date, costs to go, risk, options to accelerate the delivery and an assessment of the contractual position and commercial incentives.

1.4 The forecast cost for Network Rail's delivery of the On Network Works (ONW) remains unchanged at £2,530m, against the original budget of £2,300m. Under the Crossrail agreements, this cost overrun is a DfT held risk and additional funding has accordingly been allocated by the Department. NR have indicated further risks in the range of [REDACTED] which are intended to be funded from NR contingency.

1.5 The Sponsors anticipate the increase in costs above currently agreed funding will be made public in the annual Written Ministerial Statement that is being prepared for Parliament at the end of June. At this time, we anticipate that details of any funding agreements can also be shared. In addition, TfL, DfT, and CRL will coordinate the release of press statements.

]

Please let me know if you have any comments.

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB

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

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 010518
Date: 01 May 2018 16:54:24
Attachments: [Weekly Mayor Update 300418 v1.3.docx](#)

Final version with some minor formatting changes to the table in the appendices.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 01 May 2018 16:43
To: Doyne Stephanie; Brown Andy (Corporate Affairs); Keane Kate
Subject: Weekly Mayor Update 010518
Hopefully the final version!
Please can you copy me in when you send it to City Hall.
Thanks,
SM

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 090418
Date: 16 April 2018 11:52:20
Attachments: [Weekly Mayor Update 160418 SD Comments.docx](#)

See attached.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 16 April 2018 11:36
To: Doyne Stephanie
Subject: Weekly Mayor Update 090418

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 230418
Date: 24 April 2018 15:13:13
Attachments: [Weekly Mayor Update 240418 FINAL.docx](#)
[Weekly Mayor Update 240418 FINAL tracked.docx](#)

See attached final note that went to City Hall.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 April 2018 13:44
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: Weekly Mayor Update 230418

Hi Andy and Steph,

Attached is this week's briefing note. I've gone through it and I think we should fingers crossed be in a much better shape than last week. We've answered all but one of David B's comments as we're awaiting confirmation.

Thanks,
Sylvia

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 230418
Date: 24 April 2018 10:27:45
Attachments: [Weekly Mayor Update 230418 \(3\) AB.docx](#)

Thanks Steph - some minor tweaks tracked in the attached. I will take a copy with me when I see Mike later, to try to get him to sign it off. I don't have a lot of time with him though...!

Andy

[REDACTED]

From: Doyne Stephanie
Sent: 23 April 2018 16:51
To: Brown Andy (Corporate Affairs)
Subject: FW: Weekly Mayor Update 230418
Please see attached updated note.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 23 April 2018 16:15
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: RE: Weekly Mayor Update 230418
Andy and Steph,

Please find below the answer to David's outstanding question.

Thanks,
Sylvia

Fan installation at stations has been in line with the forecast dates in MOHS18. Of the remaining fans, the forecast date for installation at Paddington is 5 May 2018 and the forecast date for fan installation at Bond Street is 16 July 2018.

From: Mannah Sylvia
Sent: 23 April 2018 13:44
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: Weekly Mayor Update 230418
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Thanks,
Sylvia

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#)
Subject: Re: Weekly Mayor Update 230418
Date: 24 April 2018 14:27:20

Hi Steph

Spoke to Mike

He's OK with the Stage 3 RAG being yellow - thought about it for a bit but then agreed it is a fair representation of the amount of work required

Some changes to the note please:

Change 2.1 to say: "Following the approval of safety assurance documents, a new train is operating in the Crossrail tunnels under automatically signalling mode, running successfully at 55mph in sections between Canary Wharf and Woolwich."

Delete final sentence in 3.2 (so the para finishes with "...to complete the project.")

Change the start of 3.3 to read: "Crossrail's next formal cost forecast will be issued in late May, and will breach the funding limit as a result of incorporating the implications of the revised..."

Thanks!

Andy

On 24 Apr 2018, at 10:27, Brown Andy (Corporate Affairs)

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

Thanks Steph - some minor tweaks tracked in the attached. I will take a copy with me when I see Mike later, to try to get him to sign it off. I don't have a lot of time with him though...!

Andy

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

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Sent: 23 April 2018 16:51
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Subject: FW: Weekly Mayor Update 230418
Please see attached updated note.
Kind regards
Stephanie

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From: Mannah Sylvia

Sent: 23 April 2018 13:44

To: Brown Andy (Corporate Affairs); Doyne Stephanie

Subject: Weekly Mayor Update 230418

Hi Andy and Steph,

Attached is this week's briefing note. I've gone through it and I think we should fingers crossed be in a much better shape than last week. We've answered all but one of David B's comments as we're awaiting confirmation.

Thanks,

Sylvia

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

From: [Mannah Sylvia](#)
To: [Zavitz Richard](#)
Cc: [external howard Smith](#); [Findlay Lucy](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: Re: Weekly Mayor Update 240418 FINAL tracked.docx
Date: 24 April 2018 16:48:30

Howard, I don't think he did.

Richard, I'll double check and call you tomorrow

Sent from my iPhone

On 24 Apr 2018, at 16:38, Zavitz Richard <██████████@tfl.gov.uk> wrote:

Hi Sylvia,

Just checked the final. Looks like my comments on costs have dropped from the final. Was this following comments from Mike's office? We'll include the P13 numbers within next week's report, so not critical to update for this week.

comments below:

3.1 CRL's costs are reported on a periodic basis and have increased by £3m in Period 12 to £12,467m. The Period 13 costs will be finalised at the CRL Board this week and will be reported in next week's report.

I also suggest that paragraph 3.2 be deleted.

In Section 3.3, instead of 'very likely to breach' in the first sentence, change to 'expected to breach'.

Thanks

Richard

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

From: Mannah Sylvia

Sent: 24 April 2018 15:18

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

Subject: Weekly Mayor Update 240418 FINAL tracked.docx

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

Fun starts all over again on Thursday!

Sylvia

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 260318 - Final41027 (2)
Date: 09 April 2018 12:41:22
Attachments: [Weekly Mayor Update 260318 - Final41027 SD Changes.docx](#)

See attached.

Kind regards

Stephanie

From: Mannah Sylvia

Sent: 09 April 2018 12:28

To: Doyne Stephanie

Subject: Weekly Mayor Update 260318 - Final41027 (2)

Can you please review this version. I'm waiting for Howard to send back the agreed TfL/ BT version of appendix D. I need to update appendix B but this is broadly the report.

Thanks,

SM

From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Subject: RE: Weekly Mayor Update 300418 - Appendix
Date: 30 April 2018 10:20:55
Attachments: [appendix.docx](#)

Here you go Sylvia – appendix attached.

2.1 (1.1) below isn't correct anymore. Some of those tests were not completed or planned for testing by 21 April.

2.3 (1.2) is fine – you could change commencement to commencing

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: 30 April 2018 09:58

To: Howard Smith; Lucy Findlay

Subject: RE: Weekly Mayor Update 300418 - Appendix

Hi Howard and Lucy,

Andy had comments on 2.1 and 2.3 which I've tried to address in the revised versions below. For 2.1 he wanted it in similar wording to what Mike approved last week and 2.3, he said it didn't make sense. Can you please confirm if my amends are accurate.

Thanks,

Sylvia

1.1 The first phase of testing a new train in the central section under automatic signalling mode, static testing of platform screen doors and testing of the drivers' CCTV system was completed on 21 April. This included operating in full Automatic Mode, at up to 62mph in sections between Canary Wharf and Woolwich. Following a planned break, the second period of testing resumed on 26 April.

1.2 Crossrail Ltd (CRL) is working with the future Infrastructure Managers (IMS), maintainers and operators of the Elizabeth line network and has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service. This will be through a 'T minus' countdown process and series of checkpoints in advance of Stage 3 central section services (Paddington to Abbey Wood) commencement in December 2018.

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

Sent: 30 April 2018 09:37

To: Findlay Lucy; Brown Andy (Corporate Affairs); Mannah Sylvia

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey (Crossrail)

Subject: RE: Weekly Mayor Update 300418 - Appendix

Brilliant, thanks!

Howard

From: Lucy Findlay

Sent: 30 April 2018 09:19

To: Howard Smith; Brown Andy (Corporate Affairs); Mannah Sylvia

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey

Subject: RE: Weekly Mayor Update 300418 - Appendix

For this report I can add the change/no change via arrows showing movement against last period to the R/G column and I'll re-review the description columns.

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: Howard Smith

Sent: 30 April 2018 09:13

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Lucy Findlay

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey

Subject: RE: Weekly Mayor Update 300418 - Appendix

Andy,

Thanks. Understand this periods CRL internal review (which may lead to the creation of 'Ambers') takes place tomorrow.

So for this week I think we go with R/G, Lucy might want to quickly review description column in case there's anything we want to highlight and we should note the review this week.

Still think we need to show changes since last report (either new 'change/no change' column or in red).

Howard

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

Sent: 30 April 2018 08:46

To: Howard Smith; Mannah Sylvia; Lucy Findlay

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey

Subject: RE: Weekly Mayor Update 300418 - Appendix

Thanks Howard - I agree with all that

I would lean towards using Amber rather than / as well as spelling out risks and pressures, but happy to go with whatever you'd prefer

Andy

[REDACTED] | [REDACTED]

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

Sent: 30 April 2018 08:42

To: Mannah Sylvia; Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey (Crossrail); Brown Andy (Corporate Affairs)

Subject: RE: Weekly Mayor Update 300418 - Appendix

Sylvia,

Thanks, fed in the marginally changed wording (for clarity) re BT releases on Friday.

Reading this 'cold' this morning three observations on the Key Milestones vs MOHS which are now based on dates vs MOHS:

1. Its not immediately clear what's changed and what hasn't. The first two ETCS dates are red but changed 6 weeks or so ago and haven't moved since. I made this clear in the BT/rolling stock report at the time but this may set further hares running for this – and any other similar areas. Do we need a changed/not changed column or could follow the convention in the BT report and show changed dates in red?
2. Because they are currently R/G binary things that are 1 day out show a big red (can take a view as to whether that's right or wrong – feels for some of them like it might be overkill)
3. There is no element of risk or pressure so something is green until it goes red, which may well lead to surprises and concern if its big things that really matter that just 'flip'. Answer is either to introduce Amber for things forecast on time but under pressure or still use red and green but clearly show where there are pressures or risks. We all know that confidence comes from 'no surprises' so I think this is important. As deciding what to call Amber may become an issue in itself it may be best to record risks and pressures in the description at first.

Howard

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

Sent: 27 April 2018 18:24

To: Lucy Findlay

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

Subject: RE: Weekly Mayor Update 300418 - Appendix

Hi all,

Attached is the note I've just sent to Andy and his team.

Have a good weekend.

Sylvia

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

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 27 April 2018 16:31
To: Mannah Sylvia
Cc: external howard Smith; Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 300418 - Appendix
Here we go Sylvia – it's a full house

Lucy,

Thank you. There are a number of acronyms in the new tables that are not spelt out in the acronym list – can you spell them out:

- APIS – Authorisation for Placing Into Service
- WBP – Westbourne Park
- ATFS – Auto Transformer Feeder Station
- PSD – Platform Screen Door
- FLU – Full Length Unit
- GSM-R - Global System for Mobile Communications – Railway
- GEML – Great Eastern Mainline
- MTRC – Mass Transit Railway - Crossrail
- GWML - Great Western Mainline
- RPM - Railway Profiling Machine
- ET01/02 – Engineering Train
- Under trial running - S, S&P Station Shafts and Portals

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 27 April 2018 16:01
To: Mannah Sylvia
Cc: external howard Smith; Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 300418 - Appendix
Hi Sylvia

For revised Appendix A (replacing current appendices a and b) – for next four-ish reports you could use the attached. I have annotated against those milestones which are demonstrably red (ie more than 5 days behind MOHS date)

Apologies but they're currently in ppt slides

For Period 1 reporting Martin Stuckey is working on a better/less crude/more informative version which we can then use in the weekly update and ELRB.

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 April 2018 14:54
To: Zavitz Richard; Adams Simon
Cc: Lucy Findlay; Howard Smith
Subject: RE: Weekly Mayor Update 300418

Thanks Richard.

From: Zavitz Richard
Sent: 27 April 2018 14:47
To: Mannah Sylvia; Adams Simon
Cc: Findlay Lucy; external howard Smith
Subject: RE: Weekly Mayor Update 300418

Hi Sylvia, Simon,

Find below the revision to the first two paragraphs of the cost section.

[

1.1 CRL's costs are reported on a periodic basis. The forecast for the delivery of the central

section has increased at the end of Period 13 to £12,723m, from £12,467m in Period 12. This follows a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.

1.2 At the end of Period 13, the forecast cost to complete the Crossrail works exceeds the £600m Tfl contingency by £211m. A breach in funding will be reported formally in the Crossrail semi-annual construction report in May.

]

Rationale for change: Moving forward CRL will only be reporting one cost figure ('the forecast'), I thought it appropriate to remove reference to 'most-likely', as it implies a level of confidence in the numbers that we may not want to draw attention to. Also, as the cost forecast moving forward will be aligned to the P50 scenario, it is appropriate to report the P50 in the current period. As costs will be a voice over in the upcoming PIC meeting, we don't have to worry too much about alignment with the PIC paper. Also, if we remove reference to 'most-likely', we can safely report the P50 without difficult comparisons to the February PIC paper that used the P80 as the 'most-likely'. Hope that's clear.

Simon – let me know if you have any further comments.

Thanks

Richard

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

Sent: 27 April 2018 14:24

To: Zavitz Richard; Mannah Sylvia; external howard Smith; Adams Simon

Subject: RE: Weekly Mayor Update 300418

If we're doing like for like comparison and being consistent with what was reported in last week's report the figure for P12 should be £12,467

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 27 April 2018 14:13

To: Mannah Sylvia; Lucy Findlay; Howard Smith; Adams Simon

Subject: RE: Weekly Mayor Update 300418

Hi Sylvia,

Sorry for the delay.

The P12 figures are:

CRL's 'most likely' cost in Period 12 was £12,510m, £2m below the level of the £600m Tfl Contingency.

Let me know if you need anything more.

Richard

From: Mannah Sylvia

Sent: 27 April 2018 13:40

To: Findlay Lucy; external howard Smith; Adams Simon; Zavitz Richard

Subject: RE: Weekly Mayor Update 300418

Thanks Lucy.

Attached is the latest version with all the amends. Richard, we only have one outstanding thing with the exception of Lucy's combined appendices.

For 3.1 – Howard has asked for us to compare the P13 rise to P12. Can you give me the figures please?

Thanks,

Sylvia

1.1 CRL's costs are reported on a periodic basis. The 'most likely' forecast for the delivery of the central section has increased at the end of **Period 13 to £12,723m**. This follows a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels

of productivity on the systemwide and stations contracts.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 27 April 2018 13:30
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 300418

It was last night 26th

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 April 2018 12:55
To: Lucy Findlay; Howard Smith; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418

Howard and Lucy,

Many thanks for your comments. I'll collate them. Just for clarity, 2.1, what is the date for the resumption of dynamic testing – is it 26 or 27 April?

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 27 April 2018 12:39
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418

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: 27 April 2018 10:15
To: Howard Smith; Lucy Findlay; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayor Update 300418

Hi all,

As ever, thanks for your contribution. Attached is the updated briefing note incorporating everything you've sent. I've reviewed and made some minor amends and included some minor comments. I'd be grateful if you could review and get back to me.

Thanks,

Sylvia

Sylvia Mannah

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

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

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

www.tfl.gov.uk

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#)
Cc: [external howard Smith](#); [Zavitz Richard](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: Weekly Mayor Update 300418 - Appendix
Date: 27 April 2018 18:23:45
Attachments: [Weekly Mayor Update 300418.docx](#)

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Have a good weekend.
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 27 April 2018 16:31
To: Mannah Sylvia
Cc: external howard Smith; Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 300418 - Appendix

Here we go Sylvia – it's a full house

Lucy,

Thank you. There are a number of acronyms in the new tables that are not spelt out in the acronym list – can you spell them out:

- APIS – Authorisation for Placing Into Service
 - WBP – Westbourne Park
 - ATFS – Auto Transformer Feeder Station
 - PSD – Platform Screen Door
 - FLU – Full Length Unit
 - GSM-R - Global System for Mobile Communications – Railway
 - GEML – Great Eastern Mainline
 - MTRC – Mass Transit Railway - Crossrail
 - GWML - Great Western Mainline
 - RPM - Railway Profiling Machine
 - ET01/02 – Engineering Train
 - Under trial running - S, S&P Station Shafts and Portals
-

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 27 April 2018 16:01
To: Mannah Sylvia
Cc: external howard Smith; Zavitz Richard; Adams Simon
Subject: RE: Weekly Mayor Update 300418 - Appendix

Hi Sylvia

For revised Appendix A (replacing current appendices a and b) – for next four-ish reports you could use the attached. I have annotated against those milestones which are demonstrably red (ie more than 5 days behind MOHS date)

Apologies but they're currently in ppt slides

For Period 1 reporting Martin Stuckey is working on a better/less crude/more informative version which we can then use in the weekly update and ELRB.

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 April 2018 14:54
To: Zavitz Richard; Adams Simon
Cc: Lucy Findlay; Howard Smith
Subject: RE: Weekly Mayor Update 300418
Thanks Richard.

From: Zavitz Richard
Sent: 27 April 2018 14:47
To: Mannah Sylvia; Adams Simon
Cc: Findlay Lucy; external howard Smith
Subject: RE: Weekly Mayor Update 300418
Hi Sylvia, Simon,

Find below the revision to the first two paragraphs of the cost section.

[

1.1 CRL's costs are reported on a periodic basis. The forecast for the delivery of the central section has increased at the end of Period 13 to £12,723m, from £12,467m in Period 12. This follows a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.

1.2 At the end of Period 13, the forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m. A breach in funding will be reported formally in the Crossrail semi-annual construction report in May.

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Rationale for change: Moving forward CRL will only be reporting one cost figure ('the forecast'), I thought it appropriate to remove reference to 'most-likely', as it implies a level of confidence in the numbers that we may not want to draw attention to. Also, as the cost forecast moving forward will be aligned to the P50 scenario, it is appropriate to report the P50 in the current period. As costs will be a voice over in the upcoming PIC meeting, we don't have to worry too much about alignment with the PIC paper. Also, if we remove reference to 'most-likely', we can safely report the P50 without difficult comparisons to the February PIC paper that used the P80 as the 'most-likely'. Hope that's clear.

Simon – let me know if you have any further comments.

Thanks

Richard

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

Sent: 27 April 2018 14:24

To: Zavitz Richard; Mannah Sylvia; external howard Smith; Adams Simon

Subject: RE: Weekly Mayor Update 300418

If we're doing like for like comparison and being consistent with what was reported in last week's report the figure for P12 should be £12,467

Lucy

Lucy Findlay | Chief of Staff

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Sent: 27 April 2018 14:13

To: Mannah Sylvia; Lucy Findlay; Howard Smith; Adams Simon

Subject: RE: Weekly Mayor Update 300418

Hi Sylvia,

Sorry for the delay.

The P12 figures are:

CRL's 'most likely' cost in Period 12 was £12,510m, £2m below the level of the £600m TfL Contingency.

Let me know if you need anything more.

Richard

From: Mannah Sylvia

Sent: 27 April 2018 13:40

To: Findlay Lucy; external howard Smith; Adams Simon; Zavitz Richard

Subject: RE: Weekly Mayor Update 300418

Thanks Lucy.

Attached is the latest version with all the amends. Richard, we only have one outstanding thing with the exception of Lucy's combined appendices.

For 3.1 – Howard has asked for us to compare the P13 rise to P12. Can you give me the figures please?

Thanks,

Sylvia

1.1 CRL's costs are reported on a periodic basis. The 'most likely' forecast for the delivery of the central section has increased at the end of Period 13 to £12,723m. This follows a review to incorporate the implications of the revised Master Operational Handover programme,

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From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 27 April 2018 13:30
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 300418

It was last night 26th

Lucy

Lucy Findlay | Chief of Staff

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From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 27 April 2018 12:55
To: Lucy Findlay; Howard Smith; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418

Howard and Lucy,

Many thanks for your comments. I'll collate them. Just for clarity, 2.1, what is the date for the resumption of dynamic testing – is it 26 or 27 April?

Thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
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Subject: RE: Weekly Mayor Update 300418

Here you go Sylvia

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MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 27 April 2018 10:15
To: Howard Smith; Lucy Findlay; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayor Update 300418

Hi all,

As ever, thanks for your contribution. Attached is the updated briefing note incorporating everything you've sent. I've reviewed and made some minor amends and included some minor comments. I'd be grateful if you could review and get back to me.

Thanks,

Sylvia

Sylvia Mannah

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

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

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

www.tfl.gov.uk

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [external howard Smith](#); [Zavitz Richard](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Update 300418 - Appendix
Date: 27 April 2018 16:01:11
Attachments: [appendix.pptx](#)

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

Sent: 27 April 2018 12:55

To: Lucy Findlay; Howard Smith; Adams Simon; Zavitz Richard

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

Subject: RE: Weekly Mayor Update 300418

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Thanks,

Sylvia

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MOVING LONDON FORWARD

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

Sent: 27 April 2018 10:15

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

Subject: Weekly Mayor Update 300418

Hi all,

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Thanks,

Sylvia

Sylvia Mannah

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

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

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

www.tfl.gov.uk

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Subject: RE: Weekly Mayor Update 300418 - Appendix
Date: 30 April 2018 13:12:21

Thanks Lucy, with one minor amend from me in red to reflect last week's note that Mike approved.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 30 April 2018 12:53
To: Mannah Sylvia; external howard Smith
Subject: RE: Weekly Mayor Update 300418 - Appendix

Given that the test window that started on 26 April has now finished I suggest the second phase of testing a new train in the tunnels between Canary Wharf and Woolwich was carried out over the weekend. Tests included static testing of platform screen doors and testing of the drivers' CCTV system. The train has now been tested in full Automatic signalling Mode at up to 62mph.

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: 30 April 2018 10:35
To: Lucy Findlay; Howard Smith
Subject: RE: Weekly Mayor Update 300418 - Appendix
Thanks, so what should the amend to 2.1 be?

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 30 April 2018 10:20
To: Mannah Sylvia; external howard Smith
Subject: RE: Weekly Mayor Update 300418 - Appendix
Here you go Sylvia – appendix attached.

2.1 (1.1) below isn't correct anymore. Some of those tests were not completed or planned for testing by 21 April.

2.3 (1.2) is fine – you could change commencement to commencing

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: 30 April 2018 09:58
To: Howard Smith; Lucy Findlay
Subject: RE: Weekly Mayor Update 300418 - Appendix
Hi Howard and Lucy,

Andy had comments on 2.1 and 2.3 which I've tried to address in the revised versions below. For 2.1 he wanted it in similar wording to what Mike approved last week and 2.3, he said it didn't make sense. Can you please confirm if my amends are accurate.

Thanks,
Sylvia

1.1 Crossrail Ltd (CRL) is working with the future Infrastructure Managers (IMS), maintainers and operators of the Elizabeth line network and has agreed the approach to evaluating each area's readiness for trial running, trial operations and passenger service. This will be through a 'T minus' countdown process and series of checkpoints in advance of Stage 3 central section services (Paddington to Abbey Wood) commencement in December 2018.

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 30 April 2018 09:37
To: Findlay Lucy; Brown Andy (Corporate Affairs); Mannah Sylvia
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey (Crossrail)
Subject: RE: Weekly Mayor Update 300418 - Appendix
Brilliant, thanks!
Howard

From: Lucy Findlay
Sent: 30 April 2018 09:19
To: Howard Smith; Brown Andy (Corporate Affairs); Mannah Sylvia
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey
Subject: RE: Weekly Mayor Update 300418 - Appendix
For this report I can add the change/no change via arrows showing movement against last period to the R/G column and I'll re-review the description columns.

Lucy

Lucy Findlay | Chief of Staff

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

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MOVING LONDON FORWARD

From: Howard Smith
Sent: 30 April 2018 09:13
To: Brown Andy (Corporate Affairs); Mannah Sylvia; Lucy Findlay
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey
Subject: RE: Weekly Mayor Update 300418 - Appendix

Andy,

Thanks. Understand this periods CRL internal review (which may lead to the creation of 'Ambers') takes place tomorrow.

So for this week I think we go with R/G, Lucy might want to quickly review description column in case there's anything we want to highlight and we should note the review this week.

Still think we need to show changes since last report (either new 'change/no change' column or in red).

Howard

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

Sent: 30 April 2018 08:46

To: Howard Smith; Mannah Sylvia; Lucy Findlay

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey

Subject: RE: Weekly Mayor Update 300418 - Appendix

Thanks Howard - I agree with all that

I would lean towards using Amber rather than / as well as spelling out risks and pressures, but happy to go with whatever you'd prefer

Andy

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

Sent: 30 April 2018 08:42

To: Mannah Sylvia; Findlay Lucy

Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey (Crossrail); Brown Andy (Corporate Affairs)

Subject: RE: Weekly Mayor Update 300418 - Appendix

Sylvia,

Thanks, fed in the marginally changed wording (for clarity) re BT releases on Friday.

Reading this 'cold' this morning three observations on the Key Milestones vs MOHS which are now based on dates vs MOHS:

1. Its not immediately clear what's changed and what hasn't. The first two ETCS dates are red but changed 6 weeks or so ago and haven't moved since. I made this clear in the BT/rolling stock report at the time but this may set further hares running for this – and any other similar areas. Do we need a changed/not changed column or could follow the convention in the BT report and show changed dates in red?
2. Because they are currently R/G binary things that are 1 day out show a big red (can take a view as to whether that's right or wrong – feels for some of them like it might be overkill)
3. There is no element of risk or pressure so something is green until it goes red, which may well lead to surprises and concern if its big things that really matter that just 'flip'. Answer is either to introduce Amber for things forecast on time but under pressure or still use red and green but clearly show where there are pressures or risks. We all know that confidence comes from 'no surprises' so I think this is important. As deciding what to call Amber may become an issue in itself it may be best to record risks and pressures in the description at first.

Howard

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 27 April 2018 18:24
To: Lucy Findlay
Cc: Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418 - Appendix
Hi all,
Attached is the note I've just sent to Andy and his team.
Have a good weekend.
Sylvia

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
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To: Mannah Sylvia
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Subject: RE: Weekly Mayor Update 300418 - Appendix
Here we go Sylvia – it's a full house
Lucy,
Thank you. There are a number of acronyms in the new tables that are not spelt out in the acronym list – can you spell them out:

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To: Mannah Sylvia; Lucy Findlay; Howard Smith; Adams Simon

Subject: RE: Weekly Mayor Update 300418

Hi Sylvia,

Sorry for the delay.

The P12 figures are:

CRL's 'most likely' cost in Period 12 was £12,510m, £2m below the level of the £600m TfL Contingency.

Let me know if you need anything more.

Richard

From: Mannah Sylvia

Sent: 27 April 2018 13:40

To: Findlay Lucy; external howard Smith; Adams Simon; Zavitz Richard

Subject: RE: Weekly Mayor Update 300418

Thanks Lucy.

Attached is the latest version with all the amends. Richard, we only have one outstanding thing with the exception of Lucy's combined appendices.

For 3.1 – Howard has asked for us to compare the P13 rise to P12. Can you give me the figures please?

Thanks,

Sylvia

I. I CRL's costs are reported on a periodic basis. The 'most likely' forecast for the delivery of the central section has increased at the end of Period 13 to £12,723m. This follows a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.

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

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

Sent: 27 April 2018 13:30
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 300418

It was last night 26th

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: 27 April 2018 12:55
To: Lucy Findlay; Howard Smith; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418

Howard and Lucy,

Many thanks for your comments. I'll collate them. Just for clarity, 2.1, what is the date for the resumption of dynamic testing – is it 26 or 27 April?

Thanks,

Sylvia

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 27 April 2018 12:39
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418

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](mailto:[REDACTED]@crossrail.co.uk)

MOVING LONDON FORWARD

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 27 April 2018 10:15
To: Howard Smith; Lucy Findlay; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayor Update 300418

Hi all,

As ever, thanks for your contribution. Attached is the updated briefing note incorporating everything you've sent. I've reviewed and made some minor amends and included some minor comments. I'd be grateful if you could review and get back to me.

Thanks,

Sylvia

Sylvia Mannah

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

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [external howard Smith](#)
Subject: RE: Weekly Mayor Update 300418
Date: 01 May 2018 16:10:02
Attachments: [Weekly Mayor Update 300418.docx](#)

Hi Sylvia –

Attached with suggested different words and comments as some of the changes proposed are incorrect. The track changes seems to be going doolally on my pc – seems to work if put original show mark up version on..

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: 01 May 2018 15:40

To: Lucy Findlay

Subject: Weekly Mayor Update 300418

Lucy,

Apologies again but please see the attached following Mike’s feedback. The comments are on the table – can you please review them. If you’re free now – I can call to explain why.

Thanks,

Sylvia

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Zavitz Richard](#); [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 300418
Date: 01 May 2018 13:46:07

Hi Richard

As discussed - just waiting for Mike's sign off of the note before we can issue it. Will get something to you once it has gone over to City Hall.

Andy

[REDACTED] | [REDACTED]

From: Zavitz Richard
Sent: 01 May 2018 12:29
To: Brown Andy (Corporate Affairs); Mannah Sylvia
Subject: Weekly Mayor Update 300418

Hi Andy, Sylvia,

Do you have a copy of the report that was sent to the Mayor?

I will need to send a copy to our DfT colleagues.

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email:

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



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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 300418
Date: 30 April 2018 13:15:26
Attachments: [Weekly Mayor Update 300418.docx](#)

Hi all,
Attached is what I hope is the final version of this week's report!
Thanks,
Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 29 April 2018 11:19
To: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 300418

Thanks Sylvia

Some formatting issues (line spacing) in section 2

Please can we check 2.1 against the language we used last time - I think Mike made some changes because he wasn't happy with the techy language around Automatic Mode and Dynamic Testing?

I have no idea what 2.3 means - can we look at that language again please?

And there is quite a lot of blank space in the new Appendix A. Might we be able to get it portrait if we put the description text inside the RAG column (or shrink the size of the RAG column)? Anything we can do to compress the physical size of that appendix will make it more legible and make the whole briefing less intimidatingly long!

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 27 April 2018 18:23
To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
Subject: Weekly Mayor Update 300418

Hi,

Attached is this week's EL briefing note – it's 15 pages long because we've combined appendix A&B and included things up to stage 5.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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www.tfl.gov.uk

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 300418
Date: 29 April 2018 11:19:28
Attachments: [Weekly Mayor Update 300418.docx](#)

Thanks Sylvia

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Andy

[REDACTED] | [REDACTED]

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To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
Subject: Weekly Mayor Update 300418

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Thanks,

Sylvia

Sylvia Mannah

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

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www.tfl.gov.uk

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Attachments: [Weekly Mayor Update 300418.docx](#)

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Sylvia

Sylvia Mannah

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

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

From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Adams Simon](#)
Cc: [Findlay Lucy](#); [external howard Smith](#)
Subject: RE: Weekly Mayor Update 300418
Date: 27 April 2018 14:46:38

Hi Sylvia, Simon,

Find below the revision to the first two paragraphs of the cost section.

[

I.1 CRL's costs are reported on a periodic basis. The forecast for the delivery of the central section has increased at the end of Period 13 to £12,723m, from £12,467m in Period 12. This follows a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.

I.2 At the end of Period 13, the forecast cost to complete the Crossrail works exceeds the £600m TfL contingency by £211m. A breach in funding will be reported formally in the Crossrail semi-annual construction report in May.

]

Rationale for change: Moving forward CRL will only be reporting one cost figure ('the forecast'), I thought it appropriate to remove reference to 'most-likely', as it implies a level of confidence in the numbers that we may not want to draw attention to. Also, as the cost forecast moving forward will be aligned to the P50 scenario, it is appropriate to report the P50 in the current period. As costs will be a voice over in the upcoming PIC meeting, we don't have to worry too much about alignment with the PIC paper. Also, if we remove reference to 'most-likely', we can safely report the P50 without difficult comparisons to the February PIC paper that used the P80 as the 'most-likely'. Hope that's clear.

Simon – let me know if you have any further comments.

Thanks

Richard

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

Sent: 27 April 2018 14:24

To: Zavitz Richard; Mannah Sylvia; external howard Smith; Adams Simon

Subject: RE: Weekly Mayor Update 300418

If we're doing like for like comparison and being consistent with what was reported in last week's report the figure for P12 should be £12,467

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 27 April 2018 14:13

To: Mannah Sylvia; Lucy Findlay; Howard Smith; Adams Simon

Subject: RE: Weekly Mayor Update 300418

Hi Sylvia,

Sorry for the delay.

The P12 figures are:

CRL's 'most likely' cost in Period 12 was £12,510m, £2m below the level of the £600m TfL Contingency.

Let me know if you need anything more.

Richard

From: Mannah Sylvia

Sent: 27 April 2018 13:40

To: Findlay Lucy; external howard Smith; Adams Simon; Zavitz Richard

Subject: RE: Weekly Mayor Update 300418

Thanks Lucy.

Attached is the latest version with all the amends. Richard, we only have one outstanding thing with the exception of Lucy's combined appendices.

For 3.1 – Howard has asked for us to compare the P13 rise to P12. Can you give me the

figures please?
Thanks,
Sylvia

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From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 27 April 2018 13:30
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 300418

It was last night 26th

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: 27 April 2018 12:55
To: Lucy Findlay; Howard Smith; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418

Howard and Lucy,

Many thanks for your comments. I'll collate them. Just for clarity, 2.1, what is the date for the resumption of dynamic testing – is it 26 or 27 April?

Thanks,
Sylvia

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 27 April 2018 12:39
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418

Here you go Sylvia

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: 27 April 2018 10:15
To: Howard Smith; Lucy Findlay; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayor Update 300418

Hi all,

As ever, thanks for your contribution. Attached is the updated briefing note incorporating everything you've sent. I've reviewed and made some minor amends and included some minor comments. I'd be grateful if you could review and get back to me.

Thanks,
Sylvia

Sylvia Mannah

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Adams Simon](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 300418
Date: 27 April 2018 13:39:51
Attachments: [Weekly Mayor Update 300418.docx](#)

Thanks Lucy.

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Sent: 27 April 2018 13:30
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 300418

It was last night 26th

Lucy

Lucy Findlay | Chief of Staff

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

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Sent: 27 April 2018 12:55
To: Lucy Findlay; Howard Smith; Adams Simon; Zavitz Richard
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Sylvia Mannah

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Adams Simon](#); [Zavitz Richard](#)
Cc: [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: Weekly Mayor Update 300418
Date: 27 April 2018 12:39:48
Attachments: [Weekly Mayor Update 300418_LF.docx](#)

Here you go Sylvia

Lucy

Lucy Findlay | Chief of Staff

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

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To: [Mannah Sylvia](#); [Findlay Lucy](#); [Adams Simon](#); [Zavitz Richard](#)
Cc: [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: Weekly Mayor Update 300418
Date: 27 April 2018 12:38:20
Attachments: [Weekly Mayor Update 300418 \(HS Comments\).docx](#)

Sylvia,
Thanks, quite a few comments, changes and some minor re-ordering.
Hope this helps
Howard

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Smith Howard](#)
Subject: RE: Weekly Mayor Update 300418.docx
Date: 30 April 2018 19:09:17

Brilliant, thanks

Howard

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

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 30 April 2018 19:08
To: Howard Smith -TfL
Subject: Weekly Mayor Update 300418.docx

Howard, sorry I've just seen your email. Attached is the final version of the briefing that I sent to Andy earlier and it does include the change you flagged on Friday.

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [external howard Smith](#)
Subject: RE: Weekly Mayor Update 300418
Date: 01 May 2018 16:26:51

“Tehchnical file” you can use “software” instead
Stage 2 was divided into 2 phases Phase 1 is what launches on 20 May. Phase 2 which is when the C345s will go in the Heathrow tunnels ie Stage 2 in full is tbc
Urgent people who need training – maintenance and station staff

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 01 May 2018 16:19

To: Lucy Findlay

Cc: Howard Smith

Subject: RE: Weekly Mayor Update 300418

Thank you very much Lucy – just two things:

What is the Bombardier technical file and when we say phase 2 is tbc, that’s the original plan for phase 2 rather than the contingency plan which launches on 20th May?

For the urgent people who need training, is that for drivers and station staff please?

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

Sent: 01 May 2018 16:09

To: Mannah Sylvia

Cc: external howard Smith

Subject: RE: Weekly Mayor Update 300418

Hi Sylvia –

Attached with suggested different words and comments as some of the changes proposed are incorrect. The track changes seems to be going doolally on my pc – seems to work if put original show mark up version on..

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 01 May 2018 15:40

To: Lucy Findlay

Subject: Weekly Mayor Update 300418

Lucy,

Apologies again but please see the attached following Mike’s feedback. The comments are on the table – can you please review them. If you’re free now – I can call to explain why.

Thanks,

Sylvia

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Zavitz Richard](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: weekly mayor update
Date: 18 April 2018 09:56:29
Attachments: [Weekly Mayor Update 160418.docx](#)

Hi all,

Please find attached the final version of this week's briefing that was shared with City Hall colleagues. Thanks for all your help as usual and I look forward to receiving the next set of updates on Friday 😊

Best wishes,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 16 April 2018 16:17
To: Mannah Sylvia; external howard Smith
Cc: Adams Simon; Shaunadevlin; Zavitz Richard
Subject: RE: weekly mayor update
So I don't delay this further I suggest you just take 2.4 out

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 16 April 2018 12:01
To: Lucy Findlay; Howard Smith
Cc: Adams Simon; Shauna Devlin; Zavitz Richard
Subject: RE: weekly mayor update

Hi all,

Thanks for your contributions. Howard and Lucy, Andy's team have reviewed the briefing and have included some comments for you. Can you please review and get back to me.

Many thanks,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 13 April 2018 17:53
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; Shaunadevlin; external howard Smith
Subject: RE: weekly mayor update

Hi Sylvia – some “stuff” for the headlines area. There was an issue that some have been briefed on earlier this week to do with something weekend of 19/20 May – this is now very near resolution so I haven't included it.

- I.1 On 13 April testing of the new trains and infrastructure commenced in full automatic operation. This enables higher speed testing of the rolling stock in the eastern tunnels..
- I.2 Good progress was made last week in fit-out of mechanical and electrical equipment in the western tunnels (Whitechapel to Paddington). All permanent tunnel ventilations fans (except one at Bond Street and Paddington) have now been installed.
- I.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new approach will be implemented from the end of April that maximises time in the tunnels for both activities.
- I.4 Intense pressure is being placed on contractors to improve the quality and timeliness in providing documentation and asset information required for approvals and assurance activity, testing and commissioning as well as operations and maintenance manuals and training of staff that will run the Elizabeth line.
- I.5 Good progress is being made for Stage 2 Phase 1 introduction from 19 May 2018.

Lucy

Lucy Findlay | Chief of Staff

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

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

From: Zavitz Richard [[mailto:\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)]
Sent: 13 April 2018 16:52
To: Mannah Sylvia
Cc: Adams Simon; Shauna Devlin; Howard Smith; Lucy Findlay
Subject: RE: weekly mayor update

Hi Sylvia,

Only one minor change in the cost section:

3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives

Also - can we include in the heading of the table in Appendix B reference to when the key dates were set – this week should still be P12. See below:

Risk / Issue	Key date (All as at Period 12, 03 March 2018)	Mitigation / Action
[redacted]	[redacted]	[redacted]

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [redacted] (auto [redacted] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: [redacted] [tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)



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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#)
Subject: RE: weekly mayor update
Date: 16 April 2018 12:10:48

Hi Sylvia,

Can we update the heading of the table in Appendix B as shown below as the dates are only changing in line with the period reporting. The P13 dates should be available next week if there are any changes.

Risk / Issue	Key date (All as at Period 12, 03 March 2018)	Mitigation / Action
--------------	---	---------------------

Thanks

Richard

From: Mannah Sylvia
Sent: 16 April 2018 12:01
To: Findlay Lucy; external howard Smith
Cc: Adams Simon; Shaunadevlin; Zavitz Richard
Subject: RE: weekly mayor update

Hi all,

Thanks for your contributions. Howard and Lucy, Andy's team have reviewed the briefing and have included some comments for you. Can you please review and get back to me.

Many thanks,
Sylvia

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 13 April 2018 17:53
To: Zavitz Richard; Mannah Sylvia
Cc: Adams Simon; Shaunadevlin; external howard Smith
Subject: RE: weekly mayor update

Hi Sylvia – some “stuff” for the headlines area. There was an issue that some have been briefed on earlier this week to do with something weekend of 19/20 May – this is now very near resolution so I haven't included it.

I.1 On 13 April testing of the new trains and infrastructure commenced in full automatic operation. This enables higher speed testing of the rolling stock in the eastern tunnels..

I.2 Good progress was made last week in fit-out of mechanical and electrical equipment in the western tunnels (Whitechapel to Paddington). All permanent tunnel ventilations fans (except one at Bond Street and Paddington) have now been installed.

I.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new approach will be implemented from the end of April that maximises time in the tunnels for both activities.

I.4 Intense pressure is being placed on contractors to improve the quality and timeliness in providing documentation and asset information required for approvals and assurance activity, testing and commissioning as well as operations and maintenance manuals and training of staff that will run the Elizabeth line.

I.5 Good progress is being made for Stage 2 Phase 1 introduction from 19 May 2018.

Lucy

Lucy Findlay | Chief of Staff

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

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

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From: Zavitz Richard [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 13 April 2018 16:52
To: Mannah Sylvia
Cc: Adams Simon; Shauna Devlin; Howard Smith; Lucy Findlay
Subject: RE: weekly mayor update

Hi Sylvia,

Only one minor change in the cost section:

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

3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives

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Risk / Issue	Key date (All as at Period 12, 03 March 2018)	Mitigation / Action
--------------	---	---------------------

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [redacted] (auto [redacted] |

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Zavitz Richard](#)
Subject: RE: weekly mayor update
Date: 16 April 2018 12:00:57
Attachments: [Weekly Mayor Update 160418 SD Comments.docx](#)

Hi all,

Thanks for your contributions. Howard and Lucy, Andy's team have reviewed the briefing and have included some comments for you. Can you please review and get back to me.

Many thanks,
Sylvia

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

Sent: 13 April 2018 17:53

To: Zavitz Richard; Mannah Sylvia

Cc: Adams Simon; Shaunadevlin; external howard Smith

Subject: RE: weekly mayor update

Hi Sylvia – some “stuff” for the headlines area. There was an issue that some have been briefed on earlier this week to do with something weekend of 19/20 May – this is now very near resolution so I haven't included it.

I.1 On 13 April testing of the new trains and infrastructure commenced in full automatic operation. This enables higher speed testing of the rolling stock in the eastern tunnels..

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I.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new approach will be implemented from the end of April that maximises time in the tunnels for both activities.

I.4 Intense pressure is being placed on contractors to improve the quality and timeliness in providing documentation and asset information required for approvals and assurance activity, testing and commissioning as well as operations and maintenance manuals and training of staff that will run the Elizabeth line.

I.5 Good progress is being made for Stage 2 Phase 1 introduction from 19 May 2018.

Lucy

Lucy Findlay | Chief of Staff

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

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

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

Sent: 13 April 2018 16:52

To: Mannah Sylvia

Cc: Adams Simon; Shauna Devlin; Howard Smith; Lucy Findlay

Subject: RE: weekly mayor update

Hi Sylvia,

Only one minor change in the cost section:

3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives

Also - can we include in the heading of the table in Appendix B reference to when the key dates were set – this week should still be P12. See below:

Risk / Issue	Key date (All as at Period 12, 03 March 2018)	Mitigation / Action
--------------	---	---------------------

Thank you

Richard

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Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Zavitz Richard](#); [Findlay Lucy](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Tucker John](#)
Subject: RE: weekly mayor update
Date: 10 April 2018 17:43:24
Attachments: [Weekly Mayor Update 090418.docx](#)

All,
Attached is the final version of the report that has been issued to City Hall colleagues.
Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 10 April 2018 12:49
To: Zavitz Richard; Mannah Sylvia; Findlay Lucy
Cc: Adams Simon; Shaunadevlin
Subject: RE: weekly mayor update
Richard,
Thanks should have spotted the 'not BT' point myself. Apologies.
Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]
Sent: 10 April 2018 11:07
To: Mannah Sylvia; Lucy Findlay; Howard Smith
Cc: Adams Simon; Shauna Devlin
Subject: RE: weekly mayor update
Hi Sylvia,

Revised wording below for the cost section:

3.3 Crossrail's cost forecast is very likely to breach the funding limit by the time of the next formal report (May) as they incorporate the implications of the revised Master Operating Handover Schedule (MOHS), delays to energisation, current levels of productivity on the systemwide and stations contracts, and delays to the development of the train software. Also, I've noticed that the Key Dates in Appendix B are being updated following the periodic schedule, instead of on a weekly basis. This is similar to the costs. It would be worthwhile to qualify this within the table. I suggest in the heading we add: (All as at Period 12, 03 March 2018).

Thanks
Richard

From: Mannah Sylvia
Sent: 10 April 2018 10:00
To: Findlay Lucy; external howard Smith
Cc: Zavitz Richard; Adams Simon; Shaunadevlin
Subject: RE: weekly mayor update
Hi all,

Mike Brown has two comments in the attached document – one for Lucy and the other for Richard / Simon.
Can you please review and get back to me.
Thanks,
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 09 April 2018 16:22
To: Mannah Sylvia; external howard Smith
Cc: Zavitz Richard; Adams Simon; Shaunadevlin
Subject: RE: weekly mayor update
Here you go.
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: 09 April 2018 14:04

To: Lucy Findlay; Howard Smith

Cc: Zavitz Richard; Adams Simon; Shauna Devlin

Subject: RE: weekly mayor update

Hi all,

Thanks for your contributions. Attached is the current version of the briefing with some questions from Andy team (**for Lucy**). I have included Howard's briefing note and I have updated Appendix B. For Appendix B, I haven't changed the dates as they were not included in the tables so would be grateful if you could all review it.

Thanks,

Sylvia

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

Sent: 09 April 2018 09:13

To: external howard Smith

Cc: Mannah Sylvia; Zavitz Richard; Adams Simon; Shaunadevlin

Subject: Re: weekly mayor update

Thanks Howard. Good idea re assurance approvals training etc I'll pick that up next week.

Lucy

Lucy Findlay
[REDACTED]

On 9 Apr 2018, at 08:59, Howard Smith <[\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)> wrote:

Lucy, Sylvia,

Thanks – being pedantic suggest you use my description of 'Protected Manual' from the RS weekly – in PM trains are protected by the signalling system but manually driven.

Not for this week but I'm conscious the report (naturally) focuses on physical progress, as we know it's the paper railway (assurance/RAB-C, asset info, training) that is likely to form one of, if not the, critical path so suggest we include something on this next week?

Kind regards

Howard

From: Lucy Findlay

Sent: 08 April 2018 18:23

To: Mannah Sylvia; Howard Smith; Zavitz Richard; Adams Simon

Cc: Shauna Devlin

Subject: RE: weekly mayor update

Hi Sylvia

Here you go – some comments to your comments in the attached.

Lucy

Lucy Findlay

Chief of Staff

Crossrail Ltd

T: [REDACTED]

From: [Mannah Sylvia](mailto:Mannah.Sylvia)

Sent: 06 April 2018 17:25

To: [Lucy Findlay](#); [Howard Smith](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shauna Devlin](#)
Subject: RE: weekly mayor update
Lucy and Richard,

Thanks for your update. I've included it in the attached briefing but have some questions for your section Lucy.

Howard, I know you're will come round this evening so I'll review it over the weekend.

Hope you all have a great weekend.

Sylvia

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

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

Sent: 06 April 2018 13:40

To: Mannah Sylvia; external howard Smith; Zavitz Richard; Adams Simon

Cc: Shaunadevlin

Subject: weekly mayor update

Hi Sylvia

Below some input from CRL.

Howard - you might want to add in a para about progress on Stage 2 Phase 1?

Sylvia appendix B will need to be updated with info from the latest readiness board slides (attached for ease).

2 Headlines

2.1 Safety performance has continued to be strong.

2.2 Testing of the new trains and infrastructure has continued in "protected manual mode" during day time hours between Abbey Wood and Stepney Green. Updated software has been loaded onto the test train enabling testing using Communications Based Train Control (CBTC - the signalling system for the central section) and further tests contained in the dynamic testing plan.

2.3 Train testing in the eastern tunnels under signalling protection is due to commence this week and will enable testing at higher speeds and testing stopping accuracy particularly in relation to the platform screen doors.

2.4 Station and tunnel fit-out continued during the Easter period. All platform screen doors should be installed by the end of the week and lift and escalator installation is over 80 per cent commenced across all central stations.

2.5 Good progress has also been made with installation of mechanical and electrical equipment and overhead line equipment in the western section of the tunnels. In addition, preparation for energisation of the auto transformer feeder station at Westbourne Park is progressing well and the schedules is currently on track to enable a period of short circuit testing and then dynamic testing in the western section to commence in June.

2.6 Crossrail's delivery schedule MOHS18 remains on target overall although there has been a delay in provision of permanent high voltage power following a delay in energising the bulk supply point at Limmo. While testing of station systems can take place using temporary power, final testing requires permanent power. CRL is currently working to mitigate the impact of the delay.

Lucy

Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

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

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[REDACTED] crossrail.co.uk

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

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

Sent: 27 March 2018 16:05

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon

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

Subject: Weekly Mayor Update 260318 - Final.docx

All,

Again thanks for your help. Attached is the final version of the report that has been issued to City Hall colleagues.

Thanks,

Sylvia

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Zavitz Richard](#); [Adams Simon](#); [Shaunadevlin](#)
Subject: RE: weekly mayor update
Date: 10 April 2018 12:06:32
Attachments: [Weekly Mayor Update 090418 v2 tracked.docx](#)

Thanks Sylvia – I've tried to “ungobbledygook” and widened out to include systemwide issues 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](#)

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

Sent: 10 April 2018 10:00

To: Lucy Findlay; Howard Smith

Cc: Zavitz Richard; Adams Simon; Shauna Devlin

Subject: RE: weekly mayor update

Hi all,

Mike Brown has two comments in the attached document – one for Lucy and the other for Richard / Simon.

Can you please review and get back to me.

Thanks,

Sylvia

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

Sent: 09 April 2018 16:22

To: Mannah Sylvia; external howard Smith

Cc: Zavitz Richard; Adams Simon; Shaunadevlin

Subject: RE: weekly mayor update

Here you go.

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: 09 April 2018 14:04

To: Lucy Findlay; Howard Smith

Cc: Zavitz Richard; Adams Simon; Shauna Devlin

Subject: RE: weekly mayor update

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Sent: 09 April 2018 09:13

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Cc: Mannah Sylvia; Zavitz Richard; Adams Simon; Shaunadevlin

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[REDACTED]

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Crossrail Ltd

T: [REDACTED]

From: [Mannah Sylvia](#)

Sent: 06 April 2018 17:25

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#)
Subject: RE: weekly mayor update
Date: 10 April 2018 11:57:21

Hi Sylvia,

The P13 report is expected next week for presentation at the CRL Board on the 26th.

We could aim to incorporate them into the report on the 23rd.

Richard

From: Mannah Sylvia
Sent: 10 April 2018 11:50
To: Zavitz Richard; Findlay Lucy; external howard Smith
Cc: Adams Simon; Shaunadevlin
Subject: RE: weekly mayor update
Richard, many thanks.
For appendix B if the dates are periodic, then are we due an update for this version?

From: Zavitz Richard
Sent: 10 April 2018 11:07
To: Mannah Sylvia; Findlay Lucy; external howard Smith
Cc: Adams Simon; Shaunadevlin
Subject: RE: weekly mayor update

Hi Sylvia,

Revised wording below for the cost section:

3.3 Crossrail's cost forecast is very likely to breach the funding limit by the time of the next formal report (May) as they incorporate the implications of the revised Master Operating Handover Schedule (MOHS), delays to energisation, current levels of productivity on the systemwide and stations contracts, and delays to the development of the train software. Also, I've noticed that the Key Dates in Appendix B are being updated following the periodic schedule, instead of on a weekly basis. This is similar to the costs. It would be worthwhile to qualify this within the table. I suggest in the heading we add: (All as at Period 12, 03 March 2018).

Thanks

Richard

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Cc: [Zavitz Richard](#); [Adams Simon](#); [Shaunadevlin](#)
Subject: RE: weekly mayor update
Date: 10 April 2018 10:00:28
Attachments: [Weekly Mayor Update 090418 v2 tracked.docx](#)

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Date: 09 April 2018 16:21:55
Attachments: [Weekly Mayor Update 090418.docx](#)

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Attachments: [Weekly Mayor Update 090418.docx](#)

Hi all,

Thanks for your contributions. Attached is the current version of the briefing with some questions from Andy team (**for Lucy**). I have included Howard's briefing note and I have updated Appendix B. For Appendix B, I haven't changed the dates as they were not included in the tables so would be grateful if you could all review it.

Thanks,
Sylvia

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

Sent: 09 April 2018 09:13

To: external howard Smith

Cc: Mannah Sylvia; Zavitz Richard; Adams Simon; Shaunadevlin

Subject: Re: weekly mayor update

Thanks Howard. Good idea re assurance approvals training etc I'll pick that up next week.
Lucy

Lucy Findlay
[REDACTED]

On 9 Apr 2018, at 08:59, Howard Smith < [REDACTED]@crossrail.co.uk > wrote:

Lucy, Sylvia,

Thanks – being pedantic suggest you use my description of 'Protected Manual' from the RS weekly – in PM trains are protected by the signalling system but manually driven.

Not for this week but I'm conscious the report (naturally) focuses on physical progress, as we know it's the paper railway (assurance/RAB-C, asset info, training) that is likely to form one of, if not the, critical path so suggest we include something on this next week?

Kind regards

Howard

From: Lucy Findlay

Sent: 08 April 2018 18:23

To: Mannah Sylvia; Howard Smith; Zavitz Richard; Adams Simon

Cc: Shauna Devlin

Subject: RE: weekly mayor update

Hi Sylvia

Here you go – some comments to your comments in the attached.

Lucy

Lucy Findlay

Chief of Staff

Crossrail Ltd

T: [REDACTED]

From: [Mannah Sylvia](#)

Sent: 06 April 2018 17:25

To: [Lucy Findlay](#); [Howard Smith](#); [Zavitz Richard](#); [Adams Simon](#)

Cc: [Shauna Devlin](#)

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

Subject: RE: weekly mayor update
Lucy and Richard,

Thanks for your update. I've included it in the attached briefing but have some questions for your section Lucy.

Howard, I know you're will come round this evening so I'll review it over the weekend.

Hope you all have a great weekend.

Sylvia

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

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

Sent: 06 April 2018 13:40

To: Mannah Sylvia; external howard Smith; Zavitz Richard; Adams Simon

Cc: Shaunadevin

Subject: weekly mayor update

Hi Sylvia

Below some input from CRL.

Howard - you might want to add in a para about progress on Stage 2 Phase 1?

Sylvia appendix B will need to be updated with info from the latest readiness board slides (attached for ease).

2 Headlines

2.1 Safety performance has continued to be strong.

2.2 Testing of the new trains and infrastructure has continued in "protected manual mode" during day time hours between Abbey Wood and Stepney Green. Updated software has been loaded onto the test train enabling testing using Communications Based Train Control (CBTC - the signalling system for the central section) and further tests contained in the dynamic testing plan.

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2.4 Station and tunnel fit-out continued during the Easter period. All platform screen doors should be installed by the end of the week and lift and escalator installation is over 80 per cent commenced across all central stations.

2.5 Good progress has also been made with installation of mechanical and electrical equipment and overhead line equipment in the western section of the tunnels. In addition, preparation for energisation of the auto transformer feeder station at Westbourne Park is progressing well and the schedules is currently on track to enable a period of short circuit testing and then dynamic testing in the western section to commence in June.

2.6 Crossrail's delivery schedule MOHS18 remains on target overall although there has been a delay in provision of permanent high voltage power following a delay in energising the bulk supply point at Limmo. While testing of station systems can take place using temporary power, final testing requires permanent power. CRL is currently working to mitigate the impact of the delay.

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)

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

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

Sent: 27 March 2018 16:05

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon

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

Subject: Weekly Mayor Update 260318 - Final.docx

All,

Again thanks for your help. Attached is the final version of the report that has been issued to City Hall colleagues.

Thanks,

Sylvia

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shaunadevlin](#)
Subject: RE: weekly mayor update
Date: 08 April 2018 18:23:14
Attachments: [Weekly Mayor Update 260318 - Final410271.docx](#)

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To: [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Zavitz Richard](#); [Adams Simon](#); [Shaunadevlin](#)
Subject: Re: weekly mayor update
Date: 09 April 2018 09:12:52

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[REDACTED]

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Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
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From: [Lucy Findlay](#)
To: [Zavitz Richard](#); [Mannah Sylvia](#); [external howard Smith](#); [Adams Simon](#)
Subject: RE: weekly mayoral briefing
Date: 23 April 2018 13:29:15
Attachments: [image001.emz](#)
[image002.png](#)
[image003.emz](#)
[image004.png](#)
[Weekly Mayor Update 230418.docx](#)

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

Sent: 23 April 2018 11:52

To: Mannah Sylvia; Howard Smith; Adams Simon

Cc: Lucy Findlay

Subject: RE: weekly mayoral briefing

Hi Sylvia,

Find below a suggested change to 3.1:

3.1 CRL's costs are reported on a periodic basis and have increased by £3m in Period 12 to £12,467m. The Period 13 costs will be finalised at the CRL Board this week and will be reported in next week's report.

I also suggest that paragraph 3.2 be deleted.

In Section 3.3, instead of 'very likely to breach' in the first sentence, change to 'expected to breach'.

Thanks

Richard

From: Mannah Sylvia

Sent: 23 April 2018 10:31

To: external howard Smith; Adams Simon

Cc: Findlay Lucy; Zavitz Richard

Subject: RE: weekly mayoral briefing

Importance: High

Hi all,

Thanks for the comments. Attached and below is the updated briefing note. I've tried to include it all, but please let me know I've missed anything out. We still have some questions to answer so I'd be grateful if everyone can review this and give me feedback asap. I've left 2.2 in this version as we still need to answer the question but it will be removed in the final version.

Thanks as always.

Sylvia

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 23 April 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 Following the approval of safety assurance documents, Dynamic Testing in the Crossrail tunnels was stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.
- 2.2 Good progress was made last week in fit-out of mechanical and electrical equipment in the western tunnels (Whitechapel to Paddington). All permanent tunnel ventilations fans (except one at Bond Street and one Paddington) have now been installed [\[DB1\]](#) .
- 2.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new approach will be implemented from the end of April that maximises time in the tunnels for both activities.
- 2.4 TfL Rail remains on schedule to take over the Heathrow Connect services in May 2018, using the existing rolling stock to the airport and the Class 345 trains between Paddington and Hayes & Harlington.
- 2.5 Crossrail Ltd is actively managing a number of challenges relating to work needed on Network Rail (NR) assets both on the east and west surface sections [\[S2\]](#) . The works NR needs to carry out include joining up the overhead power line between the central and surface sections as well as cabling works. The work is critical to achieving the power sequence which is needed for dynamic testing to commence in June in the full central section. [\[S3\]](#) TfL and DfT are both supporting CRL in its discussions with NR and seeking urgent resolution to ensure these works are completed on time. [\[S4\]](#)

3 Costs

- 3.1 CRL's costs are reported on a periodic basis and have increased by £3m in the last period to £12,467m.
- 3.2 Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 March, regarding the likelihood of additional funding being required to complete the project. CRL's official current forecast shows £45m headroom to the limit of the £600m contingency, funded by TfL.
- 3.3 Crossrail's cost forecast is very likely to breach the funding limit by the time of the next formal report which is due in late May as they incorporate the implications of the revised Master Operating Handover Schedule (MOHS), delays to energisation, current levels of productivity on the systemwide and stations contracts, and delays to the development of the train software.
- 3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives

4 Programme and Schedule

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

5 Appendix

- **Appendix A:** Key milestones from MOHS 2018 schedule
- **Appendix B:** Table of key risks and issues
- **Appendix C:** List of Acronyms

• Appendix D: Joint TfL and Bombardier Weekly Report

Appendix A: Key milestones from MOHS 2018 schedule

MOHS Milestones	MOHS2018 date	Status
Traction power Zones 1&2	Feb 18	Achieved [DB5]
Dynamic testing Zones 1&2	Feb 18	Achieved [DB6]
Traction power on Zones 3&4	May 18 [DB7]	
High Voltage Non Traction Power Zones 1&2	May 18	
Stage 2 commencement (contingency plan)	May 18	
Dynamic testing Zones 3&4	Jun 18	
Network Rail award west station contract	Jun 18	
Handover of stations and elements to RfL and LU	Jun-Nov	
High Voltage Non Traction Power All locations	Jul 18	
Dynamic testing all zones	Jul 18	
Trial running commences	Aug 18	
Safety case for central section submitted to RAB C	Aug 18	
Trial operations commence	Sep 18	
Submit Approval to Place Into Service to ORR	Sep 18	
Full Stage 2 services	Tbc	
Stage 3 commencement	9 December 18	

Appendix B: Table of key risks and issues (as at Period 12, 03 March 2018)

Stage 2 - Paddington to Heathrow, Shenfield to Liverpool Street mainline		
Timely completion of ETCS testing and BT on board signalling approval	On-train testing start 4 May 2018	Close monitoring of software development for passenger service and prioritised joint lab testing at Charleroi, Belgium.
Stage 3 - 9 December 2018 - Abbey Wood to Paddington, Heathrow to Paddington mainline, Shenfield to Liverpool Street mainline		
Timely provision of design assurance information, asset data, key operations/ maintenance information.	Systemwide Handover 5 Aug 2018	Maintain focus on design assurance close out rate and drive Tier 1 contractors to provide information in good time
Risk of delays to the Bombardier schedule for installation of the Class 345 on-board TCMS / CBTCS (v 6.1.1 & v7) impacts activities for Dynamic Testing.	CBTC Authorised for Trial Running 22Jun18	Prioritisation of software development & testing for Stage 3 in latest BT programme. Revised plans build contingency to start of testing in central section
Risk of delays to commissioning of NR interfaces impacting trial running.	Commence Transition Testing Z1&2 30Jun18 Z3&4 14Jul18	Confirm blockades June & July 18. Confirm the programme for installation of wayside equipment, on board software and testing at PML
Risk of insufficient time to undertake trial operations activity.	Trial Ops 09 Sept 2018	Complete infrastructure and testing as early as possible to allow unimpeded trial operations. Clear definition of minimum requirements. Modelling systems reliability.
Risk of LU readiness being impacted by ongoing construction	Trial Ops 09 Sept 2018	Station by station Handover execution plans being agreed between CRL and LU due end of

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at stations, spares availability and completion of staff training.		March [DB8]
Preferred delivery option and programme for wifi and 4G for passengers from stage opening and maintenance teams from handover.	Wi-Fi for passengers 9 Dec 2018	Interim on-train wifi solution proposed. Positive initial engagement with MNOs. Commence procurement.

Appendix C: List of Acronyms

ATC	Alstom, TSO, Costain joint venture
BT	Bombardier Transportation
CBTC	Communications Based Train Control
CRL	Crossrail Limited
DfT	Department for Transport
ETCS	European Train Control System
LU	London Underground
MNO	Mobile Network Operators
MOHS	Master Operating Handover Schedule
MTS	Mayor's Transport Strategy
ORR	Office of Rail & Road
PML	Pudding Mill Lane
RAB (C)	RfL Assurance Board for Crossrail
RfL	Rail for London
TBC	to be confirmed
TCMS	Train Control Management System
TfL	Transport for London
TPH	Trains per hour

Appendix D: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 23 April 2018

Note No: 8

Key Activities and Issues

- 43 trains have been completed in Derby by Bombardier, which is in line with the plan.
- Of the 15 trains that were available at Ilford Depot, four (out of an eventual five) trains have been moved to Old Oak Common Depot ready for Stage 2 services between Paddington and Hayes & Harlington from 20 May. The remaining 11 7-Car trains remain at Ilford Depot and are available for passenger service on the Liverpool Street to Shenfield line.
- The day to day availability and reliability of the Class 345 trains continues to improve and they performed well during the recent hot weather as well as during the snow in March. Bombardier is updating its reliability growth plan this week and an update will be provided in next week's briefing.
- Following the approval of safety assurance documents, Dynamic Testing in the Crossrail tunnels was stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.
- The tunnel testing is taking place using release 7.1 of the train control management software. This release resolves a number of issues with earlier versions. It has improved the efficiency of testing, however a number of bugs remain to be resolved in release 7.2.
- Safety assurance submissions and resourcing remains a key area of concern. Bombardier has reviewed this and is strengthening its process, resources and internal governance.
- Bombardier has now started building the next release (7.2) of the train control management software. This release will be developed and approved for Stage 3 passenger service. All known defects are addressed in release 7.2 although further updates will be required to address any issues discovered

in future dynamic testing and trial operations.

- Some issues discovered in testing will need to be addressed in future releases of Siemens signalling software where they relate to the Siemens part of the system.
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•

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Sent: 23 April 2018 08:43

To: Adams Simon

Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard

Subject: Re: weekly mayoral briefing

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Thanks and I hope you all have a lovely weekend.

Sylvia

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

Sent: 20 April 2018 15:14

To: Mannah Sylvia; Adams Simon

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

Cc: Zavitz Richard; external howard Smith
Subject: weekly mayoral briefing

Hi Sylvia

Headlines

2.1 Suggest you pull across the wording from BT report bullet 4 re dynamic testing

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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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When was this scheduled to be completed?
Can we give examples?
Between which stations
Is this something City Hall need to worry about?
On time?
On time?

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Would expect some comments in the doc on what is being done about upcoming non-green milestones.
Now mid-April. Was this completed on time?
When – can we include the date please?

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Adams Simon](#)
Cc: [Zavitz Richard](#)
Subject: RE: weekly mayoral briefing - fans
Date: 23 April 2018 15:35:41
Attachments: [image005.emz](#)
[image006.png](#)
[image007.emz](#)
[image008.png](#)

Sylvia – to follow up on the specific question regarding fan installation.

Fan installation at stations has been in line with the forecast dates in MOHS18. Of the remaining fans, the forecast date for installation at Paddington is 5 May 2018 and the forecast date for fan installation at Bond Street is 16 July 2018.

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

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Sent: 23 April 2018 10:31

To: Howard Smith; Adams Simon

Cc: Lucy Findlay; Zavitz Richard

Subject: RE: weekly mayoral briefing

Importance: High

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Thanks as always.

Sylvia

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 23 April 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 Following the approval of safety assurance documents, Dynamic Testing in the Crossrail tunnels was stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.

2.2 Good progress was made last week in fit-out of mechanical and electrical equipment in the western tunnels (Whitechapel to Paddington). All permanent tunnel ventilations fans (except one at Bond Street and one Paddington) have now been installed [\[DB1\]](#).

2.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new

approach will be implemented from the end of April that maximises time in the tunnels for both activities.

2.4 TfL Rail remains on schedule to take over the Heathrow Connect services in May 2018, using the existing rolling stock to the airport and the Class 345 trains between Paddington and Hayes & Harlington.

2.5 Crossrail Ltd is actively managing a number of challenges relating to work needed on Network Rail (NR) assets both on the east and west surface sections [S2]. The works NR needs to carry out include joining up the overhead power line between the central and surface sections as well as cabling works. The work is critical to achieving the power sequence which is needed for dynamic testing to commence in June in the full central section. [S3] TfL and DfT are both supporting CRL in its discussions with NR and seeking urgent resolution to ensure these works are completed on time. [S4]

3 Costs

3.1 CRL's costs are reported on a periodic basis and have increased by £3m in the last period to £12,467m.

3.2 Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 March, regarding the likelihood of additional funding being required to complete the project. CRL's official current forecast shows £45m headroom to the limit of the £600m contingency, funded by TfL.

3.3 Crossrail's cost forecast is very likely to breach the funding limit by the time of the next formal report which is due in late May as they incorporate the implications of the revised Master Operating Handover Schedule (MOHS), delays to energisation, current levels of productivity on the systemwide and stations contracts, and delays to the development of the train software.

3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives

4 Programme and Schedule

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

5 Appendix

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

Appendix A: Key milestones from MOHS 2018 schedule

MOHS Milestones	MOHS2018 date	Status
Traction power Zones 1&2	Feb 18	Achieved [DB5]
Dynamic testing Zones 1&2	Feb 18	Achieved [DB6]
Traction power on Zones 3&4	May 18 [DB7]	
High Voltage Non Traction Power Zones 1&2	May 18	
Stage 2 commencement (contingency plan)	May 18	

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Dynamic testing Zones 3&4	Jun 18	
Network Rail award west station contract	Jun 18	
Handover of stations and elements to RfL and LU	Jun-Nov	
High Voltage Non Traction Power All locations	Jul 18	
Dynamic testing all zones	Jul 18	
Trial running commences	Aug 18	
Safety case for central section submitted to RAB C	Aug 18	
Trial operations commence	Sep 18	
Submit Approval to Place Into Service to ORR	Sep 18	
Full Stage 2 services	Tbc	
Stage 3 commencement	9 December 18	

Appendix B: Table of key risks and issues (as at Period 12, 03 March 2018)

Stage 2 - Paddington to Heathrow, Shenfield to Liverpool Street mainline		
Timely completion of ETCS testing and BT on board signalling approval	On-train testing start 4 May 2018	Close monitoring of software development for passenger service and prioritised joint lab testing at Charleroi, Belgium.
Stage 3 - 9 December 2018 - Abbey Wood to Paddington, Heathrow to Paddington mainline, Shenfield to Liverpool Street mainline		
Timely provision of design assurance information, asset data, key operations/ maintenance information.	Systemwide Handover 5 Aug 2018	Maintain focus on design assurance close out rate and drive Tier 1 contractors to provide information in good time
Risk of delays to the Bombardier schedule for installation of the Class 345 on-board TCMS / CBTC (v 6.1.1 & v7) impacts activities for Dynamic Testing.	CBTC Authorised for Trial Running 22Jun18	Prioritisation of software development & testing for Stage 3 in latest BT programme. Revised plans build contingency to start of testing in central section
Risk of delays to commissioning of NR interfaces impacting trial running.	Commence Transition Testing Z1&2 30Jun18 Z3&4 14Jul18	Confirm blockades June & July 18. Confirm the programme for installation of wayside equipment, on board software and testing at PML
Risk of insufficient time to undertake trial operations activity.	Trial Ops 09 Sept 2018	Complete infrastructure and testing as early as possible to allow unimpeded trial operations. Clear definition of minimum requirements. Modelling systems reliability.
Risk of LU readiness being impacted by ongoing construction at stations, spares availability and completion of staff training.	Trial Ops 09 Sept 2018	Station by station Handover execution plans being agreed between CRL and LU due end of March [DB8]
Preferred delivery option and programme for wifi and 4G for passengers from stage opening and maintenance teams from handover.	Wi-Fi for passengers 9 Dec 2018	Interim on-train wifi solution proposed. Positive initial engagement with MNOs. Commence procurement.

Appendix C: List of Acronyms

ATC	Alstom, TSO, Costain joint venture
BT	Bombardier Transportation
CBTC	Communications Based Train Control
CRL	Crossrail Limited
DfT	Department for Transport
ETCS	European Train Control System
LU	London Underground
MNO	Mobile Network Operators
MOHS	Master Operating Handover Schedule
MTS	Mayor's Transport Strategy
ORR	Office of Rail & Road
PML	Pudding Mill Lane
RAB (C)	RfL Assurance Board for Crossrail
RfL	Rail for London
TBC	to be confirmed
TCMS	Train Control Management System
TfL	Transport for London
TPH	Trains per hour

Appendix D: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 23 April 2018

Note No: 8

Key Activities and Issues

- 43 trains have been completed in Derby by Bombardier, which is in line with the plan.
- Of the 15 trains that were available at Ilford Depot, four (out of an eventual five) trains have been moved to Old Oak Common Depot ready for Stage 2 services between Paddington and Hayes & Harlington from 20 May. The remaining 11 7-Car trains remain at Ilford Depot and are available for passenger service on the Liverpool Street to Shenfield line.
- The day to day availability and reliability of the Class 345 trains continues to improve and they performed well during the recent hot weather as well as during the snow in March. Bombardier is updating its reliability growth plan this week and an update will be provided in next week's briefing.
- Following the approval of safety assurance documents, Dynamic Testing in the Crossrail tunnels was stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.
- The tunnel testing is taking place using release 7.1 of the train control management software. This release resolves a number of issues with earlier versions. It has improved the efficiency of testing, however a number of bugs remain to be resolved in release 7.2.
- Safety assurance submissions and resourcing remains a key area of concern. Bombardier has reviewed this and is strengthening its process, resources and internal governance.
- Bombardier has now started building the next release (7.2) of the train control management software. This release will be developed and approved for Stage 3 passenger service. All known defects are addressed in release 7.2 although further updates will be required to address any issues discovered in future dynamic testing and trial operations.
- Some issues discovered in testing will need to be addressed in future releases of Siemens signalling software where they relate to the Siemens part of the system.
- Further meetings and workshops have taken place to drive closer integration between Bombardier, Siemens, Crossrail and TfL, in terms of joint testing, coordination of software release programmes and bug fixing. This relationship, covering train and signalling, is vital for Stage 3 testing and passenger service.
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Subject: RE: weekly mayoral briefing
Date: 23 April 2018 10:47:28
Attachments: [image005.emz](#)
[image006.png](#)
[image007.emz](#)
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TRANSPORT FOR LONDON

BRIEFING NOTE

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Date: 23 April 2018

1 Purpose

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- 1.2 The Mayor is asked to NOTE this briefing.

2 Headlines

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4 Programme and Schedule

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

5 Appendix

- Appendix A: Key milestones from MOHS 2018 schedule
- Appendix B: Table of key risks and issues
- Appendix C: List of Acronyms
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Safety case for central section submitted to RAB C	Aug 18	
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Submit Approval to Place Into Service to ORR	Sep 18	
Full Stage 2 services	Tbc	
Stage 3 commencement	9 December 18	

Appendix B: Table of key risks and issues (as at Period 12, 03 March 2018)

Risk / Issue	Key date	Mitigation / Action
Stage 2 - Paddington to Heathrow, Shenfield to Liverpool Street mainline		
Timely completion of ETCS testing and BT on board signalling approval	On-train testing start 4 May 2018	Close monitoring of software development for passenger service and prioritised joint lab testing at Charleroi, Belgium.
Stage 3 - 9 December 2018 - Abbey Wood to Paddington, Heathrow to Paddington mainline, Shenfield to Liverpool Street mainline		
Timely provision of design assurance information, asset data, key operations/ maintenance information.	Systemwide Handover 5 Aug 2018	Maintain focus on design assurance close out rate and drive Tier 1 contractors to provide information in good time
Risk of delays to the Bombardier schedule for installation of the Class 345 on-board TCMS / CBTCS (v 6.1.1 & v7) impacts activities for Dynamic Testing.	CBTC Authorised for Trial Running 22 Jun 18	Prioritisation of software development & testing for Stage 3 in latest BT programme. Revised plans build contingency to start of testing in central section
Risk of delays to commissioning of NR interfaces impacting trial running.	Commence Transition Testing Z1&2 30 Jun 18 Z3&4 14 Jul 18	Confirm blockades June & July 18. Confirm the programme for installation of wayside equipment, on board software and testing at PML
Risk of insufficient time to undertake trial operations activity.	Trial Ops 09 Sept 2018	Complete infrastructure and testing as early as possible to allow unimpeded trial operations. Clear definition of minimum requirements. Modelling systems reliability.
Risk of LU readiness being impacted by ongoing construction at stations, spares availability and completion of staff training.	Trial Ops 09 Sept 2018	Station by station Handover execution plans being agreed between CRL and LU due end of March [DB8]
Preferred delivery option and programme for wifi and 4G for passengers from stage opening and maintenance teams from	Wi-Fi for passengers 9 Dec 2018	Interim on-train wifi solution proposed. Positive initial engagement with MNOs. Commence procurement.

handover.		
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Appendix C: List of Acronyms

Acronym	Description
ATC	Alstom, TSO, Costain joint venture
BT	Bombardier Transportation
CBTC	Communications Based Train Control
CRL	Crossrail Limited
DfT	Department for Transport
ETCS	European Train Control System
LU	London Underground
MNO	Mobile Network Operators
MOHS	Master Operating Handover Schedule
MTS	Mayor's Transport Strategy
ORR	Office of Rail & Road
PML	Pudding Mill Lane
RAB (C)	RfL Assurance Board for Crossrail
RfL	Rail for London
TBC	to be confirmed
TCMS	Train Control Management System
TfL	Transport for London
TPH	Trains per hour

Appendix D: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 23 April 2018

Note No: 8

Key Activities and Issues

- 43 trains have been completed in Derby by Bombardier, which is in line with the plan.
- Of the 15 trains that were available at Ilford Depot, four (out of an eventual five) trains have been moved to Old Oak Common Depot ready for Stage 2 services between Paddington and Hayes & Harlington from 20 May. The remaining 11 7-Car trains remain at Ilford Depot and are available for passenger service on the Liverpool Street to Shenfield line.
- The day to day availability and reliability of the Class 345 trains continues to improve and they performed well during the recent hot weather as well as during the snow in March. Bombardier is updating its reliability growth plan this week and an update will be provided in next week's briefing.
- Following the approval of safety assurance documents, Dynamic Testing in the Crossrail tunnels was stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.
- The tunnel testing is taking place using release 7.1 of the train control management software. This release resolves a number of issues with earlier versions. It has improved the efficiency of testing, however a number of bugs remain to be resolved in release 7.2.
- Safety assurance submissions and resourcing remains a key area of concern. Bombardier has reviewed this and is strengthening its process, resources and internal governance.
- Bombardier has now started building the next release (7.2) of the train control management software. This release will be developed and approved for Stage 3 passenger service. All known defects are addressed in release 7.2 although further updates will be required to address any issues discovered in future dynamic testing and trial operations.
- Some issues discovered in testing will need to be addressed in future releases of Siemens signalling software where they relate to the Siemens part of the system.
- Further meetings and workshops have taken place to drive closer integration between Bombardier, Siemens, Crossrail and TfL, in terms of joint testing, coordination of software release programmes and bug fixing. This relationship, covering train and signalling, is vital for

Stage 3 testing and passenger service.

- Progress at Old Oak common Depot remains satisfactory. The focus remains on the next stages of signalling and bringing into use as well as 'snagging' and rectifying defects in the currently operational parts of the depot.
- TfL Rail remains on schedule to take over the Heathrow Connect services in May 2018, using the existing rolling stock to the airport and the Class 345 trains between Paddington and Hayes & Harlington.
- One of the key activities for the success of this plan was to update some route-specific software. The software was updated, on schedule, on 11 April and has been successfully tested in runs on the Great Western route. It remains on schedule for full safety approval on 2 May and Bombardier continues to monitor this closely.
- Further pre-testing of the European Train Control System ('ETCS') in the Heathrow tunnels will take place this weekend. Laboratory testing in Charleroi, Belgium allowing some ETCS tests to take place without requiring access to the actual railway at Heathrow was completed and the results [S9], apparently successful, are currently being analysed and a report will be issued this week. An update on this will be provided in next week's briefing note.

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

Sent: 23 April 2018 08:43

To: Adams Simon

Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard

Subject: Re: weekly mayoral briefing

Simon

Thanks. We need to resolve fairly quickly, not least for wording in weekly report (not suggesting it's included there) which is due today.

Howard

Sent from my iPhone

On 23 Apr 2018, at 08:39, Adams Simon <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Richard,

Referring to the discussion at Sponsor Board, we need to be clear about the sequence of events regarding the disclosure of the P13 Numbers, which go to the CRL Board this Thursday. As you know, technically any Breach of IP2 will be reported in the SACR in late May/early June. Let's discuss later.

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Sent from my iPad

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Thanks Howard.

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One additional change to Appendix B (The BT Report):
Finals bullet - Replace first sentence with: Further pre-testing of the European Train Control System ('ETCS') in the

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Heathrow tunnels will take place this weekend.

Kind regards

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Sylvia and colleagues,

Comments from me (firstly on the BT Report and then on the main one). I can't amend on the iPad so I'm afraid I'll have to leave it to you to incorporate and recirculate.

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First Bullet - 43 trains

Third Bullet. - Final sentence, replace with 'Bombardier is updating its reliability growth plan this week'.

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In response to Richard's question, I'm personally OK with holding off the P13 numbers till after sign off of PIC wording and the CRL Board on Thursday but in that case it's worth making clear in 3.1 that 'last Period' refers to Period 12, as it could reasonably be thought to be P13.

2.5 Lucy has provided examples.

New Bullet - Do we not want to re-introduce the RAB-C, documentation etc point that Lucy suggested last time but got removed as it was seen as too complex. Frankly this will be one of the continuing issues, so it seems better to get it in and explain it now, rather than be accused of missing/hiding it when it inevitably comes up later.

Appendix A - Lucy to confirm but I believe these are all in accordance with MOHS.

Appendix B -

DB 5 - agree it's worth saying something in the text re the two non-green milestones for May - Lucy are you able to supply wording?

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Sylvia - quite a few changes, happy to look at revised text on iPad today or first thing tomorrow (and as we said we will try and shift forward a day going forward so we have a final draft by Friday - and less intensive weekends!

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Howard, I've included your note in this version with some amends and comments, but I can send it separately as well if you want.

Thanks and I hope you all have a lovely weekend.

Sylvia

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

Sent: 20 April 2018 15:14

To: Mannah Sylvia; Adams Simon

Cc: Zavitz Richard; external howard Smith

Subject: weekly mayoral briefing

Hi Sylvia

Headlines

- 2.1 *Suggest you pull across the wording from BT report bullet 4 re dynamic testing*
- 2.2 *Suggest you pull across the wording from BT report page 2 bullet 2 Stage 2*
- 2.3 Crossrail Ltd is actively managing a number of challenges relating to work needed on Network Rail (NR) assets both on the east and west surface sections. The work is critical to achieving the energisation sequence needed for dynamic testing

to commence in June in the full central section. TfL and DfT are both supporting CRL in its discussions with NR and seeking urgent resolution.

Sylvia/Simon In terms of milestones used in Appendix A perhaps you could shift to using the ones for stages 2 and 3 used in the ELRB slides - they are a direct extract out of our MOHS anchor milestones and updated each period and the rag status is purely against the dates rather than me being subjective? Still wouldn't cover David Bellamy's comment about wanting a reason about why something is behind programme and what is being done about it but comments against major items causing concern are already in appendix B.....all clear??

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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When was this scheduled to be completed?

Can we give examples?

Between which stations

Is this something City Hall need to worry about?

On time?

On time?

Would expect some comments in the doc on what is being done about upcoming non-green milestones.

Now mid-April. Was this completed on time?

When – can we include the date please?

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#)
Cc: [Adams Simon](#); [Zavitz Richard](#); [external howard Smith](#)
Subject: Re: weekly mayoral briefing
Date: 20 April 2018 17:23:51

Sorry Lucy - I left the track changes in to show what's different to last week. 2.1 came from Howard's briefing further down.

For David's questions, if they're not being included then we still need to provide Andy's team with answers so they can include it in their email to City Hall.

The 23 May is a date I've picked up from a separate email chain but if it's incorrect I'll remove it.

Sent from my iPhone

On 20 Apr 2018, at 17:19, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

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

Hi Sylvia

Really tricky to follow the track changes, comments, formatting changes....

Are you suggesting we re-include the items from last week where David B made a comment in order to answer them?

For 2.1 – I don't recognise the text you've included what I proposed you use was something similar to the BT brief bullet 4 page 1 relating to dynamic testing which is:

<!--[if !supportLists]-->•<!--[endif]-->Following approval of assurance evidence, Dynamic Testing in the Crossrail tunnels stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.

2.2 you seem to have included the para from last week

For 2.5 specific example you could use joining up the overhead lines on the transitions between central and surface sections; installation of balises which make the train protection system work; and cabling.

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: 20 April 2018 16:51

To: Lucy Findlay; Adams Simon

Cc: Zavitz Richard; Howard Smith

Subject: RE: weekly mayoral briefing

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Howard, I've included your note in this version with some amends and comments, but I can send it separately as well if you want.

Thanks and I hope you all have a lovely weekend.

Sylvia

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

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<!--[endif]-->

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From: [Zavitz Richard](#)
To: [Adams Simon](#); [Mannah Sylvia](#)
Cc: [external howard Smith](#); [Findlay Lucy](#)
Subject: RE: weekly mayoral briefing
Date: 23 April 2018 10:40:52

Thanks Simon,

What I'll do is pull together a table with the relevant papers and dates. I'll also include the expected timeline of the public release.

I'll do that now to help with the discussion.

Richard

From: Adams Simon
Sent: 23 April 2018 08:39
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Cc: external howard Smith; Findlay Lucy; Zavitz Richard
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DD: [REDACTED] (Internal: Ext [REDACTED] M:

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[REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

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From: [Mannah Sylvia](#)
To: ["Howard Smith"; Adams Simon](#)
Cc: [Findlay Lucy; Zavitz Richard](#)
Subject: RE: weekly mayoral briefing
Date: 23 April 2018 10:30:56
Attachments: [Weekly Mayor Update 230418.docx](#)
[image001.emz](#)
[image002.png](#)
[image003.emz](#)
[image004.png](#)
Importance: High

Hi all,

Thanks for the comments. Attached and below is the updated briefing note. I've tried to include it all, but please let me know I've missed anything out. We still have some questions to answer so I'd be grateful if everyone can review this and give me feedback asap. I've left 2.2 in this version as we still need to answer the question but it will be removed in the final version.

Thanks as always.

Sylvia

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 23 April 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 Following the approval of safety assurance documents, Dynamic Testing in the Crossrail tunnels was stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.
- 2.2 Good progress was made last week in fit-out of mechanical and electrical equipment in the western tunnels (Whitechapel to Paddington). All permanent tunnel ventilations fans (except one at Bond Street and one Paddington) have now been installed^[DB1].
- 2.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new approach will be implemented from the end of April that maximises time in the tunnels for both activities.
- 2.4 TfL Rail remains on schedule to take over the Heathrow Connect services in May 2018, using the existing rolling stock to the airport and the Class 345 trains between Paddington and Hayes & Harlington.
- 2.5 Crossrail Ltd is actively managing a number of challenges relating to work needed on Network Rail (NR) assets both on the east and west surface sections^[S2]. The works NR needs to carry out include joining up the overhead power line between the central and surface sections as

well as cabling works. The work is critical to achieving the power sequence which is needed for dynamic testing to commence in June in the full central section. [\[S3\]](#) TfL and DfT are both supporting CRL in its discussions with NR and seeking urgent resolution to ensure these works are completed on time.[\[S4\]](#)

3 Costs

3.1 CRL's costs are reported on a periodic basis and have increased by £3m in the last period to £12,467m.

3.2 Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 March, regarding the likelihood of additional funding being required to complete the project. CRL's official current forecast shows £45m headroom to the limit of the £600m contingency, funded by TfL.

3.3 Crossrail's cost forecast is very likely to breach the funding limit by the time of the next formal report which is due in late May as they incorporate the implications of the revised Master Operating Handover Schedule (MOHS), delays to energisation, current levels of productivity on the systemwide and stations contracts, and delays to the development of the train software.

3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives

4 Programme and Schedule

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

5 Appendix

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

Appendix A: Key milestones from MOHS 2018 schedule

MOHS Milestones	MOHS2018 date	Status
Traction power Zones 1&2	Feb 18	Achieved [DB5]
Dynamic testing Zones 1&2	Feb 18	Achieved [DB6]
Traction power on Zones 3&4	May 18 [DB7]	
High Voltage Non Traction Power Zones 1&2	May 18	
Stage 2 commencement (contingency plan)	May 18	
Dynamic testing Zones 3&4	Jun 18	
Network Rail award west station contract	Jun 18	
Handover of stations and elements to RfL and LU	Jun-Nov	
High Voltage Non Traction Power All locations	Jul 18	

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Dynamic testing all zones	Jul 18	
Trial running commences	Aug 18	
Safety case for central section submitted to RAB C	Aug 18	
Trial operations commence	Sep 18	
Submit Approval to Place Into Service to ORR	Sep 18	
Full Stage 2 services	Tbc	
Stage 3 commencement	9 December 18	

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Risk of delays to commissioning of NR interfaces impacting trial running.	Commence Transition Testing Z1&2 30Jun 18 Z3&4 14Jul 18	Confirm blockades June & July 18. Confirm the programme for installation of wayside equipment, on board software and testing at PML
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Elizabeth line - Bombardier Weekly Report 23 April 2018

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Of the 15 trains that were available at Ilford Depot, four (out of an eventual five) trains have been moved to Old Oak Common Depot ready for Stage 2 services between Paddington and Hayes & Harlington from 20 May. The remaining 11 7-Car trains remain at Ilford Depot and are available for passenger service on the Liverpool Street to Shenfield line.

The day to day availability and reliability of the Class 345 trains continues to improve and they performed well during the recent hot weather as well as during the snow in March. Bombardier is updating its reliability growth plan this week and an update will be provided in next week's briefing.

Following the approval of safety assurance documents, Dynamic Testing in the Crossrail tunnels was stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.

The tunnel testing is taking place using release 7.1 of the train control management software. This release resolves a number of issues with earlier versions. It has improved the efficiency of testing, however a number of bugs remain to be resolved in release 7.2.

Safety assurance submissions and resourcing remains a key area of concern. Bombardier has reviewed this and is strengthening its process, resources and internal governance.

Bombardier has now started building the next release (7.2) of the train control management software. This release will be developed and approved for Stage 3 passenger service. All known defects are addressed in release 7.2 although further updates will be required to address any issues discovered in future dynamic testing and trial operations.

Some issues discovered in testing will need to be addressed in future releases of Siemens signalling software where they relate to the Siemens part of the system.

Further meetings and workshops have taken place to drive closer integration between Bombardier, Siemens, Crossrail and TfL, in terms of joint testing, coordination of software release programmes and bug fixing. This relationship, covering train and signalling, is vital for Stage 3 testing and passenger service.

Progress at Old Oak common Depot remains satisfactory. The focus remains on the next stages of signalling and bringing into use as well as 'snagging' and rectifying defects in the currently operational parts of the depot.

TfL Rail remains on schedule to take over the Heathrow Connect services in May 2018, using the existing rolling stock to the airport and the Class 345 trains between Paddington and Hayes & Harlington.

One of the key activities for the success of this plan was to update some route-specific software. The software was updated, on schedule, on 11 April and has been successfully tested in runs on the Great Western route. It remains on schedule for full safety approval on 2 May and Bombardier continues to monitor this closely.

Further pre-testing of the European Train Control System ('ETCS') in the Heathrow tunnels will take place this weekend. Laboratory testing in Charleroi, Belgium allowing some ETCS tests to take place without requiring access to the actual railway at Heathrow was completed and the results [\[S9\]](#), apparently successful, are currently being analysed and a report will be issued this week. An update on this will be provided in next week's briefing note.

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

Sent: 23 April 2018 08:43

To: Adams Simon

Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard

Subject: Re: weekly mayoral briefing

Simon

Thanks. We need to resolve fairly quickly, not least for wording in weekly report (not suggesting it's included there) which is due today.

Howard

Sent from my iPhone

On 23 Apr 2018, at 08:39, Adams Simon < [REDACTED]@tfl.gov.uk > wrote:

Richard,

Referring to the discussion at Sponsor Board, we need to be clear about the sequence of events regarding the disclosure of the P13 Numbers, which go to the CRL Board this Thursday. As you know, technically any Breach of IP2 will be reported in the SACR in late May/early June. Let's discuss later.

Simon

Sent from my iPad

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

On 22 Apr 2018, at 21:32, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Thanks Howard.

Sent from my iPhone

On 22 Apr 2018, at 20:11, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

One additional change to Appendix B (The BT Report):
Finals bullet - Replace first sentence with: Further pre-testing of the European Train Control System ('ETCS') in the Heathrow tunnels will take place this weekend.

Kind regards
Howard

Sent from my iPad

On 22 Apr 2018, at 12:58, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Sylvia and colleagues,
Comments from me (firstly on the BT Report and then on the main one). I can't amend on the iPad so I'm afraid I'll have to leave it to you to incorporate and recirculate.

BT Report:

First Bullet - 43 trains

Third Bullet. - Final sentence, replace with 'Bombardier is updating its reliability growth plan this week'.

Fifth Bullet - penultimate word 'release', rather than 'releases'.

Thirteenth (final) Bullet: 'currently being analysed *and a report issued this week*'

'General' Report:

In response to Richard's question, I'm personally OK with holding off the P13 numbers till after sign off of PIC wording and the CRL Board on Thursday but in that case it's worth making clear in 3.1 that 'last Period' refers to Period 12, as it could reasonably be thought to be P13.

2.5 Lucy has provided examples.

New Bullet - Do we not want to re-introduce the RAB-C, documentation etc point that Lucy suggested last time but got removed as it was seen as too complex. Frankly this will be one of the continuing issues, so it seems better to get it in and explain it now, rather than be accused

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of missing/hiding it when it inevitably comes up later.

Appendix A - Lucy to confirm but I believe these are all in accordance with MOHS.

Appendix B -

DB 5 - agree it's worth saying something in the text re the two non-green milestones for May - Lucy are you able to supply wording?

DB 6 Station Handover Execution Plans were issued (rather than agreed) by the end of March and are now being updated in the light of comments.

Sylvia - quite a few changes, happy to look at revised text on iPad today or first thing tomorrow (and as we said we will try and shift forward a day going forward so we have a final draft by Friday - and less intensive weekends!

Kind regards

Howard

Sent from my iPad

On 20 Apr 2018, at 16:51, Mannah Sylvia

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

Hi all,
Please find attached the briefing note with comments from me. Key thing is that we address the comments that David B has raised otherwise we'll end up going back and forth on it next week.
Howard, I've included your note in this version with some amends and comments, but I can send it separately as well if you want.
Thanks and I hope you all have a lovely weekend.
Sylvia

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

Sent: 20 April 2018 15:14
To: Mannah Sylvia; Adams Simon
Cc: Zavitz Richard; external howard Smith
Subject: weekly mayoral briefing
Hi Sylvia
Headlines
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2.2 *Suggest you pull across the wording from BT report page 2 bullet 2 Stage 2*

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Sylvia/Simon In terms of milestones used in Appendix A perhaps you could shift to using the ones for stages 2 and 3 used in the ELRB slides - they are a direct extract out of our MOHS anchor milestones and updated each period and the rag status is purely against the dates rather than me being subjective? Still wouldn't cover David Bellamy's comment about wanting a reason about why something is behind programme and what is being done about it but comments against major items causing concern are already in appendix B.....all clear??

Lucy

Lucy Findlay | Chief of Staff

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

DD: [REDACTED] (Internal: Ext

[REDACTED] M: [REDACTED] |

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[DB1] When was this scheduled to be completed?

[S2] Can we give examples?

[S3] Between which stations

[S4] Is this something City Hall need to worry about?

[DB5] On time?

[DB6] On time?

[DB7] Would expect some comments in the doc on what is being done about upcoming non-green milestones.

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[\[DB8\]](#) Now mid-April. Was this completed on time?

[\[S9\]](#) When – can we include the date please?

From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Adams Simon](#)
Cc: [external howard Smith](#)
Subject: RE: weekly mayoral briefing
Date: 20 April 2018 17:57:44

Hi Sylvia,

Lucy - comments in Appendix A may be better for you to pick up as they relate to the MOHS and narrative around status of dates.

For Appendix B: will the key dates be updated to reflect Period 13? Or will this be available for the next report following on from the CRL Board on the 26th? Also – Lucy may be in a better position to report on the status of the Handover execution plans.

Appendix D: Howard would be in a better position to pick up these comments.

As for the cost section, I'm uncomfortable updating the cost section for P13 until the text in the PIC paper has been reviewed by the various parties (David Hughes in particular). Although we have access to the numbers, we can hold off an update by saying that they are not yet official until the CRL Board sits next week – so an update next week would be appropriate.

Is everyone comfortable with this approach? If so – Section 3 can remain unchanged (except for removing the number 23). If not, let me know and I'll copy over the words from the Private PIC paper currently in draft and copy in David for his review.

Thank you

Richard

From: Mannah Sylvia
Sent: 20 April 2018 16:04
To: Findlay Lucy; Adams Simon
Cc: Zavitz Richard; external howard Smith
Subject: RE: weekly mayoral briefing

Thanks Lucy.

Simon and Richard – can you please pick up the appendix comments?

Thanks,
Sylvia

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 20 April 2018 15:14
To: Mannah Sylvia; Adams Simon
Cc: Zavitz Richard; external howard Smith
Subject: weekly mayoral briefing

Hi Sylvia

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Sylvia/Simon In terms of milestones used in Appendix A perhaps you could shift to using the ones for stages 2 and 3 used in the ELRB slides - they are a direct extract out of our MOHS anchor milestones and updated each period and the rag status is purely against the dates rather than me being subjective? Still wouldn't cover David Bellamy's comment about wanting a reason about why something is behind programme and what is being done about it but comments against major items causing concern are already in appendix B.....all clear??

Lucy

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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](#); [Adams Simon](#)
Cc: [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: weekly mayoral briefing
Date: 20 April 2018 17:20:41

Sorry one more thing I don't recognise the 23 May date in the cost section 3.3

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 20 April 2018 16:51

To: Lucy Findlay; Adams Simon

Cc: Zavitz Richard; Howard Smith

Subject: RE: weekly mayoral briefing

Hi all,

Please find attached the briefing note with comments from me. Key thing is that we address the comments that David B has raised otherwise we'll end up going back and forth on it next week.

Howard, I've included your note in this version with some amends and comments, but I can send it separately as well if you want.

Thanks and I hope you all have a lovely weekend.

Sylvia

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

Sent: 20 April 2018 15:14

To: Mannah Sylvia; Adams Simon

Cc: Zavitz Richard; external howard Smith

Subject: weekly mayoral briefing

Hi Sylvia

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Adams Simon](#)
Cc: [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: weekly mayoral briefing
Date: 20 April 2018 16:51:07
Attachments: [Weekly Mayor Update 230418.docx](#)

Hi all,

Please find attached the briefing note with comments from me. Key thing is that we address the comments that David B has raised otherwise we'll end up going back and forth on it next week.

Howard, I've included your note in this version with some amends and comments, but I can send it separately as well if you want.

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Lucy Findlay | Chief of Staff

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

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Adams Simon](#)
Cc: [Zavitz Richard](#); [external howard Smith](#)
Subject: RE: weekly mayoral briefing
Date: 20 April 2018 16:04:07

Thanks Lucy.
Simon and Richard – can you please pick up the appendix comments?
Thanks,
Sylvia

From: Lucy Findlay [mailto:██████████@crossrail.co.uk]
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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Findlay Lucy](#); [Adams Simon](#); [Zavitz Richard](#)
Subject: Re: weekly mayoral briefing
Date: 22 April 2018 13:19:45

Re Cost: Having pressed send - and then thought about it - if we don't include P13 costs but are doing so in the PIC draft which will be seen (as a draft) this week then I think we need, at least, to change the wording suggesting 'breach of IP2 by 23rd May' to include reference to something more immediate.

It can still note that the formal breach of the IP will not come till SACR on 23 May but might say that period numbers MAY exceed the IP2 figure from P13 or 'next period' or 'imminently'? Otherwise the reader looks at the 23rd May date and it will look very odd to see the PIC draft before the next weekly.

Kind regards

Howard

Sent from my iPhone

On 22 Apr 2018, at 12:58, Howard Smith <[\[REDACTED\]](#)> wrote:

Sylvia and colleagues,

Comments from me (firstly on the BT Report and then on the main one). I can't amend on the iPad to I'm afraid I'll have to leave it to you to incorporate and recirculate.

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Howard

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Thanks and I hope you all have a lovely weekend.

Sylvia

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

Sent: 20 April 2018 15:14

To: Mannah Sylvia; Adams Simon

Cc: Zavitz Richard; external howard Smith

Subject: weekly mayoral briefing

Hi Sylvia

Headlines

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<!--[if !supportLists]-->2.2 <!--[endif]-->*Suggest you pull across the wording from BT report page 2 bullet 2 Stage 2*

<!--[if !supportLists]-->2.3 <!--[endif]-->*Crossrail Ltd is actively managing a number of challenges relating to work needed on*

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Lucy

Lucy Findlay | Chief of Staff

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

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From: [Howard Smith](#)
To: [Findlay Lucy](#)
Cc: [Zavitz Richard](#); [Adams Simon](#); [Mannah Sylvia](#)
Subject: Re: weekly report
Date: 26 April 2018 22:25:03

Lucy,

Thanks, totally support making the Annexes consultant with MOHS.

Richard - I would be concerned if we were updating the dates in the Annex to simply reflect actuals or forecast, they need to be measured against the baselined MOHS dates (similar to the table in the BT report) and if there's change it needs to be reported and explained - the only way to maintain the trust of City Hall.

Will also be much easier to have a standard set of dates and format for MOHS, ELRB and Mayors Weekly!

Not fussed whether we change this week (tomorrow) or flag the new format for next week but I think the principle's absolutely sound.

Kind regards

Howard

Sent from my iPad

On 26 Apr 2018, at 17:23, Lucy Findlay <[\[REDACTED\]](#)> wrote:

...guess I could ;)

The dates and text were extracted direct from ELRB slides before but format of those slides has changed so not such an easy cut and paste of dates now and I don't think Howard's signed of P13 version quite yet....

We can look at tomorrow - I think I suggested last week that given ELRB slides have changed to include specific key milestones for stages with MOHS actual/forecast dates (directly extracted from our central planning system) we'd be doing all of ourselves a favour by adjusting the annexes in the weekly Mayoral update too.

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 26 April 2018 17:17

To: Lucy Findlay

Cc: Adams Simon; Howard Smith; Mannah Sylvia

Subject: RE: weekly report

Hi Lucy,

Will you be updating the key dates in Appendix B to match the latest reported in Period 13? I'm not hot on the detail, but there may have been some movement in the start of transition testing for example and systemwide handover? I'll be over at Canary Wharf tomorrow so we can have a look.

Thanks

Richard

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

Sent: 26 April 2018 17:09

To: external howard Smith; Mannah Sylvia

Cc: Zavitz Richard; Adams Simon

Subject: weekly report

Hi Sylvia – here you go – some points for inclusion.

Howard - 2.4 you'll probably want to tinker with....in fact you might want to tinker with it all!

Headlines

- 2.1 Further dynamic testing took place 26 April - 28 April between Abbey Wood and Canary Wharf in both tunnels. Tests included running at line speed, auto reverse software and the platform screen door/train interface at Canary Wharf *[note you will need to check this is not inconsistent with the BT report....]*
- 2.2 Crossrail Ltd, working with the future infrastructure managers, maintainers and operator (MTR-Crossrail) has agreed the approach to appraising readiness for trial running, trial operations and passenger service through a T minus process and series of checkpoints in advance of Stage 3 central section services (Paddington to Abbey Wood) commencement in December 2018.
- 2.3 Good productivity is being achieved on installation of the emergency walkways and the overhead conducting rail in the tunnels. The energisation sequence to provide traction power from Westbourne Park to Zones 3 and 4 (Paddington to Whitechapel) remains on target to commence on 11 May to enable dynamic testing in that section to start on 11 June.
- 2.4 The provision of asset data, operation and maintenance manuals and training materials by contractors in time to meet the Infrastructure Managers' (IM) needs remains challenging. CRL is applying pressure on contractors to provide materials but complete information only becomes available after testing and commissioning. CRL and the IMs are working together to prioritise critical information and training, accelerate the production of data and to make best use of it progressively as it becomes available. In addition, there is a significant volume of safety assurance and approvals required in order for dynamic testing to continue progressively adding further tests and ultimately bring the railway into safe operation. CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

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](#)
Subject: RE: Weekly Report
Date: 23 April 2018 13:00:09

Answer is 18th April
Will call re wider weekly report.
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 23 April 2018 11:15
To: Howard Smith
Subject: RE: Weekly Report

Hi Howard,
Below is the current version of the weekly report. I only have one question about the date of completion for the Belgium testing.
Thanks,
Sylvia

Elizabeth line - Bombardier Weekly Report 23 April 2018

Note No: 8

Key Activities and Issues

3 trains have been completed in Derby by Bombardier, which is in line with the plan. Of the 15 trains that were available at Ilford Depot, four (out of an eventual five) trains have been moved to Old Oak Common Depot ready for Stage 2 services between Paddington and Hayes & Harlington from 20 May. The remaining 11 7-Car trains remain at Ilford Depot and are available for passenger service on the Liverpool Street to Shenfield line.

The day to day availability and reliability of the Class 345 trains continues to improve and they performed well during the recent hot weather as well as during the snow in March. Bombardier is updating its reliability growth plan this week and an update will be provided in next week's briefing. Following the approval of safety assurance documents, Dynamic Testing in the Crossrail tunnels was stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.

The tunnel testing is taking place using release 7.1 of the train control management software. This release resolves a number of issues with earlier versions. It has improved the efficiency of testing, however a number of bugs remain to be resolved in release 7.2.

Safety assurance submissions and resourcing remains a key area of concern. Bombardier has reviewed this and is strengthening its process, resources and internal governance.

Bombardier has now started building the next release (7.2) of the train control management software. This release will be developed and approved for Stage 3 passenger service. All known defects are addressed in release 7.2 although further updates will be required to address any issues discovered in future dynamic testing and trial operations.

Some issues discovered in testing will need to be addressed in future releases of Siemens signalling software where they relate to the Siemens part of the system.

Further meetings and workshops have taken place to drive closer integration between Bombardier, Siemens, Crossrail and TfL, in terms of joint testing, coordination of software release programmes and bug fixing. This relationship, covering train and signalling, is vital for Stage 3 testing and passenger service.

Progress at Old Oak common Depot remains satisfactory. The focus remains on the next stages of signalling and bringing into use as well as 'snagging' and rectifying defects in the currently operational parts of the depot.

TfL Rail remains on schedule to take over the Heathrow Connect services in May 2018, using the existing rolling stock to the airport and the Class 345 trains between Paddington and Hayes & Harlington.

One of the key activities for the success of this plan was to update some route-specific software. The software was updated, on schedule, on 11 April and has been successfully tested in runs on the Great Western route. It remains on schedule for full safety approval on 2 May and Bombardier continues to monitor this closely.

Further pre-testing of the European Train Control System ('ETCS') in the Heathrow tunnels will take place this weekend. Laboratory testing in Charleroi, Belgium allowing some ETCS tests to take place without requiring access to the actual railway at Heathrow was completed and the results, apparently successful, are currently being analysed and a report will be issued this week. An update on this will

be provided in next week's briefing note.

Key Programme Milestones

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	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	Complete
Commence build of TCMS release 7.2 (the Stage 3 passenger service software)	24 April	24 April
Independent Safety Assessment body ('ISA') approval for European Train Control System MR2 software necessary for Stage 3	22 May	22 May
Approval of CBTC signalling for Central Operating Section Trial Operations	22 Jun	22 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	Complete
Section B1 Brought into Use	11 Apr	Complete
Section C Brought into Use	30 May	30 May

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

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

Sent: 23 April 2018 11:14

To: Mannah Sylvia

Subject: Weekly Report

Sylvia,

Where are we with weekly report - have you amended and with Mike? Just checking there's nothing o/s from me.

If BT's finalised I'll issue to them.

Howard

Sent from my iPhone

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From: [Keane Kate](#)
To: [Erica Walker](#); [Steer Tim](#); [Claire Hamilton](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Subject: TfL Restricted - Weekly progress update - Elizabeth line
Date: 10 April 2018 16:54:31
Attachments: [Weekly Mayor Update 090418.docx](#)
[image001.png](#)

All

Apologies for the delay sending this over to you – please see attached this week’s update on the Elizabeth line.

Any queries, please let me know.

Thanks

Kate

Kate Keane
Corporate Affairs
Transport for London

: [REDACTED] (ext. [REDACTED])

: [REDACTED]

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

From: Erica Walker [mailto:[REDACTED]@london.gov.uk]
Sent: 09 April 2018 17:07
To: Doyne Stephanie; Steer Tim; Claire Hamilton
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: Re: TfL Restricted - Weekly progress update on Crossrail

Okay - thanks for the update.

Erica Walker

[REDACTED]

From: Doyne Stephanie
Sent: Monday, 9 April 2018 17:04
To: Tim Steer; Claire Hamilton; Erica Walker
Cc: Keane Kate; Andrew J. Brown
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

We are still awaiting some clarification on a few points but will send the note over first thing tomorrow morning. Apologies for the delay.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 17 April 2018 12:46:00
Attachments: [image001.png](#)
[Weekly Mayor Update 160418.docx](#)

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 24 April 2018 15:12:31
Attachments: [image001.png](#)
[Weekly Mayor Update 240418 FINAL.docx](#)

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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From: [Keane Kate](#)
To: [Mannah Sylvia](#)
Subject: TfL Restricted: Mayor update 090418 - Mike's comments
Date: 10 April 2018 09:46:46
Attachments: [Weekly Mayor Update 090418 v2 tracked.docx](#)

Hi Sylvia

Mike has reviewed this note as per the attached tracked changes. Could you take another look at this and amend the attached as necessary.

Any queries, just shout.

Thanks

Kate

Kate Keane
Corporate Affairs
Transport for London

: [REDACTED] (ext. [REDACTED])

: [REDACTED]

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

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: Weekly Mayor Update 010518
Date: 01 May 2018 16:43:24
Attachments: [Weekly Mayor Update 010518.docx](#)

Hopefully the final version!

Please can you copy me in when you send it to City Hall.

Thanks,

SM

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 090418.docx
Date: 09 April 2018 16:25:30
Attachments: [Weekly Mayor Update 090418.docx](#)
[ATT00001.txt](#)

Lucy has updated but I can't see the track changes on the phone as I'm currently in Mark's team meeting - sorry!

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 090418
Date: 16 April 2018 11:35:44
Attachments: [Weekly Mayor Update 090418.docx](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 160418
Date: 16 April 2018 17:13:14
Attachments: [Weekly Mayor Update 160418.docx](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: Weekly Mayor Update 160418
Date: 17 April 2018 08:29:23
Attachments: [Weekly Mayor Update 160418.docx](#)

Hi Steph and Andy,
Attached is what I hope is the final version of this week's report.
Thanks,
Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 230418
Date: 23 April 2018 12:46:39
Attachments: [Weekly Mayor Update 230418.docx](#)

What I currently have – I'm waiting for them to answer my questions but will be in meeting from 1-5pm so I'll pick up on the ipad.

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Subject: Weekly Mayor Update 230418
Date: 23 April 2018 13:44:25
Attachments: [Weekly Mayor Update 230418.docx](#)

Hi Andy and Steph,

Attached is this week's briefing note. I've gone through it and I think we should fingers crossed be in a much better shape than last week. We've answered all but one of David B's comments as we're awaiting confirmation.

Thanks,
Sylvia

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

From: [Mannah Sylvia](#)
To: [external howard Smith](#); [Findlay Lucy](#); [Zavitz Richard](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: Weekly Mayor Update 240418 FINAL tracked.docx
Date: 24 April 2018 15:17:39
Attachments: [Weekly Mayor Update 240418 FINAL tracked.docx](#)
[ATT00001.txt](#)

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

Fun starts all over again on Thursday!

Sylvia

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 260318 - Final41027 (2)
Date: 09 April 2018 12:28:13
Attachments: [Weekly Mayor Update 260318 - Final41027 \(2\).docx](#)

Can you please review this version. I'm waiting for Howard to send back the agreed TfL/ BT version of appendix D. I need to update appendix B but this is broadly the report.

Thanks,
SM

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 300418
Date: 27 April 2018 13:37:07
Attachments: [Weekly Mayor Update 300418.docx](#)

As discussed.

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Findlay Lucy](#); [Adams Simon](#); [Zavitz Richard](#)
Cc: [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: Weekly Mayor Update 300418
Date: 27 April 2018 10:15:06
Attachments: [Weekly Mayor Update 300418.docx](#)

Hi all,

As ever, thanks for your contribution. Attached is the updated briefing note incorporating everything you've sent. I've reviewed and made some minor amends and included some minor comments. I'd be grateful if you could review and get back to me.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground

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

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: Weekly Mayor Update 300418
Date: 27 April 2018 18:22:33
Attachments: [Weekly Mayor Update 300418.docx](#)

Hi,

Attached is this week's EL briefing note – it's 15 pages long because we've combined appendix A&B and included things up to stage 5.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shaunadevlin](#)
Subject: weekly mayor update
Date: 06 April 2018 13:39:45

Hi Sylvia

Below some input from CRL.

Howard - you might want to add in a para about progress on Stage 2 Phase 1?

Sylvia appendix B will need to be updated with info from the latest readiness board slides (attached for ease).

2 Headlines

- 2.1 Safety performance has continued to be strong.
- 2.2 Testing of the new trains and infrastructure has continued in "protected manual mode" during day time hours between Abbey Wood and Stepney Green. Updated software has been loaded onto the test train enabling testing using Communications Based Train Control (CBTC - the signalling system for the central section) and further tests contained in the dynamic testing plan.
- 2.3 Train testing in the eastern tunnels under signalling protection is due to commence this week and will enable testing at higher speeds and testing stopping accuracy particularly in relation to the platform screen doors.
- 2.4 Station and tunnel fit-out continued during the Easter period. All platform screen doors should be installed by the end of the week and lift and escalator installation is over 80 per cent commenced across all central stations.
- 2.5 Good progress has also been made with installation of mechanical and electrical equipment and overhead line equipment in the western section of the tunnels. In addition, preparation for energisation of the auto transformer feeder station at Westbourne Park is progressing well and the schedules is currently on track to enable a period of short circuit testing and then dynamic testing in the western section to commence in June.
- 2.6 Crossrail's delivery schedule MOHS18 remains on target overall although there has been a delay in provision of permanent high voltage power following a delay in energising the bulk supply point at Limmo. While testing of station systems can take place using temporary power, final testing requires permanent power. CRL is currently working to mitigate the impact of the delay.

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: 27 March 2018 16:05

To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon

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

Subject: Weekly Mayor Update 260318 - Final.docx

All,

Again thanks for your help. Attached is the final version of the report that has been issued to City Hall colleagues.

Thanks,

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Sylvia

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Adams Simon](#)
Subject: Weekly Mayoral briefing [cost section]
Date: 06 April 2018 11:34:01

Hi Sylvia,

Upon reflection, I have thought a bit of an update may be in order as the TfL board deep dive is now old news. I have added a few words on the commissioned review of critical contracts.

Simon – let me know if you would like to make any further changes.

Thanks

Richard

[

I Costs

I.1 CRL's costs are reported on a periodic basis and have increased by £3m in the last period to £12,467m.

I.2 Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 March, regarding the likelihood of additional funding being required to complete the project. CRL's current forecast shows £45m headroom to the limit of the £600m contingency, funded by TfL.

I.3 Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time of the next formal report (May) is high as they incorporate the implications of the revised Master Operating Handover Schedule (MOHS), delays to energisation, revised Bombardier programme, and current levels of productivity on the systemwide contracts.

I.4 The Sponsors have commissioned a 'deep dive' into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives.

]

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)

